



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

19 Feb 2021

Ms. Carol Hinze
City Treasurer and Director of Finance
City of Belleville
169 Front Street
Belleville, ON K8N 2Y8

Dear Director Hinze:

Please see attached our 2021 Municipal Operating Grant request submission to Council. I would also like to make a deputation to Council please when they meet to consider this request. I have included the full budget detail sheet showing our 2020 actuals.

The services we provide to the City of Belleville are an integral part of the educational, cultural, and recreational fabric of our community. We very much appreciate the support and funding we receive from the City of Belleville. The Library Board has approved this budget submission.

Please let me know if any questions come up regarding our 2021 grant request submission.

Sincerely,

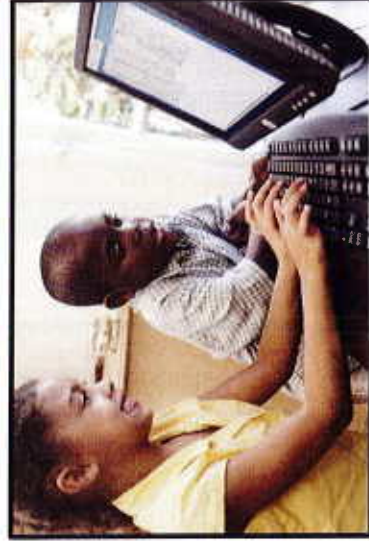
A handwritten signature in dark ink, appearing to read "Trevor Pross". The signature is fluid and cursive, written in a professional but personal style.

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

Encl. Budget spreadsheet

cc. Councillor Paul Carr, Chair, Library Board; Councillor Garnet Thompson, Vice-Chair, Library Board, Mr. Brandon Ferguson, Deputy-Treasurer, City of Belleville

Belleville Public Library Board Municipal Grant Request 2021



Belleville
Public Library

John M. Parrott
Art
GALLERY

Outline

- 2020 Usage statistics
- Historic trends for Municipal Operating Grants
- 2021 Municipal Operating Grant request overview
- Digital resources usage update

2020 Usage statistics

- In 2020 the Library circulated 281,461 items, representing a decrease of 23% over 2019. Several months of the year were spent either in a full lockdown or with curbside pickup service only.
- Our customers accessed 85,117 digital titles in 2020, representing an increase of 22% over 2019.
- We offered customers, staff and City staff access to all of our digital products and online courses during the lockdowns. In 2020, we had a total of 604 people register for a free college-level course through Gale Courses, an increase of 89% over 2019.
- Online programs started due to covid proved to be very popular. The Library and Gallery held 420 programs and events in 2020, attended by 42,987 people. This represents a decrease in the number of programs offered of 42% over 2019, but an increase in attendance of 109% over 2019.
- Other creative services offered last year include free take-home activity kits, which allow customers to bring library programming into their own home with books, crafts, activities, recipes and more. Kits were designed for adults, teens, and children. We distributed a total of 4,067 kits in 2020.

Historic trends for Municipal Operating Grants

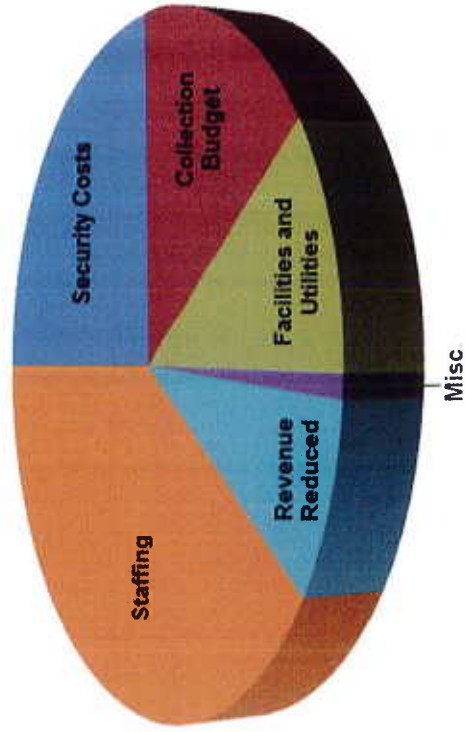
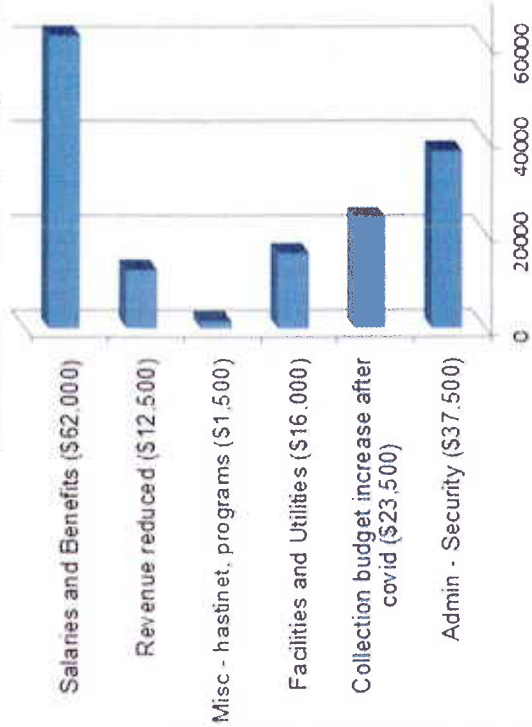
Year	Operating Grant	Increase: \$ value	Increase: % value
2015	\$1,945,000	\$81,000	4.3%
2016	\$1,980,900	\$35,900	1.8%
2017	\$2,030,200	\$49,300	2.5%
2018	\$2,064,000	\$33,800	1.7%
2019	\$2,145,500	\$81,500	3.9%
2020	\$2,189,000	\$43,500	2%
Requested:			
2021	\$2,342,000	\$153,000	6.9%

Total percentage increase over 6 years if current budget approved: 20%

2021 Municipal Grant request overview

We are requesting a 6.99% increase in our Operating Grant over the 2020 grant amount, or **\$153,000**. The areas that have pushed our Grant request higher than usual are: reduced revenue due to covid, increased staffing costs, facilities and utilities, restoring borrowing collections that were reduced in 2020 due to covid, and security costs.

