



Chief Administrative Officer Selection Committee
Monday, December 11, 2023 –10:00 a.m.
Township of South Frontenac Council Chamber,
4432 George Street, Sydenham, ON
<https://youtube.com/live/h5wHVOM0WZo?feature=share>

AGENDA

Page

- 1. Call to order**
- 2. Election of Officers**
 - a) Election of Chair
 - b) Election of Vice-Chair
- 3. Adoption of the agenda**
 - a) **That** the agenda for the December 11, 2023 meeting of the Chief Administrative Officer Selection Committee be adopted.
- 4. Disclosure of pecuniary interest and general nature thereof**
- 5. Adoption of Minutes**
- 6. Items of Business**
 - a) Review of Candidate qualifications and key leadership attributes
 - b) Discussion on history and future challenges for the County
 - c) Preferred advertising strategies
 - d) Finalize desired hiring process, interview strategy and timelines
- 7. Next meeting date**
- 8. Adjournment**

2 - 8

9 - 31



CHIEF ADMINISTRATIVE OFFICER

POSITION SUMMARY

The Chief Administrative Officer (CAO) is the senior appointed official of the County responsible for the overall administration of municipal operations in accordance with the objectives, policies, and plans approved by the Council. The CAO is responsible for directing, controlling, and coordinating the activities of the various County departments. Working with a Senior Leadership Team, the CAO ensures that the policies and programs of the County are implemented and advises and informs Council of the operations and affairs of the County. The CAO performs all the duties and exercises the powers and functions assigned by all applicable enactments or as assigned by Council. The CAO will carry out the duties in alignment to the organization's mission, vision and values, and work to further its priorities.

SUPERVISION RECEIVED

Works under the guidance of County Council.

SUPERVISION EXERCISED

The direct reports of the CAO include:

- Director of Corporate Services/Treasurer
- Director of Human Resources
- Administrator of Fairmount Home
- Chief Paramedic/Director, Emergency & Transportation Services
- Director of Planning and Economic Development
- Executive Assistant (joint reporting relationship with Director, Corporate Services/Treasurer)
- Manager of Continuous Improvement

CORE COMPETENCIES

- Demonstrates the core Corporate competencies: Professionalism, Respect and Integrity; Client Service Orientation; Accountability, Commitment and Perseverance; Communication; Innovation/Process Improvement; and Teamwork
- Demonstrates the core Leadership competencies: Corporate Accountability; Leading People; and Personal Effectiveness

KEY RESPONSIBILITIES AND ROLE EXPECTATIONS

Operational Leadership

- Coordinates and administers the delivery of services to the municipality's residents and businesses in a manner that will ensure the sustainable utilization of human, financial and physical resources of the County and in accordance with Council's direction
- Performs the responsibilities of the position within the legislative and regulatory standards set out in the applicable Federal, Provincial and Municipal statutes
- Performs the responsibilities of the position consistent with the Operational policies of the County
- Provides innovative leadership to ensure all municipal services are focused on the recipient and delivered at optimum levels at the lowest possible cost. Ensures that operations are effectively managed and that there is ongoing compliance with legislation, regulations and standards
- Recommends short and long range plans
- Provides leadership to members of the Senior Leadership and Leadership Teams in the innovative implementation of the County's strategic plan, including progressive economic development, fiscal management, continuous improvement, social responsibility and municipal infrastructure
- Provides advice and guidance to Council, staff, and the public with respect to good governance practices and effective and efficient administration for the achievement of corporate goals and Council directives
- Develops and maintains effective and co-operative relationships and liaises with the general public, senior representatives of other municipalities, agencies and employers, other levels of government, consultants, community groups, to obtain and provide relevant information, and promote a high standard of public relations that will assist Council and promote the interests of the municipality
- Provides financial oversight on both annual budgeting and taxation policy; providing Council with a strategic financial blueprint that balances the corporate goals against the fiscal realities and taxpayer interest

Staff Leadership

- Inspires teams by promoting a compelling vision for the organization of trust, credibility, respect and openness committed to the goals, objectives and mission
- Engages team input and facilitates their involvement in decision making and planning
- Champions people management strategies and implements systems to ensure the creation of high performance teams
- Inspires others to define new opportunities and continuously improve the organization
- Encourages and values diversity in the organization's talent base
- Collaborates with Human Resources to attract, hire and retain top talent
- Creates a high performance environment by setting clear, realistic goals and work plans and providing open and consistent feedback and coaching
- Monitors and evaluates performance of directly reporting staff; holds staff accountable for goal achievement and results, promoting learning, and personal growth

- Mentors directly reporting staff, and provides an engaging environment where team members are motivated to achieve goals
- Works to build an inclusive and productive continuous improvement environment that promotes collaboration, teamwork; setting performance standards and providing relevant feedback
- Recognizes and celebrates the successes of individuals and teams
- Implements effective strategies to increase resiliency and the resiliency of the team

Financial Management

- Ensures that the County budget is effectively developed and implemented; works with Senior Leadership to identify and respond to potential variances
- Operates in a fiscally responsible manner and identifies opportunities for cost savings

Health & Safety

- Protects own health and safety and the safety of others by adopting safe work practices, reporting unsafe conditions immediately, and attending all relevant in-services regarding occupational health and safety
- Follows all guidelines for employees and employers as legislated under the *Ontario Occupational Health and Safety Act*.
- Ensures directly reporting staff are trained in health and safety and where appropriate, wear the applicable Personal Protective Equipment (PPE) while in the workplace

Other Duties

- Completes other duties as assigned

The foregoing description reflects the general responsibilities and expectations necessary to describe the principal functions of the job identified and shall not be construed to be all of the work requirements that may be inherent in this classification

EDUCATION AND EXPERIENCE:

- Degree in public administration, management or a related field; Masters preferred
- Minimum of ten (10) years of successful experience in a CAO or senior management capacity in a municipal organization, demonstrating a working knowledge of relevant Acts and provincial regulations including three (3) years of experience in an administrative and managerial position within an organization with multiple service lines and wide ranging and diverse public responsibilities
- Equivalent combination or recent, relevant education and experience may be considered
- Experience in strategic planning and organizational development
- Experience working effectively with elected officials, community volunteers, boards and committees, and public participation processes
- Experience or significant exposure working in a two tier municipal environment with a strong knowledge of the upper and lower tier
- AMCTO designation; CMO designation preferred

KNOWLEDGE, SKILLS & ABILITIES:

- Demonstrated knowledge of relevant Acts/Regulations/Statutes, local government functions/responsibilities, and thorough knowledge of Council/Committee processes and protocols
- Demonstrated understanding of municipal finance, municipal planning and development and related issues
- Demonstrated critical thinking skills by systematically obtaining and assessing relevant information, utilizing reflective reasoning and taking action in decision making, with a realistic understanding of the issues and the impact of decision on the department/County
- Demonstrated ability to initiate and lead change within the County, promoting and applying innovative methods and solutions to situations through a continuous process improvement mindset
- Demonstrated excellent communication skills, both written and verbal and ability to communicate complex information to a diverse audience base with ease and confidence in a professional, consistent and positive manner
- Demonstrated ability to think strategically and translate strategy into action
- Demonstrated leadership skills including effective mentoring, coaching, counselling and conflict management skills
- Demonstrated ability to provide an engaging work environment where staff are motivated to set and achieve or exceed challenging goals
- Demonstrated ability to promote education, development and learning with staff
Demonstrated ability to create high performance teams with a focus on quality and service excellence
- Demonstrated professional work ethic and behaviours in interaction with internal and external contacts
- Demonstrated ability to adhere to confidentiality while exhibiting discretion and good judgement
- Demonstrated ability to be a team player who is able to establish and maintain effective working relationships with employees, clients/resident/patients and the public
- Demonstrated respect for individual differences and competencies
- Demonstrated commitment to client-centered service/care
- Demonstrated strong organizational skills and the capacity to multi-task in a fast-paced environment, responding with flexibility to changing priorities
- Demonstrated ability to manage projects and timelines
- Ability to express ideas clearly and concisely with ease and confidence in a professional, consistent and positive manner
- Demonstrated ability to prepare and present detailed and sensitive information to staff, leadership and Council members
- Demonstrated personal effectiveness in navigating organizational politics, building resiliency, encouraging work life balance and being aware of own strengths and limitations

- Demonstrated knowledge of all legislation and regulations pertinent to the role as well as an understanding of policies and legislation affecting municipal government, that impact functioning in the role
- Advanced computer proficiency using Microsoft Office Suite of products including Word, Excel, PowerPoint, Outlook; ability to use other software applications
- Demonstrated understanding and commitment to health and safety policies, procedures and applicable legislation
- Demonstrated ability to attend work on a regular basis
- Must hold a valid Class "G" driver's license
- Satisfactory Criminal Reference Check, valid within the last six months
- Demonstrated ability to meet the physical demands of the position

WORKING CONDITIONS:

- Potential exposure to conflict
- Varied hours of work to meet the operational demands of the position
- Periods of time sitting in meetings, viewing a computer monitor and keyboarding
- Intermediate level of concentration is required to analyze and interpret data and information and prepare reports
- Multi-tasking environment and necessity to meet deadlines on a regular basis
- Frequent travel

COMPENSATION:

- Probationary period of six (6) months
- Remuneration at the Band A non-union grid level

| | |
|---------------------------|--|
| Manager Signature: | |
| Date: | |

County of Frontenac Organizational Chart

Chief Administrative Officer

Direct Reports – Director of Human Resources, Director of Corporate Services/Treasurer, Director of Planning and Economic Development, Administrator of Fairmount Home, Chief of Paramedics/Director of Emergency and Transportation Services, Executive Assistant, and Manager of Continuous Improvement.

Directors

Director of Human Resources

2 Human Resources Generalists and the Occupational Health Nurse

Director of Corporate Services/Treasurer

Manager of Information Services with reports Business Analyst [with reports of 3 Service Desk Analysts] and Network Administrator

Manager of Legislative Services with reports Administrative Clerk and Communications Officer

Deputy Treasurer with reports 2 Accounts Payable/Accounts Receivable, and 2 Payroll & Benefits Clerk

Senior Financial Analyst

Director of Planning and Economic Development

Manager of Community Planning with reports of 2 Community Planners

Manager of Economic Development with report of a Community Development Officer

Administrator of Fairmount Home – see separate Org Chart

Chief of Paramedics/Director Emergency and Transportation Services Paramedic – see separate Org Chart



FRONTENAC
COUNTY OF FRONTENAC • ONTARIO

Frontenac County Strategic Plan (2023 – 2026)

Introduction

Over the current term of council, the Strategic Plan (the plan) will inform and guide the decision-making efforts of County Council necessary to achieve the strategic priorities laid out in the plan.

With a population of 29,295 residents plus seasonal visitors, Frontenac County is comprised of four townships and covers approximately 4,000-square-kilometres of rural land nestled around a city of more than 132,000 residents.

While the County operates within a larger provincial, national and international context, much of the County remains embedded within the City of Kingston's economy which provides an array of employment opportunities and access to additional healthcare, social service and educational supports and services.

The development of the strategic priorities and objectives were informed by the results of a comprehensive engagement process with input received from township and county councils, local residents, youth and young professionals. The recommendations further considered the county's composition, demographics, geography and local context for relevancy and suitability.

Executive Summary: Frontenac County Strategic Plan (2023 – 2026)

The Guiding Vision for Frontenac County

To be a thriving and sustainable County that balances economic growth, environmental preservation, and individual lifestyles, ensuring a vibrant and inclusive community for current and future generations in Frontenac.

The County of Frontenac Mission (Statement of Purpose)

Our mission is committed to proactively promote and support managed growth in Frontenac County, leveraging its economic potential, while preserving the County's distinct natural environment and respecting the diverse lifestyle choices of our residents.

Strategic Priorities (2023 – 2026)

1. Develop a Regional Approach to Overcome Infrastructure Issues and Maximize Infrastructure Development Opportunities

- Support member municipalities in their efforts to maintain and improve roads and bridges.
- Develop strategies to improve regional transportation connectivity and accessibility.
- Enhance collaboration with the Township of Frontenac Islands and the Province of Ontario on ferry services.

2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County

- Work with Townships to improve and sustain the villages and hamlets across the region.
- Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.
- Support different forms of housing such as small apartments, affordable houses, and seniors housing.
- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.
- Support workforce development initiatives to create job opportunities and retain talent.

3. Strengthen Quality of Life through Enhanced Service Delivery

- Focus on Frontenac Paramedics
 - Improve response times and coverage throughout Frontenac County.
 - Increase the number of paramedics to meet the growing demand for services.
 - Provide additional facilities for Frontenac Paramedics that will effectively meet steadily growing demand for services and accommodate more paramedic training.
- Focus on Fairmount Home
 - Improve the quality of care and services provided to residents.
 - Expand the capacity to accommodate more residents.
 - Enhancing staff training and development opportunities.
- Focus on Social Services and Housing
 - Ensure equal and fair access to social services, childcare, and social housing for County residents.
 - Advocate for additional funding and resources from provincial and federal governments for social services and affordable housing.

- Invest additional resources in the availability of affordable housing and related services.

4. Maximize Administrative Leadership within the County Administration

- Ensure efficient and responsible financial management of County resources.
- Ensure transparency and accountability of the governance of the County of Frontenac (Council and its Committees).
- Ensure community engagement remains a continued priority and to develop dynamic solutions to improve citizen awareness/involvement in County of Frontenac activities and to promote collaboration with member municipalities.