Breakdown of \$153,000 increase in requested operating grant:



Digital resources usage in 2020 (i)

Virtual Branch services are more popular than ever. All residents of Hastings County are eligible for a card.

In 2020, our customers streamed or downloaded:

Kanopy: 3,969 films (+267% increase over 2019)

Hoopla: 18,396 eBooks, comics, audiobooks, films, albums (+7%)

Overdrive: 61,558 eBooks and audiobooks (+18%)

Flipster: 1,194 magazines (new service)

Gale Courses: 604 courses registered (+89%)

Other digital resources: Tumblebooks, Belleville History Alive, Ancestry, Career Cruising, Novelist, Canadian Reference Centre

(percentage increase not available due to changes in reporting methods)

Digital resources usage in 2020 (ii)

Percentage of circulation that is digital:

2018



2019



2020



These pie charts show that, between 2018 and 2020, the percentage of digital circulation almost doubled relative to the physical circulation. We expect this trend to continue even after the public health emergency ends.

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

We help you find what you are looking for.

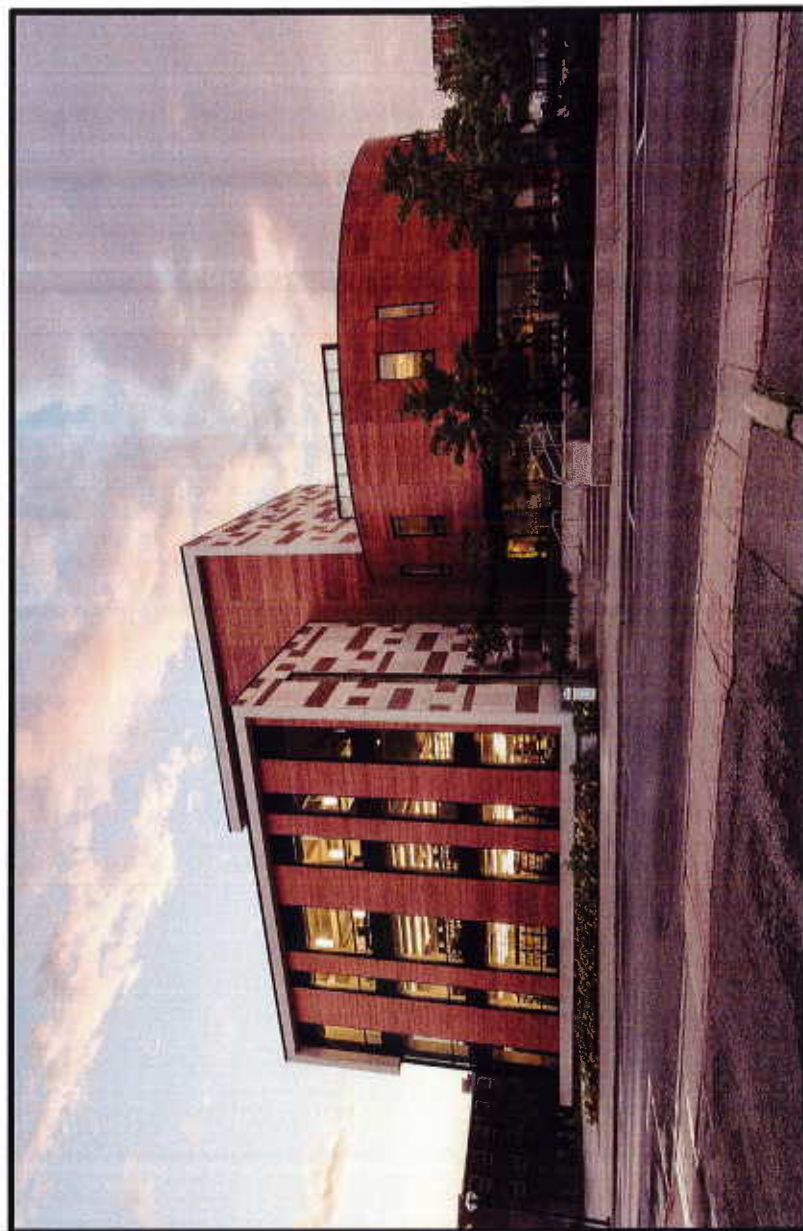
Questions?