Explore Supplementary Initiatives to Address Emerging Needs

Stemming from the county-wide consultation process, a recurring theme emerged with a focus on having Frontenac County consider environmental stewardship and sustainability in its policy development and recommendations.

- Collaborate with regional, provincial, and federal agencies, as well as community organizations and Indigenous communities, to leverage expertise, resources, and funding for environmental initiatives.
- Establish a baseline inventory of County administration's carbon emissions to track progress and identify areas for targeted reduction efforts.
- Engage residents, businesses, educational institutions, and community organizations in collaborative efforts to address environmental challenges and promote sustainable practices.

Extensive consultation attracted online input from 703 residents (including 109 seasonal residents and 76 youth and young professionals). Local consultations were conducted with each of the four townships and county councils in public session. Individual meetings were held with nine senior staff members from the four townships and County administration. For the services which Frontenac County and the City of Kingston collaborate on and financially support together, they were discussed with two senior members of the city's senior leadership team.

Overview of Strategy Development Process:

Project initiation commenced in January 2023, followed by an in-depth review of relevant background documents, reports and studies, necessary to increase the understanding and situational context of the contracted Project Team.

Throughout February and March, each Township and County Council received a project briefing and participated in a discussion, facilitated and led by the Project Team, during each council's scheduled monthly session. During each discussion, council members were asked to comment on a series of questions designed to garner insights capable of helping guide the actions of County council forward over this term of council and how those strategies could provide reciprocal value back to the townships.

Throughout April and early May, a comprehensive online survey was promoted to residents of each township, where the thoughts, opinions and ideas were captured from 703 residents, including 109 who identified as seasonal residents (compared to the 210 and 71 collected respectfully in 2019). A special outreach strategy was deployed to ensure the voice of youth and young professionals was also captured, which resulted in 109 individuals under the age of 35 having participated. Of the responses captured by those currently residing in Frontenac County, North Frontenac represented 16%, Central Frontenac 14%, South Frontenac 21% and Frontenac Islands 49%.

Additionally, two open houses were offered to residents (one in each South Frontenac and North Frontenac) and nine individual meetings were held with senior staff members from the county, townships including one meeting the City of Kingston (regarding services that are jointly supported by both Frontenac County and the City of Kingston).

All input was compiled and presented, including the draft strategic plan to the County's senior leadership team on May 29 and County Council on June 21. A revised draft was presented to County Council on July 17, 2023 for approval.

1. Develop a Regional Approach to Overcome Infrastructure Issues and Maximize Infrastructure Development Opportunities

This priority leverages the county's regional reach to further strengthen its support role with each individual township to meet their infrastructure needs. While a number of infrastructure-related needs were identified for improvement throughout the consultation and engagement process, the prevailing focus for this term of this council in this strategic priority is tied to transportation.

Objectives in support of this strategy:

- Enhance collaboration with the Township of Frontenac Islands and the Province of Ontario on ferry services.
- Support member municipalities in their efforts to maintain and improve roads and bridges.
- Develop strategies to improve regional transportation connectivity and accessibility.

Direction for Development of Operational Plans:

- In supporting ferry service to the islands, it is understood that the ferry asset is owned by Ontario's Ministry of Transportation, is governed by Transport Canada and its daily operations and collection of fees are handled by Frontenac County.
- The County can continue supporting the Township of Frontenac Islands to ensure they have a platform by which their priorities and funding requests are openly conveyed to the appropriate provincial and federal government agencies.
- To ensure that county-wide roads and bridges maintain their current level of service, the County should explore opportunities for partnership with the townships to unlock provincial and federal infrastructure funding.
- The County will ensure that residents are empowered to share their thoughts, opinions and ideas to better regional transportation connectivity and accessibility. The County will also strengthen coordination and communication between transportation service providers and local governments.

2. Contribute to the Progress of Sustainable Economic Growth and Prosperity Throughout the County

As the second pillar for establishing a strong foundation by which to guide the county's priorities during this term of council, this strategic priority focuses on strengthening collaboration between regional and sub-regional levels of government to ensure economic prosperity through collaborative efforts focused on business retention, expansion and attraction, while ensuring businesses have access to workforce development tools and initiatives to create job opportunities and retain talent.

Progressing sustainable economic growth and developing relevant regional tools and policies in partnership with townships will help improve and sustain the villages and hamlets across the region.

The County, in collaboration with townships, must develop new policies that increase the number and variety of housing stock to meet the needs of residents through their various stages of life.

Objectives in support of this strategy:

- Work with Townships to improve and sustain the villages and hamlets across the region.
- Develop regional tools and policies to support long-term protection of lakes, rivers, and other important environmental features in Frontenac.
- Support different forms of housing such as small apartments, affordable houses, and seniors housing.
- Provide business support and resources to existing and prospective businesses.
- Attract new investments and businesses to Frontenac County.
- Support workforce development initiatives to create job opportunities and retain talent.

Direction for Development of Operational Plans:

- Ensure that the community is consulted and that townships are included in all phases of planning.
- Develop policies that mitigate development impacts on the county's many environmental assets and features.
- Develop policies that increase the number and variety of housing stock to meet the needs of residents through their various stages of life.
- Encourage the exploration of new technologies tied to communal services that can encourage residential development in strategic areas throughout the county.
- Identify efficiencies in partnership with townships to more effectively deliver and streamline the delivery of economic development services and supports necessary to retain, expand and attract business investment in the county.

3. Strengthen Quality of Life through Enhanced Service Delivery

This priority focuses on strengthening the quality of life through enhanced service delivery of Frontenac Paramedics, Fairmount Home and social services and housing throughout the county.

Beyond contributing to regional economic prosperity, the county has a responsibility to its residents by ensuring the efficient and effective delivery of its paramedic services, that capacity and quality of care is available to its aging residents, and that residents have equal and fair access to social services, childcare and social housing.

Objectives in support of this strategy:

- Focus on Frontenac Paramedics
 - Improve response times and coverage throughout Frontenac County.
 - Increase the number of paramedics to meet the growing demand for services.
 - Provide additional facilities for Frontenac Paramedics that will effectively meet steadily growing demand for services and accommodate more paramedic training.
- Focus on Fairmount Home
 - Improve the quality of care and services provided to residents.
 - Expand the capacity to accommodate more residents.
 - Enhance staff training and development opportunities.
- Focus on Social Services and Housing
 - Ensure equal and fair access to social services, childcare, and social housing for County residents.
 - Advocate for additional funding and resources from provincial and federal governments for social services and affordable housing.
 - Invest additional resources in the availability of affordable housing and related services.

Direction for Development of Operational Plans:

- Ensure that the community and the townships are consulted to better understand, define and quantify the demand for county-wide paramedic services, retirement housing, social services and social housing.
- Establish open, transparent and frequent communication with the City of Kingston to ensure the efficient and effective delivery of Frontenac Paramedics, Fairmount Home, and social services and housing to county residents in a manner that ensures their long-term viability and sustainability.
- Support the integration of proven technologies capable of minimizing paramedic response times to medical emergencies.

- Encourage the development of affordable and social housing in areas that are best served with supporting infrastructure and amenities in proximity (such as public transit, grocery stores, elementary schools, childcare, health clinics and social services).
- Identify best return on investment scenario to guide decision-making on increasing capacity of the Fairmount Home.

4. Maximize Administrative Leadership within the County Administration

Throughout this term of Council, the County, supported by its Corporate Services' division will continue to take a leadership role in providing the administrative support necessary to champion the strategic priorities and objectives laid out in this 2023-2026 Strategic Plan.

County Administration will continue to be the catalyst that brings together the Townships to discuss, debate and develop mutually beneficial solutions that will help guide the County and its townships forward in an ethical and sustainable manner.

Objectives in support of this strategy:

- Ensure efficient and responsible financial management of County resources.
- Ensure transparency and accountability of the governance of the County of Frontenac (Council and its Committees).
- Ensure community engagement remains a continued priority and to develop dynamic solutions to improve citizen awareness/involvement in County of Frontenac activities and to promote collaboration with member municipalities.

Direction for Development of Operational Plans:

- To justify the short- and long-term financial implications tied to investments in major economic and/or infrastructure-related projects.
- Incorporate best practices to enhance community outreach and awareness, while providing accessible platforms that empower and allow residents to voice their thoughts, opinions and ideas.
- Maintain open, transparent and frequent communication with the City of Kingston to ensure the efficient and effective delivery of Frontenac Paramedics, Fairmount Home and social services and housing for county residents.

County of Frontenac
 All Departments
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|-------------------|-------------------|------------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| Taxation from Other Governments | 53,000 | 61,000 | 8,000 | (15.09%) | 61,860 | 62,729 | 63,606 | 64,492 |
| User Charges | 3,665,215 | 3,981,235 | 316,020 | (8.62%) | 4,072,918 | 4,164,813 | 4,259,641 | 4,345,966 |
| Payments in Lieu of Taxes | 42,297 | 42,839 | 542 | (1.28%) | 43,267 | 43,700 | 44,137 | 44,578 |
| Federal and Provincial | 22,176,688 | 24,206,164 | 2,029,476 | (9.15%) | 23,828,570 | 24,619,006 | 25,101,203 | 25,571,637 |
| Provincial Offences Net Revenue | 81,298 | 68,372 | (12,926) | 15.90% | 68,372 | 68,372 | 68,372 | 68,372 |
| Investment Income | 160,000 | 600,000 | 440,000 | (275.00%) | 480,000 | 440,000 | 400,000 | 360,000 |
| Other | 981,620 | 1,064,190 | 82,570 | (8.41%) | 1,104,477 | 1,127,407 | 1,155,796 | 1,169,680 |
| Transfers from Obligatory Reserve | 902,851 | 892,851 | (10,000) | 1.11% | 892,851 | 892,851 | 892,851 | 892,851 |
| Transfers from Reserve | 570,929 | 627,477 | 56,548 | (9.90%) | 781,132 | 797,245 | 580,074 | 580,074 |
| Total Operating Revenue | 28,633,898 | 31,544,128 | 2,910,230 | (10.16%) | 31,333,447 | 32,216,123 | 32,565,680 | 33,097,650 |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 38,525,966 | 41,094,136 | 2,568,170 | 6.67% | 43,318,389 | 45,513,279 | 46,859,035 | 47,281,673 |
| Materials | 5,217,203 | 5,348,221 | 131,018 | 2.51% | 4,102,007 | 4,146,746 | 4,180,266 | 4,218,752 |
| Contracted Services | 8,471,810 | 9,202,286 | 730,476 | 8.62% | 9,297,080 | 9,425,162 | 9,725,864 | 9,995,316 |
| Rents & Financing | 221,675 | 218,395 | (3,280) | (1.48%) | 221,667 | 221,736 | 221,807 | 221,879 |
| External Transfers | 249,299 | 151,861 | (97,438) | (39.08%) | 151,861 | 151,861 | 151,861 | 151,861 |
| Depreciation | 1,942,002 | 2,056,311 | 114,309 | 5.89% | 2,056,311 | 2,056,311 | 2,056,311 | 2,056,311 |
| Reserve Transfers | 2,995,459 | 3,484,970 | 489,511 | 16.34% | 3,526,231 | 3,657,826 | 3,762,171 | 3,776,808 |
| Four Hours of Care | | | | #DIV/0! | 120,091 | 120,091 | 120,091 | 120,091 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 57,623,414 | 61,556,180 | 3,932,766 | 6.82% | 62,793,637 | 65,293,012 | 67,077,406 | 67,822,691 |
| Net Municipal Contribution | 28,989,516 | 30,012,052 | 1,022,536 | 3.53% | 31,460,190 | 33,076,889 | 34,511,726 | 34,725,041 |
| LESS: Depreciation | (1,942,002) | (2,056,311) | (114,309) | (5.89%) | (2,056,311) | (2,056,311) | (2,056,311) | (2,056,311) |
| Net Municipal Contribution LESS Depreciation | 27,047,514 | 27,955,741 | 908,227 | 3.36% | 29,403,879 | 31,020,578 | 32,455,415 | 32,668,730 |
| City of Kingston | (14,723,294) | (15,409,626) | (686,332) | 4.66% | (16,262,467) | (17,299,262) | (17,910,183) | (18,119,005) |
| County Contribution - Operating | 12,324,220 | 12,546,115 | 221,895 | 1.80% | 13,141,412 | 13,721,316 | 14,545,232 | 14,549,725 |

County of Frontenac
 All Departments
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--------------------------------------|-------------------|-------------------|----------------|----------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Capital Revenue | 7,892,704 | 2,433,236 | (5,459,468) | 69.17% | 2,039,125 | 3,876,859 | 1,978,558 | 1,950,597 |
| Capital Expense | 10,474,880 | 2,433,236 | (8,041,644) | (76.77%) | 2,330,125 | 3,892,848 | 1,994,558 | 2,233,597 |
| Net Capital Expense | 2,582,176 | | (2,582,176) | (100.00%) | 291,000 | 15,989 | 16,000 | 283,000 |
| City of Kingston - Capital | (2,582,176) | | 2,582,176 | (100.00%) | | (218,625) | | |
| County Contribution - Capital | | | | #DIV/0! | 291,000 | (202,636) | 16,000 | 283,000 |
| County Contribution - Debenture | 131,989 | 282,241 | 150,252 | 113.84% | 282,241 | 282,239 | 282,241 | 282,241 |
| Total Requisition | 12,456,209 | 12,828,356 | 372,147 | 2.99% | 13,714,653 | 13,800,919 | 14,843,473 | 15,114,966 |