Trevor Pross
CEO

tpross@bellevillelibrary.ca
613-968-6731, ext. 2022



@tpross11



City of Belleville
 2021 Budget
 Protective Services
 Police Services

	2018	2019	2020	2020	2021 Budget							
					Actual	Actual	Actual YTD	Budget	Base Adjustments	Base Budget	Admin Transfers	COVID-19 Impact
POLICE SERVICES												
REVENUE												
FEDERAL FUNDING												
Internet Child Exploitation	7000102	1-7-7000102-0347	-	-	-	-	-	-	-	35,000	35,000	
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ 35,000	
PROVINCIAL FUNDING												
Police Transportation	7000103	1-7-7000103-0156	\$ 30,705	\$ 38,414	\$ 28,532	\$ 29,000	\$ 29,000				\$ 29,000	0.00%
Grant - RIDE		1-7-7000103-0301	28,955	993	15,841	15,600	15,600				15,600	0.00%
Court Security Prisoner Transport		1-7-7000103-0312	1,144,248	1,345,904	1,384,291	1,371,500	1,371,500				1,371,500	0.00%
Ontario Cannabis Legalization Fund		1-7-7000103-0343	-	161,657	-	161,500	161,500			(161,500)	-	-100.00%
Community Safety and Policing Grant		1-7-7000103-0344	-	-	282,000	188,000	188,000				188,000	0.00%
Membership Support Grant		1-7-7000103-0348	-	-	-	-	-			8,000	8,000	
Strategy to Protect Children		1-7-7000103-0349	-	-	-	-	-			12,750	12,750	
Strategy to End Human Trafficking		1-7-7000103-0351	-	-	-	-	-			17,400	17,400	
			\$ 1,203,908	\$ 1,546,969	\$ 1,710,664	\$ 1,765,600	\$ 1,765,600	\$ -	\$ -	\$ (123,350)	\$ 1,642,250	-6.99%
FEES AND SERVICES												
Paid Duties	7000104	1-7-7000104-0269	\$ 51,663	\$ 48,363	\$ 51,307	\$ 43,300	\$ 43,300			\$ 54,400	\$ 97,700	125.64%
Licencing - Adult Entertainment		1-7-7000104-0306	7,410	7,500	800	14,900	14,900			(4,900)	10,000	-32.89%
Deep River Services		1-7-7000104-0313	73,343	67,701	67,701	73,700	73,700				73,700	0.00%
Alarm Program		1-7-7000104-0330	7,050	6,100	5,350	8,400	8,400				8,400	0.00%
Record Checks and Requests		1-7-7000104-0173	120,364	138,639	87,649	143,100	143,100				143,100	0.00%
			\$ 259,830	\$ 268,303	\$ 212,807	\$ 283,400	\$ 283,400	\$ -	\$ -	\$ 49,500	\$ 332,900	17.47%
FINES												
Prov. Offences Revenue Share	7000105	1-7-7000105-0350	195,000	123,513	35,711	102,300	102,300				102,300	0.00%
			\$ 195,000	\$ 123,513	\$ 35,711	\$ 102,300	\$ 102,300	\$ -	\$ -	\$ -	\$ 102,300	0.00%
OTHER												
Community Policing & Enforcement	7000106	1-7-7000106-0155	\$ 197,066	\$ 53,309	\$ -	\$ -	\$ -				\$ -	
PAVIS		1-7-7000106-0310	51,356	12,839	-	-	-				-	
Crimestoppers Rent		1-7-7000106-0321	1,200	1,200	1,200	1,200	1,200			(1,200)	-	-100.00%
Collision Reporting Centre		1-7-7000106-0331	1,917	1,958	-	2,000	2,000				2,000	0.00%
Transfer from Reserve		1-7-7000106-4999	-	1,104,608	-	-	-				-	
			\$ 251,539	\$ 1,173,915	\$ 1,200	\$ 3,200	\$ 3,200	\$ -	\$ -	\$ (1,200)	\$ 2,000	-37.50%
TOTAL POLICE SERVICES REVENUE			\$ 1,910,277	\$ 3,112,699	\$ 1,960,382	\$ 2,154,500	\$ 2,154,500	\$ -	\$ -	\$ (40,050)	\$ 2,114,450	-1.86%

City of Belleville
 2021 Budget
 Protective Services
 Police Services

		2018	2019	2020	2020	2021 Budget						
		Actual	Actual	Actual YTD	Budget	Base Adjustments	Base Budget	Admin Transfers	COVID-19 Impact	Issues	Final	% + or (-)
EXPENDITURES												
POLICE GENERAL	7000360											
Heat	1-8-7000360-0040	\$ 13,206	\$ 12,161	\$ 8,800	\$ 9,500		\$ 9,500			\$ 32,000	\$ 41,500	336.84%
Electricity	1-8-7000360-0041	65,416	72,414	101,242	55,000		55,000			140,000	195,000	254.55%
Water	1-8-7000360-0042	1,309	1,538	4,001	2,400		2,400				2,400	0.00%
Sewer	1-8-7000360-0043	794	984	2,616	2,800		2,800				2,800	0.00%
Telephone/Fax & Internet Services	1-8-7000360-0050	139,447	105,222	124,257	107,500		107,500				107,500	0.00%
Photocopy Service	1-8-7000360-0055	21,451	22,524	24,262	22,300		22,300				22,300	0.00%
Office Supplies	1-8-7000360-0060	24,581	28,619	19,758	22,500		22,500				22,500	0.00%
Postage & Courier	1-8-7000360-0061	6,654	6,759	5,866	8,100		8,100			(2,100)	6,000	-25.93%
Building Insurance	1-8-7000360-0090	45,141	45,092	44,935	45,200		45,200			4,000	49,200	8.85%
Insurance Claims	1-8-7000360-0091	30,146	2,745	13,956	-		-			16,000	16,000	
Clothing & Equipment	1-8-7000360-0100	321,605	264,023	287,847	241,000		241,000			29,000	270,000	12.03%
Training	1-8-7000360-0115	133,454	136,105	91,700	90,000		90,000			25,000	115,000	27.78%
Transferred to Fixed Assets	1-8-7000360-9999	-	-	-	-		-				-	
		\$ 803,204	\$ 698,187	\$ 729,238	\$ 606,300	\$ -	\$ 606,300	\$ -	\$ -	\$ 243,900	\$ 850,200	40.23%