County of Frontenac
 General
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| Taxation from Other Governments | 53,000 | 61,000 | 8,000 | (15.09%) | 61,860 | 62,729 | 63,606 | 64,492 |
| User Charges | 53,664 | 53,664 | | | 53,664 | 53,664 | 53,664 | 53,664 |
| Payments in Lieu of Taxes | 42,297 | 42,839 | 542 | (1.28%) | 43,267 | 43,700 | 44,137 | 44,578 |
| Provincial Offences Net Revenue | 81,298 | 68,372 | (12,926) | 15.90% | 68,372 | 68,372 | 68,372 | 68,372 |
| Investment Income | 160,000 | 600,000 | 440,000 | (275.00%) | 480,000 | 440,000 | 400,000 | 360,000 |
| Total Operating Revenue | 390,259 | 825,875 | 435,616 | (111.62%) | 707,163 | 668,465 | 629,779 | 591,106 |
| Operating Expense | | | | | | | | |
| Contracted Services | 1,501 | 1,501 | | | 1,501 | 1,501 | 1,501 | 1,501 |
| Rents & Financing | 250 | 1 | (249) | (99.60%) | 1 | 1 | 1 | 1 |
| Reserve Transfers | 759,508 | 1,089,597 | 330,089 | 43.46% | 1,013,614 | 1,023,778 | 1,034,349 | 1,045,343 |
| Total Operating Expense | 761,259 | 1,091,099 | 329,840 | 43.33% | 1,015,116 | 1,025,280 | 1,035,851 | 1,046,845 |
| Net Municipal Contribution | 371,000 | 265,224 | (105,776) | (28.51%) | 307,953 | 356,815 | 406,072 | 455,739 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 371,000 | 265,224 | (105,776) | (28.51%) | 307,953 | 356,815 | 406,072 | 455,739 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 371,000 | 265,224 | (105,776) | (28.51%) | 307,953 | 356,815 | 406,072 | 455,739 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 371,000 | 265,224 | (105,776) | (28.51%) | 307,953 | 356,815 | 406,072 | 455,739 |

County of Frontenac
 Governance
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| Transfers from Reserve | 22,500 | 10,000 | (12,500) | 55.56% | | | 25,000 | 25,000 |
| Total Operating Revenue | 22,500 | 10,000 | (12,500) | 55.56% | | | 25,000 | 25,000 |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 180,330 | 184,160 | 3,830 | 2.12% | 187,540 | 190,988 | 194,503 | 198,090 |
| Materials | 63,998 | 61,880 | (2,118) | (3.31%) | 61,964 | 62,751 | 61,838 | 61,927 |
| Contracted Services | 67,402 | 92,106 | 24,704 | 36.65% | 58,405 | 62,368 | 91,357 | 92,374 |
| Reserve Transfers | 15,000 | 25,000 | 10,000 | 66.67% | 25,000 | 25,000 | 25,000 | 25,000 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 326,730 | 363,146 | 36,416 | 11.15% | 332,909 | 341,107 | 372,698 | 377,391 |
| Net Municipal Contribution | 304,230 | 353,146 | 48,916 | 16.08% | 332,909 | 341,107 | 347,698 | 352,391 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 304,230 | 353,146 | 48,916 | 16.08% | 332,909 | 341,107 | 347,698 | 352,391 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 304,230 | 353,146 | 48,916 | 16.08% | 332,909 | 341,107 | 347,698 | 352,391 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 304,230 | 353,146 | 48,916 | 16.08% | 332,909 | 341,107 | 347,698 | 352,391 |

County of Frontenac
Corporate
Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------------|------------------|-----------------|-----------------|------------------|------------------|------------------|------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| User Charges | | 132,689 | 132,689 | #DIV/0! | 132,689 | 132,689 | 132,689 | 132,689 |
| Other | 605,561 | 618,693 | 13,132 | (2.17%) | 648,165 | 659,969 | 676,915 | 679,197 |
| Transfers from Reserve | 5,000 | 20,000 | 15,000 | (300.00%) | 5,000 | 11,000 | 5,000 | 5,000 |
| Total Operating Revenue | 610,561 | 771,382 | 160,821 | (26.34%) | 785,854 | 803,658 | 814,604 | 816,886 |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 1,670,900 | 1,726,095 | 55,195 | 3.30% | 1,804,221 | 1,874,149 | 1,942,182 | 1,910,012 |
| Materials | 215,235 | 232,061 | 16,826 | 7.82% | 201,594 | 209,248 | 206,844 | 208,423 |
| Contracted Services | 945,863 | 943,097 | (2,766) | (0.29%) | 940,361 | 946,715 | 956,613 | 968,316 |
| Rents & Financing | 7,000 | 720 | (6,280) | (89.71%) | 720 | 720 | 720 | 720 |
| Depreciation | 416,484 | 510,484 | 94,000 | 22.57% | 510,484 | 510,484 | 510,484 | 510,484 |
| Reserve Transfers | 17,500 | 17,500 | | | 17,500 | 17,500 | 17,500 | 17,500 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 3,272,982 | 3,429,957 | 156,975 | 4.80% | 3,474,880 | 3,558,816 | 3,634,343 | 3,615,455 |
| Net Municipal Contribution | 2,662,421 | 2,658,575 | (3,846) | (0.14%) | 2,689,026 | 2,755,158 | 2,819,739 | 2,798,569 |
| LESS: Depreciation | (416,484) | (510,484) | (94,000) | (22.57%) | (510,484) | (510,484) | (510,484) | (510,484) |
| Net Municipal Contribution LESS Depreciation | 2,245,937 | 2,148,091 | (97,846) | (4.36%) | 2,178,542 | 2,244,674 | 2,309,255 | 2,288,085 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 2,245,937 | 2,148,091 | (97,846) | (4.36%) | 2,178,542 | 2,244,674 | 2,309,255 | 2,288,085 |
| Capital Revenue | 4,825,730 | 6,500 | (4,819,230) | 99.87% | | | | |
| Capital Expense | 4,825,730 | 6,500 | (4,819,230) | (99.87%) | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | 90,476 | 240,728 | 150,252 | 166.07% | 240,728 | 240,727 | 240,728 | 240,728 |
| Total Requisition | 2,336,413 | 2,388,819 | 52,406 | 2.24% | 2,419,270 | 2,485,401 | 2,549,983 | 2,528,813 |