City of Belleville
2021 Budget
Protective Services
Police Services

		2018	2019	2020	2020	2021 Budget						
		Actual	Actual	Actual YTD	Budget	Base Adjustments	Base Budget	Admin Transfers	COVID-19 Impact	Issues	Final	% + or (-)
ADMINISTRATION DIVISION	7000361											
Salaries	1-8-7000361-0010	\$ 2,150,971	\$ 2,744,093	\$ 2,716,652	\$ 2,741,900		\$ 2,741,900			\$ (98,470)	\$ 2,643,430	-3.59%
Benefits	1-8-7000361-0020	379,639	443,940	470,352	459,600		459,600			(14,600)	445,000	-3.18%
Pensions	1-8-7000361-0030	252,646	374,341	354,592	346,700		346,700			(25,900)	320,800	-7.47%
Office Supplies	1-8-7000361-0060	-	-	-	-		-				-	
Vehicle Maintenance	1-8-7000361-0071	280,761	236,752	211,209	231,000		231,000				231,000	0.00%
Vehicle Fuel	1-8-7000361-0076	116,417	164,131	149,395	115,000		115,000			35,000	150,000	30.43%
Vehicle Insurance	1-8-7000361-0079	80,765	76,355	70,072	72,400		72,400			1,000	73,400	1.38%
Building Repairs & Maintenance	1-8-7000361-0080	92,815	94,021	100,229	35,900		35,900			54,100	90,000	150.70%
Travel & Memberships	1-8-7000361-0110	8,044	7,248	4,639	2,500		2,500				2,500	0.00%
Interest on Vehicle Loans	1-8-7000361-0141	320	16	-	-		-				-	
Principal on Vehicle Loans	1-8-7000361-0142	7,139	1,223	-	-		-				-	
Radio Expense	1-8-7000361-0230	59,076	53,431	89,011	60,300		60,300				60,300	0.00%
Records Management/IT Operating	1-8-7000361-0511	232,919	219,048	270,167	226,000		226,000			72,000	298,000	31.86%
Transferred to Fixed Assets	1-8-7000361-9999	-	(13,579)	-	-		-				-	
		\$ 3,661,512	\$ 4,401,019	\$ 4,436,318	\$ 4,291,300	\$ -	\$ 4,291,300	\$ -	\$ -	\$ 23,130	\$ 4,314,430	0.54%
SUPPORT DIVISION	7000362											
Salaries	1-8-7000362-0010	\$ 2,576,370	\$ 2,658,295	\$ 2,788,604	\$ 2,873,100		\$ 2,873,100			\$ 104,300	\$ 2,977,400	3.63%
Benefits	1-8-7000362-0020	378,860	352,149	378,655	374,200		374,200			(8,000)	366,200	-2.14%
Pensions	1-8-7000362-0030	325,870	351,181	394,435	392,000		392,000			69,900	461,900	17.83%
Equipment & supplies	1-8-7000362-0100	30,980	35,378	29,558	22,400		22,400				22,400	0.00%
Travel & Memberships	1-8-7000362-0110	5,064	9,892	3,402	5,500		5,500				5,500	0.00%
Investigative expense	1-8-7000362-0130	50,958	59,357	61,319	43,000		43,000			21,350	64,350	49.65%
Transferred to Fixed Assets	1-8-7000362-9999	-	-	-	-		-				-	
		\$ 3,368,102	\$ 3,466,253	\$ 3,655,973	\$ 3,710,200	\$ -	\$ 3,710,200	\$ -	\$ -	\$ 187,550	\$ 3,897,750	5.05%
OPERATIONS DIVISION	7000363											
Salaries	1-8-7000363-0010	\$ 7,558,362	\$ 7,500,388	\$ 7,801,688	\$ 7,565,800		\$ 7,565,800			\$ 363,700	\$ 7,929,500	4.81%
Benefits	1-8-7000363-0020	1,279,679	2,243,466	1,954,154	1,465,600		1,465,600			(121,100)	1,344,500	-8.26%
Pensions	1-8-7000363-0030	1,064,133	1,031,225	1,035,289	1,028,300		1,028,300			28,800	1,057,100	2.80%
Travel & Memberships	1-8-7000363-0110	10,888	16,385	10,674	9,400		9,400				9,400	0.00%
Prisoners Meals	1-8-7000363-0130	7,186	8,135	5,379	8,500		8,500				8,500	0.00%
Transferred to Fixed Assets	1-8-7000363-9999	-	-	-	-		-				-	
		\$ 9,920,248	\$ 10,799,599	\$ 10,807,185	\$ 10,077,600	\$ -	\$ 10,077,600	\$ -	\$ -	\$ 271,400	\$ 10,349,000	2.69%