County of Frontenac
Ferry
Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------------|------------------|---------------|----------------|------------------|------------------|------------------|------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| User Charges | 283,080 | 282,606 | (474) | 0.17% | 293,656 | 303,064 | 313,508 | 313,508 |
| Federal and Provincial | 1,097,059 | 1,130,547 | 33,488 | (3.05%) | 1,157,554 | 1,186,493 | 1,216,155 | 1,246,559 |
| Total Operating Revenue | 1,380,139 | 1,413,153 | 33,014 | (2.39%) | 1,451,210 | 1,489,557 | 1,529,663 | 1,560,067 |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 1,246,433 | 1,294,811 | 48,378 | 3.88% | 1,461,056 | 1,508,163 | 1,560,371 | 1,516,316 |
| Materials | 48,152 | 53,467 | 5,315 | 11.04% | 48,785 | 48,785 | 48,785 | 48,785 |
| Contracted Services | 85,554 | 64,875 | (20,679) | (24.17%) | 68,379 | 70,651 | 72,890 | 75,305 |
| Depreciation | 4,770 | 4,770 | | | 4,770 | 4,770 | 4,770 | 4,770 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 1,384,909 | 1,417,923 | 33,014 | 2.38% | 1,582,990 | 1,632,369 | 1,686,816 | 1,645,176 |
| Net Municipal Contribution | 4,770 | 4,770 | | | 131,780 | 142,812 | 157,153 | 85,109 |
| LESS: Depreciation | (4,770) | (4,770) | | | (4,770) | (4,770) | (4,770) | (4,770) |
| Net Municipal Contribution LESS Depreciation | | | | #DIV/0! | 127,010 | 138,042 | 152,383 | 80,339 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | | | | #DIV/0! | 127,010 | 138,042 | 152,383 | 80,339 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | | | | #DIV/0! | 127,010 | 138,042 | 152,383 | 80,339 |

County of Frontenac
 Social Housing
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| Transfers from Reserve | | | | #DIV/0! | | | | |
| Total Operating Revenue | | | | #DIV/0! | | | | |
| Operating Expense | | | | | | | | |
| Contracted Services | 818,041 | 793,668 | (24,373) | (2.98%) | 817,478 | 842,003 | 867,263 | 893,281 |
| Reserve Transfers | | | | #DIV/0! | | | | |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 818,041 | 793,668 | (24,373) | (2.98%) | 817,478 | 842,003 | 867,263 | 893,281 |
| Net Municipal Contribution | 818,041 | 793,668 | (24,373) | (2.98%) | 817,478 | 842,003 | 867,263 | 893,281 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 818,041 | 793,668 | (24,373) | (2.98%) | 817,478 | 842,003 | 867,263 | 893,281 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 818,041 | 793,668 | (24,373) | (2.98%) | 817,478 | 842,003 | 867,263 | 893,281 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 818,041 | 793,668 | (24,373) | (2.98%) | 817,478 | 842,003 | 867,263 | 893,281 |

County of Frontenac
 Fairmount - County
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|-------------------|-------------------|------------------|----------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| User Charges | 3,322,971 | 3,506,776 | 183,805 | (5.53%) | 3,587,409 | 3,669,896 | 3,754,280 | 3,840,605 |
| Federal and Provincial | 8,873,306 | 9,810,670 | 937,364 | (10.56%) | 9,972,164 | 10,031,228 | 10,093,690 | 10,156,777 |
| Other | 105,367 | 118,567 | 13,200 | (12.53%) | 119,883 | 121,225 | 122,591 | 123,813 |
| Transfers from Reserve | 288,471 | 276,471 | (12,000) | 4.16% | 276,471 | 288,471 | 25,000 | 25,000 |
| Total Operating Revenue | 12,590,115 | 13,712,484 | 1,122,369 | (8.91%) | 13,955,927 | 14,110,820 | 13,995,561 | 14,146,195 |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 14,247,375 | 15,281,588 | 1,034,213 | 7.26% | 15,800,653 | 16,275,467 | 16,801,879 | 16,638,875 |
| Materials | 1,319,662 | 1,458,599 | 138,937 | 10.53% | 1,417,097 | 1,435,801 | 1,454,446 | 1,473,436 |
| Contracted Services | 1,452,803 | 1,587,102 | 134,299 | 9.24% | 1,602,718 | 1,643,529 | 1,683,921 | 1,784,654 |
| Rents & Financing | 3,334 | 3,401 | 67 | 2.01% | 3,469 | 3,538 | 3,609 | 3,681 |
| Depreciation | 615,436 | 627,745 | 12,309 | 2.00% | 627,745 | 627,745 | 627,745 | 627,745 |
| Reserve Transfers | 834,681 | 834,681 | | | 834,681 | 834,681 | 834,681 | 834,681 |
| Four Hours of Care | | | | #DIV/0! | 120,091 | 120,091 | 120,091 | 120,091 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 18,473,291 | 19,793,116 | 1,319,825 | 7.14% | 20,406,454 | 20,940,852 | 21,526,372 | 21,483,163 |
| Net Municipal Contribution | 5,883,176 | 6,080,632 | 197,456 | 3.36% | 6,450,527 | 6,830,032 | 7,530,811 | 7,336,968 |
| LESS: Depreciation | (615,436) | (627,745) | (12,309) | (2.00%) | (627,745) | (627,745) | (627,745) | (627,745) |
| Net Municipal Contribution LESS Depreciation | 5,267,740 | 5,452,887 | 185,147 | 3.51% | 5,822,782 | 6,202,287 | 6,903,066 | 6,709,223 |
| City of Kingston | (3,753,063) | (3,876,963) | (123,900) | 3.30% | (4,147,155) | (4,405,218) | (4,710,748) | (4,578,934) |
| County Contribution - Operating | 1,514,677 | 1,575,924 | 61,247 | 4.04% | 1,675,627 | 1,797,069 | 2,192,318 | 2,130,289 |
| Capital Revenue | 353,084 | 641,304 | 288,220 | (81.63%) | 521,620 | 423,875 | 426,628 | 398,667 |
| Capital Expense | 353,084 | 641,304 | 288,220 | 81.63% | 521,620 | 423,875 | 426,628 | 398,667 |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 1,514,677 | 1,575,924 | 61,247 | 4.04% | 1,675,627 | 1,797,069 | 2,192,318 | 2,130,289 |

County of Frontenac
 Social Services
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------------|------------------|---------------|----------------|------------------|------------------|------------------|------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | #DIV/0! | | | | |
| Operating Expense | | | | | | | | |
| Contracted Services | 1,161,556 | 1,243,565 | 82,009 | 7.06% | 1,280,873 | 1,319,273 | 1,358,824 | 1,399,562 |
| Total Operating Expense | 1,161,556 | 1,243,565 | 82,009 | 7.06% | 1,280,873 | 1,319,273 | 1,358,824 | 1,399,562 |
| Net Municipal Contribution | 1,161,556 | 1,243,565 | 82,009 | 7.06% | 1,280,873 | 1,319,273 | 1,358,824 | 1,399,562 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 1,161,556 | 1,243,565 | 82,009 | 7.06% | 1,280,873 | 1,319,273 | 1,358,824 | 1,399,562 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 1,161,556 | 1,243,565 | 82,009 | 7.06% | 1,280,873 | 1,319,273 | 1,358,824 | 1,399,562 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 1,161,556 | 1,243,565 | 82,009 | 7.06% | 1,280,873 | 1,319,273 | 1,358,824 | 1,399,562 |

County of Frontenac
 Frontenac Paramedics
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|-------------------|-------------------|------------------|----------------|-------------------|-------------------|-------------------|-------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| User Charges | | | | #DIV/0! | | | | |
| Federal and Provincial | 12,206,323 | 13,264,947 | 1,058,624 | (8.67%) | 12,698,852 | 13,401,285 | 13,791,358 | 14,168,301 |
| Transfers from Reserve | 121,520 | 164,356 | 42,836 | (35.25%) | 299,761 | 420,074 | 420,074 | 420,074 |
| Total Operating Revenue | 12,327,843 | 13,429,303 | 1,101,460 | (8.93%) | 12,998,613 | 13,821,359 | 14,211,432 | 14,588,375 |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 20,282,858 | 21,662,296 | 1,379,438 | 6.80% | 23,064,932 | 24,628,109 | 25,283,291 | 25,976,302 |
| Materials | 2,617,556 | 2,591,387 | (26,169) | (1.00%) | 1,422,989 | 1,442,783 | 1,460,975 | 1,478,803 |
| Contracted Services | 1,843,130 | 2,188,742 | 345,612 | 18.75% | 2,157,173 | 2,234,444 | 2,305,368 | 2,357,405 |
| Rents & Financing | 211,091 | 214,273 | 3,182 | 1.51% | 217,477 | 217,477 | 217,477 | 217,477 |
| Depreciation | 905,312 | 913,312 | 8,000 | 0.88% | 913,312 | 913,312 | 913,312 | 913,312 |
| Reserve Transfers | 1,183,690 | 1,294,771 | 111,081 | 9.38% | 1,406,330 | 1,522,042 | 1,642,062 | 1,645,705 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 27,043,637 | 28,864,781 | 1,821,144 | 6.73% | 29,182,213 | 30,958,167 | 31,822,485 | 32,589,004 |
| Net Municipal Contribution | 14,715,794 | 15,435,478 | 719,684 | 4.89% | 16,183,600 | 17,136,808 | 17,611,053 | 18,000,629 |
| LESS: Depreciation | (905,312) | (913,312) | (8,000) | (0.88%) | (913,312) | (913,312) | (913,312) | (913,312) |
| Net Municipal Contribution LESS Depreciation | 13,810,482 | 14,522,166 | 711,684 | 5.15% | 15,270,288 | 16,223,496 | 16,697,741 | 17,087,317 |
| City of Kingston | (10,970,231) | (11,532,663) | (562,432) | 5.13% | (12,115,312) | (12,894,044) | (13,199,435) | (13,540,071) |
| County Contribution - Operating | 2,840,251 | 2,989,503 | 149,252 | 5.25% | 3,154,976 | 3,329,452 | 3,498,306 | 3,547,246 |
| Capital Revenue | 1,766,890 | 1,057,432 | (709,458) | 40.15% | 867,505 | 3,452,984 | 1,551,930 | 1,551,930 |
| Capital Expense | 4,349,066 | 1,057,432 | (3,291,634) | (75.69%) | 1,158,505 | 3,468,973 | 1,567,930 | 1,834,930 |
| Net Capital Expense | 2,582,176 | | (2,582,176) | (100.00%) | 291,000 | 15,989 | 16,000 | 283,000 |
| City of Kingston - Capital | (2,582,176) | | 2,582,176 | (100.00%) | | (218,625) | | |
| County Contribution - Capital | | | | #DIV/0! | 291,000 | (202,636) | 16,000 | 283,000 |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 2,840,251 | 2,989,503 | 149,252 | 5.25% | 3,445,976 | 3,126,816 | 3,514,306 | 3,830,246 |

County of Frontenac
 Health Unit
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|----------------|----------------|---------------|----------------|----------------|----------------|----------------|----------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | #DIV/0! | | | | |
| Operating Expense | | | | | | | | |
| Contracted Services | 834,078 | 854,930 | 20,852 | 2.50% | 876,303 | 898,211 | 920,666 | 920,891 |
| Total Operating Expense | 834,078 | 854,930 | 20,852 | 2.50% | 876,303 | 898,211 | 920,666 | 920,891 |
| Net Municipal Contribution | 834,078 | 854,930 | 20,852 | 2.50% | 876,303 | 898,211 | 920,666 | 920,891 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 834,078 | 854,930 | 20,852 | 2.50% | 876,303 | 898,211 | 920,666 | 920,891 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 834,078 | 854,930 | 20,852 | 2.50% | 876,303 | 898,211 | 920,666 | 920,891 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 834,078 | 854,930 | 20,852 | 2.50% | 876,303 | 898,211 | 920,666 | 920,891 |

County of Frontenac
Library
Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|----------------|------------------|---------------|--------------|------------------|------------------|------------------|------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| Transfers from Reserve | | 33,150 | 33,150 | #DIV/0! | 153,400 | 31,200 | 58,500 | 58,500 |
| Total Operating Revenue | | 33,150 | 33,150 | #DIV/0! | 153,400 | 31,200 | 58,500 | 58,500 |
| Operating Expense | | | | | | | | |
| Contracted Services | 946,275 | 1,010,652 | 64,377 | 6.80% | 1,160,227 | 1,068,232 | 1,126,643 | 1,158,687 |
| Reserve Transfers | 34,000 | 38,000 | 4,000 | 11.76% | 42,000 | 46,000 | 50,000 | 50,000 |
| Total Operating Expense | 980,275 | 1,048,652 | 68,377 | 6.98% | 1,202,227 | 1,114,232 | 1,176,643 | 1,208,687 |
| Net Municipal Contribution | 980,275 | 1,015,502 | 35,227 | 3.59% | 1,048,827 | 1,083,032 | 1,118,143 | 1,150,187 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 980,275 | 1,015,502 | 35,227 | 3.59% | 1,048,827 | 1,083,032 | 1,118,143 | 1,150,187 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 980,275 | 1,015,502 | 35,227 | 3.59% | 1,048,827 | 1,083,032 | 1,118,143 | 1,150,187 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 980,275 | 1,015,502 | 35,227 | 3.59% | 1,048,827 | 1,083,032 | 1,118,143 | 1,150,187 |