City of Belleville
 2021 Budget
 Protective Services
 Police Services

		2018	2019	2020	2020	2021 Budget						
		Actual	Actual	Actual YTD	Budget	Base Adjustments	Base Budget	Admin Transfers	COVID-19 Impact	Issues	Final	% + or (-)
EXECUTIVE SERVICES	7000364											
Salaries	1-8-7000364-0010	\$ 493,619	\$ 764,050	\$ 875,529	\$ 824,000		\$ 824,000			\$ 90,500	\$ 914,500	10.98%
Benefits	1-8-7000364-0020	99,459	118,909	129,932	136,000		136,000			(1,200)	134,800	-0.88%
Pensions	1-8-7000364-0030	73,560	87,484	91,961	97,400		97,400			38,400	135,800	39.43%
Travel & Memberships	1-8-7000364-0110	15,545	19,690	6,890	11,000		11,000				11,000	0.00%
Special presentations	1-8-7000364-0130	1,689	25,449	10,417	20,000		20,000				20,000	0.00%
Contingency	1-8-7000364-0150	77,622	122,987	188,280	188,200		188,200			277,100	465,300	147.24%
Psychological support services	1-8-7000364-0520	-	-	225	-		-			22,000	22,000	
Contribution to Reserve	1-8-7000364-0980	-	-	-	-		-				-	
		\$ 761,494	\$ 1,138,568	\$ 1,303,234	\$ 1,276,600	\$ -	\$ 1,276,600	\$ -	\$ -	\$ 426,800	\$ 1,703,400	33.43%
POLICE SERVICES BOARD	7000365											
Member Honorarium	1-8-7000365-0010	\$ 32,294	\$ 26,420	\$ 27,148	\$ 37,100		\$ 37,100			\$ (13,900)	\$ 23,200	-37.47%
Travel & Memberships	1-8-7000365-0110	-	-	-	-		-			13,900	13,900	
Legal costs	1-8-7000365-0530	49,377	49,843	74,539	20,000		20,000				20,000	0.00%
Contribution to Reserve	1-8-7000365-0980	1,000,000	1,000,000	1,000,000	1,000,000		1,000,000				1,000,000	0.00%
		\$ 1,081,672	\$ 1,076,263	\$ 1,101,687	\$ 1,057,100	\$ -	\$ 1,057,100	\$ -	\$ -	\$ -	\$ 1,057,100	0.00%
TOTAL POLICE EXPENDITURES		\$ 19,596,231	\$ 21,579,889	\$ 22,033,634	\$ 21,019,100	\$ -	\$ 21,019,100	\$ -	\$ -	\$ 1,152,780	\$ 22,171,880	5.48%
NET POLICE OPERATING BUDGET		\$ 17,685,954	\$ 18,467,190	\$ 20,073,252	\$ 18,864,600	\$ -	\$ 18,864,600	\$ -	\$ -	\$ 1,192,830	\$ 20,057,430	6.32%
POLICE SERVICES CAPITAL	7000366											
Transfer from Capital Reserve	1-7-7000366-4999	276,000	1,415,800	-	614,300		614,300			(570,900)	43,400	-92.94%
TOTAL POLICE CAPITAL REVENUE		\$ 276,000	\$ 1,415,800	\$ -	\$ 614,300	\$ -	\$ 614,300	\$ -	\$ -	\$ (570,900)	\$ 43,400	-92.94%
Capital Projects - Police Services	1-8-7000366-1098	695,615	2,097,900	800,500	1,414,800		1,414,800			(782,200)	632,600	-55.29%
TOTAL POLICE CAPITAL EXPENDITURES		\$ 695,615	\$ 2,097,900	\$ 800,500	\$ 1,414,800	\$ -	\$ 1,414,800	\$ -	\$ -	\$ (782,200)	\$ 632,600	-55.29%
NET POLICE CAPITAL BUDGET		\$ 419,615	\$ 682,100	\$ 800,500	\$ 800,500	\$ -	\$ 800,500	\$ -	\$ -	\$ (211,300)	\$ 589,200	-26.40%
TOTAL POLICE BUDGET		\$ 18,105,569	\$ 19,149,290	\$ 20,873,752	\$ 19,665,100	\$ -	\$ 19,665,100	\$ -	\$ -	\$ 981,530	\$ 20,646,630	4.99%



BAY OF QUINTE

ECONOMIC DEVELOPMENT

March 11th, 2021

Karen Poste, Manager, Economic and Strategic Initiatives
City of Belleville
169 Front Street, Belleville, ON K8N 2Y8

RE: 2021 QEDC Funding

Dear Ms. Poste

This letter is to confirm that the Quinte Economic Development Commission (QEDC) board members approved the 2021 operating plan and budget at the February 23rd QEDC Board meeting. The per capita funding rate is now \$4.15 per capita which is a 1 percent increase over the 2020 budget. This rate is the same as the estimate that was previously provided to our municipal partners. I have attached our 2021 plan and budget in addition to the 2020 year end report.

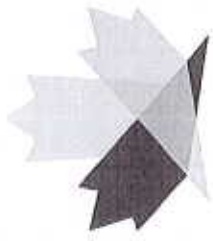
As noted in the plan, QEDC applies for funding from Federal and Provincial funding programs when available to create more value in the economic development program and leverage local municipal investment in economic development. The QEDC's Manufacturing Resource Centre (MRC) has been primarily supported by non-municipal funds including through the delivery of provincial and federal funding initiatives which are not guaranteed. Ongoing / permanent MRC funding support is not in place. In 2020 non-municipal funding represented 76% of the total revenue. Depending on the ability to access non-discretionary funding and the timing of those funds the QEDC may run deficits or surpluses. QEDC needs to maintain an appropriate cash reserve to allow for successful administration and cash flow of programs which often include a requirement for matching funds as well as a hold-back on payments until after projects are complete. In order to maximize our municipal contributions the QEDC staff will continue to look for opportunities to secure funding for relevant and meaningful programs that are aligned with the QEDC mandate.