County of Frontenac
 Planning & Development
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------------|------------------|----------------|-----------------|------------------|------------------|------------------|------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| User Charges | 5,500 | 5,500 | | | 5,500 | 5,500 | 5,500 | 5,500 |
| Federal and Provincial | | | | #DIV/0! | | | | |
| Other | 270,392 | 326,630 | 56,238 | (20.80%) | 336,129 | 345,913 | 355,990 | 366,370 |
| Transfers from Obligatory Reserve | 20,000 | 10,000 | (10,000) | 50.00% | 10,000 | 10,000 | 10,000 | 10,000 |
| Transfers from Reserve | 36,000 | 103,500 | 67,500 | (187.50%) | 46,500 | 46,500 | 46,500 | 46,500 |
| Total Operating Revenue | 331,892 | 445,630 | 113,738 | (34.27%) | 398,129 | 407,913 | 417,990 | 428,370 |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 881,080 | 927,930 | 46,850 | 5.32% | 981,749 | 1,018,090 | 1,058,317 | 1,023,710 |
| Materials | 54,127 | 55,722 | 1,595 | 2.95% | 52,246 | 52,246 | 52,246 | 52,246 |
| Contracted Services | 308,185 | 395,845 | 87,660 | 28.44% | 326,878 | 331,103 | 333,303 | 335,403 |
| Reserve Transfers | 129,080 | 131,421 | 2,341 | 1.81% | 133,106 | 134,825 | 136,579 | 136,579 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 1,372,472 | 1,510,918 | 138,446 | 10.09% | 1,493,979 | 1,536,264 | 1,580,445 | 1,547,938 |
| Net Municipal Contribution | 1,040,580 | 1,065,288 | 24,708 | 2.37% | 1,095,850 | 1,128,351 | 1,162,455 | 1,119,568 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 1,040,580 | 1,065,288 | 24,708 | 2.37% | 1,095,850 | 1,128,351 | 1,162,455 | 1,119,568 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 1,040,580 | 1,065,288 | 24,708 | 2.37% | 1,095,850 | 1,128,351 | 1,162,455 | 1,119,568 |
| Capital Revenue | 947,000 | 728,000 | (219,000) | 23.13% | 650,000 | | | |
| Capital Expense | 947,000 | 728,000 | (219,000) | (23.13%) | 650,000 | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | 41,513 | 41,513 | | | 41,513 | 41,512 | 41,513 | 41,513 |
| Total Requisition | 1,082,093 | 1,106,801 | 24,708 | 2.28% | 1,137,363 | 1,169,863 | 1,203,968 | 1,161,081 |

County of Frontenac
 Continuous Improvement GIS
 Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|---------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| Transfers from Reserve | | 20,000 | 20,000 | #DIV/0! | | | | |
| Total Operating Revenue | | 20,000 | 20,000 | #DIV/0! | | | | |
| Operating Expense | | | | | | | | |
| Salaries & Benefits | 16,990 | 17,256 | 266 | 1.57% | 18,238 | 18,313 | 18,492 | 18,368 |
| Materials | 13,622 | 10,254 | (3,368) | (24.72%) | 12,481 | 10,281 | 10,281 | 10,281 |
| Contracted Services | 1,870 | 22,903 | 21,033 | 1,124.76% | 3,484 | 3,832 | 4,215 | 4,637 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 32,482 | 50,413 | 17,931 | 55.20% | 34,203 | 32,426 | 32,988 | 33,286 |
| Net Municipal Contribution | 32,482 | 30,413 | (2,069) | (6.37%) | 34,203 | 32,426 | 32,988 | 33,286 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 32,482 | 30,413 | (2,069) | (6.37%) | 34,203 | 32,426 | 32,988 | 33,286 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 32,482 | 30,413 | (2,069) | (6.37%) | 34,203 | 32,426 | 32,988 | 33,286 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 32,482 | 30,413 | (2,069) | (6.37%) | 34,203 | 32,426 | 32,988 | 33,286 |

County of Frontenac
Other
Segmented Budget

| | 2023 | 2024 | 2023-2024 | 2023-2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------------|------------------|-----------------|----------------|------------------|------------------|------------------|------------------|
| | Budget | Budget | Budget | Budget | Projected | Projected | Projected | Projected |
| | \$ | \$ | Variance \$ | Variance (%) | Budget | Budget | Budget | Budget |
| Operating Revenue | | | | | | | | |
| Other | 300 | 300 | | | 300 | 300 | 300 | 300 |
| Transfers from Obligatory Reserve | 882,851 | 882,851 | | | 882,851 | 882,851 | 882,851 | 882,851 |
| Transfers from Reserve | 97,438 | | (97,438) | 100.00% | | | | |
| Total Operating Revenue | 980,589 | 883,151 | (97,438) | 9.94% | 883,151 | 883,151 | 883,151 | 883,151 |
| Operating Expense | | | | | | | | |
| Materials | 882,851 | 882,851 | | | 882,851 | 882,851 | 882,851 | 882,851 |
| External Transfers | 249,299 | 151,861 | (97,438) | (39.08%) | 151,861 | 151,861 | 151,861 | 151,861 |
| Reserve Transfers | 22,000 | 54,000 | 32,000 | 145.45% | 54,000 | 54,000 | 22,000 | 22,000 |
| Unapproved Projects | | | | #DIV/0! | | | | |
| Total Operating Expense | 1,154,150 | 1,088,712 | (65,438) | (5.67%) | 1,088,712 | 1,088,712 | 1,056,712 | 1,056,712 |
| Net Municipal Contribution | 173,561 | 205,561 | 32,000 | 18.44% | 205,561 | 205,561 | 173,561 | 173,561 |
| LESS: Depreciation | | | | #DIV/0! | | | | |
| Net Municipal Contribution LESS Depreciation | 173,561 | 205,561 | 32,000 | 18.44% | 205,561 | 205,561 | 173,561 | 173,561 |
| City of Kingston | | | | #DIV/0! | | | | |
| County Contribution - Operating | 173,561 | 205,561 | 32,000 | 18.44% | 205,561 | 205,561 | 173,561 | 173,561 |
| Capital Revenue | | | | #DIV/0! | | | | |
| Capital Expense | | | | #DIV/0! | | | | |
| Net Capital Expense | | | | #DIV/0! | | | | |
| City of Kingston - Capital | | | | #DIV/0! | | | | |
| County Contribution - Capital | | | | #DIV/0! | | | | |
| County Contribution - Debenture | | | | #DIV/0! | | | | |
| Total Requisition | 173,561 | 205,561 | 32,000 | 18.44% | 205,561 | 205,561 | 173,561 | 173,561 |