I will be pleased to answer any questions or provide further information as required.

Sincerely,

Chris King, Ec.D.
Chief Executive Officer

QEDC					
	Final	Budget 4.15	MRC only Financials	2020	2021
	2020	2021	Revenue	Final	Budget
REVENUE		\$4.15/capita			
Sales Revenue			EODP support		
Quinte West - 43,577	179,129	180,845			
Belleville - 50716	208,450	210,471	LMP Mfg	37,000	
Brighton (11844-611)	46,133	46,617	LMP Tech		
Total Municipal Funding	433,712	437,933			
Net Directory Revenue	150	50	Elevate Military	193,878	356,022
Interest	717	800	EP Military Admin	60,000	15,000
Province - OMAFRA		47,600	Elevate Plus	805,466	344,000
ICCI		21,500	EP Mfg Admin	99,500	21,730
Misc. Revenue	17,793	-	MRC other revenue		
<i>MRC EODP/Other</i>					
<i>Other Funding</i>	37,000		Net Revenue	1,235,824	737,576
<i>Elevate Plus - Manufacturing</i>	944,946	366,554			
<i>Elevate Plus - Military</i>	253,878	371,022			
Total MRC Revenue	1,235,824	737,576			
<i>MRC Training Flow Through</i>					
<i>QBDC / Incubator</i>					
			Expenses		
TOTAL REVENUE	1,688,196	1,245,459	MRC wage & benefits	88,318	90,841
EXPENSE			MRC awareness campaign		
Wages & Salaries	230,316	236,652	MRC website	458	
EI Expense	3,371	3,491	MRC tours, events, workshops	254	
CPP Expense	7,926	8,798	MRC office, travel, admin	8,856	
Health Plan	11,159	13,500	MRC other	200	
OMERS	26,769	25,120	Elevate expenses	805,466	344,000
EHT Expense	3,374	3,753	LMP Mfg	5,829	
other			LMP Tech		
<i>Total Payroll Expense</i>	282,915	291,314	Elevate Military	193,878	356,022
Overhead & Admin			MRC Total Costs	1,143,240	791,667
Accounting & Legal	5,800	6,500	MRC skills training		
Office Expenses	5,490	5,000	Net Expenses	1,143,240	791,667
Courier & postage	1,572	1,400			
Computer Expenses	5,127	5,000	Net Income	92,585	54,091
Fees, Registrations Professional	9,309	9,000			
Insurance	7,781	7,800			
Interest & Bank Charges	131	120			
Meetings Expenses	2,536	5,000			
Rent	14,775	15,000			
Telephone	4,174	4,700			
<i>Total Overhead & Admin</i>	56,697	59,520			
Marketing and Projects					
Advertising & Promotions	52,905	50,000			
Trade Shows / Missions	6,150	20,000			
Target Market Study					
Covid-19 Recovery expense	4,330				
Ont East Sector Partnerships	8,141	9,000			
Small Business Centre	5,000	6,000			
Travel	2,049	4,000			
Special Projects/QBAA	1,000	1,000			
<i>Manufacturing Resource Centre</i>	1,143,240	791,667			
<i>Proudly Made Promotion</i>		68,000			
Total Marketing and Projects	1,222,814	949,667			
Amortization	2,313	3,300			
TOTAL EXPENSE	1,564,738	1,303,801			
NET INCOME	123,458	58,342			
Opening Balance	134,220	257,677			
Closing Balance	257,677	199,335			



BAY OF QUINTE
ECONOMIC DEVELOPMENT

DRAFT 2021 PLAN

**QUINTE ECONOMIC
DEVELOPMENT COMMISSION**

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EXECUTIVE SUMMARY

Quinte Economic Development Commission (QEDC) is committed to providing business investment attraction activities as well as programs to support existing business in our identified target sectors on behalf of our member municipalities of Belleville, Brighton and Quinte West. The strategies of the QEDC will follow the recommendations of the latest target market study, and industry surveys. Regular adjustments will be made based on changing opportunities and challenges. QEDC will solicit regular input from our local businesses, stakeholders, staff and board members. The Covid-19 pandemic forced the QEDC to change how it conducted business in 2020 and will continue to affect the QEDC for 2021. We are anticipating the ability to attend some in-person events in Q4 of 2021 but the strategies will be adjusted depending on the current level of restrictions related to the pandemic.

Core funding for QEDC comes from its member municipalities at a rate of \$4.15 per capita for 2021. Additional funding is raised through other provincial and federal programs and through the delivery programs including Elevate Plus that supports some of our internal costs to deliver the project. Outside funding is critical in maintaining the current level of staffing and activity. These discretionary funding programs can substantially change the QEDC bottom line. QEDC will attempt to maintain a cash reserve to allow for cash flowing of projects and maintain staff in between projects. QEDC will continue to investigate on-going funding programs that help to deliver meaningful programming to local industry and stakeholders. Work with municipal partners will continue in addition to initiatives with other economic and business development organizations in the area to leverage our collective resources and bring value to the community and businesses.

Finally, workforce development will be an on-going requirement for 2021 as businesses in our identified target sectors have articulated their on-going need for workers and skills upgrading. QEDC will continue to deliver and partner on programs that support workforce development.

BACKGROUND

HUMAN RESOURCES

CHRIS KING
CHIEF EXECUTIVE OFFICER

Chris leads the successful QEDC team guiding the overall direction and operation of the QEDC with programs to attract new business investment and support the retention and growth of targeted existing business in the region.

MIKE HEWITT
MANUFACTURING RESOURCE
CENTRE COORDINATOR

Mike utilizes his manufacturing background, skills and knowledge in addition to his economic development background to provide support to the region's manufacturing sector. Mike provides information, support and connection to programs and resources to local industries.

**VICKI BRISTOW
FERGUSON**
BUSINESS DEVELOPMENT
OFFICER

Vicki is the QEDC's business development specialist focusing on marketing and sales initiatives for business investment attraction. Vicki supports marketing efforts and programs in addition to identifying companies and guiding them through the site selection process with the goal of bringing new business.

RACHAEL LAMB
ADMINISTRATIVE ASSISTANT

Rachael provides administrative support to the QEDC team and board members including website updates, book-keeping, reception services, maintaining databases and support both the Quinte Manufacturers Association and the Quinte Technology Association.

Staff are encouraged to participate in on-going learning related to their roles at QEDC including participation in conferences, webinars and other learning activities. Covid-19 continues to affect QEDC staffing in 2021. Safety protocols, directions from health authorities make require staff to work from home at certain times.

QEDC OFFICE LOCATION

A one-stop-shop for businesses and entrepreneurs

The QEDC benefits from leveraging resources, talent, and partner programs of the Quinte Business Development Centre (QBDC) partnership located at Loyalist College's Pioneer building. Partner agencies located in the QBDC include:

- Quinte Economic Development Commission
- Trenval Business Development Corporation
- Ontario Small Business Centre
- Loyalist Training and Knowledge Centre
- RBC
- Business Development Bank of Canada
- T-R Group

Trenval leases the QBDC space from Loyalist College and then subleases smaller space within the QBDC to the partners. Loyalist and Trenval are discussing short-term upgrades to the centre. Loyalist is working on a longer-term vision of the Pioneer building that could include consolidation of business and entrepreneurship programs at a new building that includes the QBDC partners.

QEDC will also continue the partnerships with other related organizations in the region that are not co-located in the QBDC including local Chambers of Commerce, BQRMB, Centre For Workforce Development, municipal partners and others.



PURPOSE, MISSION, VISION AND VALUES

Purpose

“To deliver high-impact regional economic development initiatives based on the strategic consensus and common interests of member organizations in business retention, expansion and attraction.”

Mission

To encourage the growth and diversification of those industries and commercial businesses now established in the area; To market the Quinte Region to attract new sector-targeted firms to locate in the community.

Vision

“To be a model for municipal cooperation in economic development and a “go-to” source for information, insight, assistance and support, both for our member municipalities and existing and prospective industry and commerce with investment in the Quinte region.”

Values

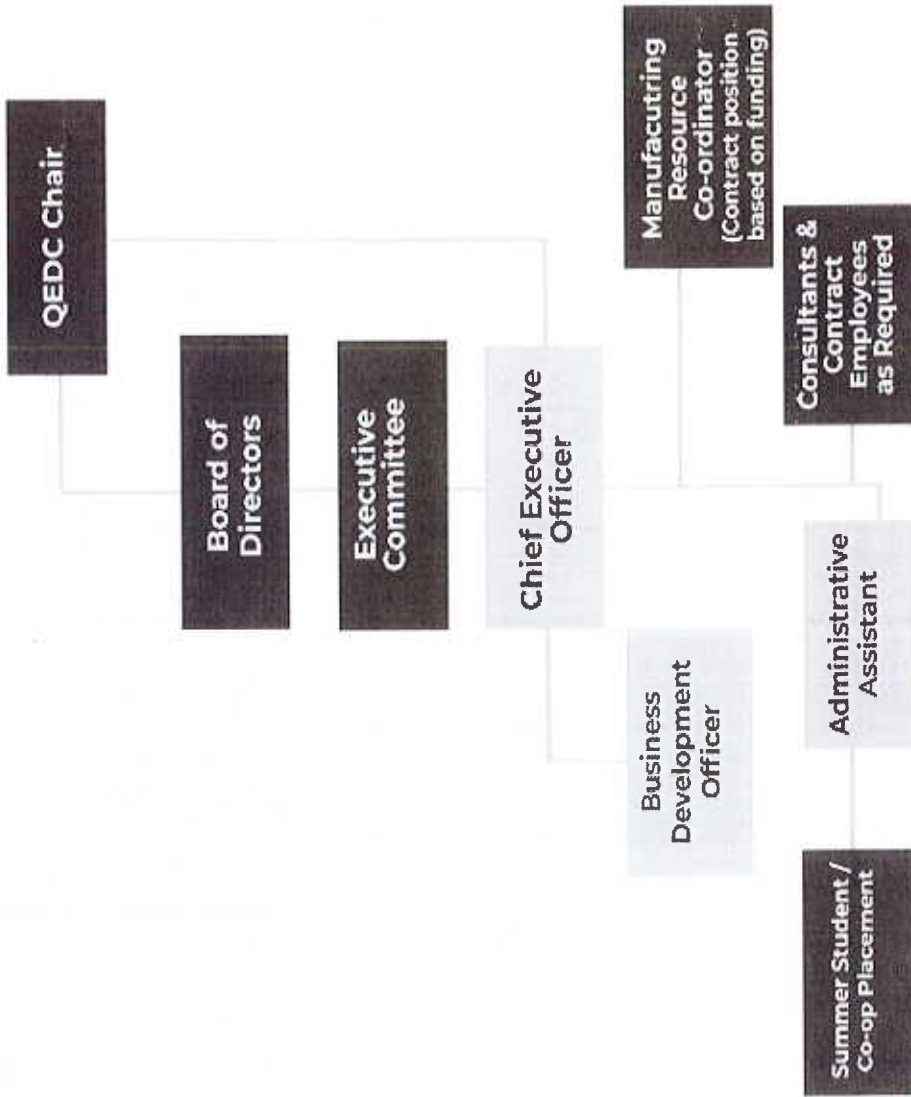
Coordinated QEDC represents municipalities working together as a region

Professional QEDC strives to a standard of excellence in the support it provides both existing and prospective commercial enterprises with an investment or interest in the Quinte region.

Responsive QEDC works hard to maintain its stature as the “go-to” organization for those invested or considering investment in the region

Strategic QEDC strives to remain on the leading edge of information relevant to economic development in the region and to be both proactive and strategic in their programs and initiatives in support of successful commerce in the Quinte area.

ORGANIZATIONAL STRUCTURE



ROLES AND RESPONSIBILITIES



QEDC has clearly defined roles and responsibilities within the Bay of Quinte Region, providing cost effective economic development services to its members.

QEDC is focused on high-value, wealth-creating sectors including manufacturing, logistics and technology-based companies. Activities include investment attraction initiatives to attract new businesses to the region, as well as support to retain and grow existing target business sectors in the region.

QEDC works in partnership with its three member municipalities and their economic development programs to enhance and add value to the local municipal effort while avoiding duplication of effort and resources.

THE ECONOMY- BELLEVILLE, QUINTE WEST AND BRIGHTON

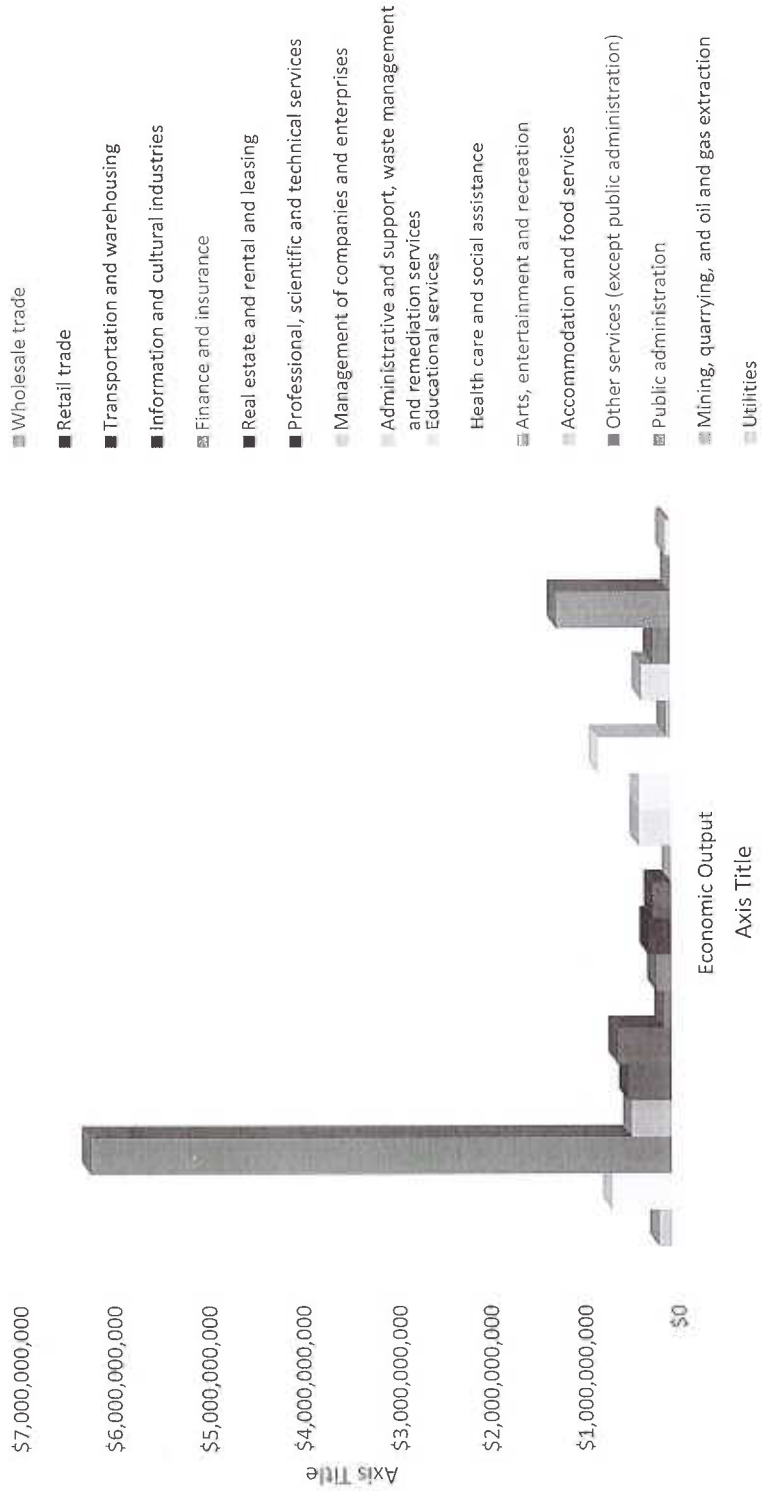
Ontario Ministry of Agriculture, Food and Rural Affairs

Emsi Q3 Data set

January 2021

Total annual Economic Output \$12,350,208,751

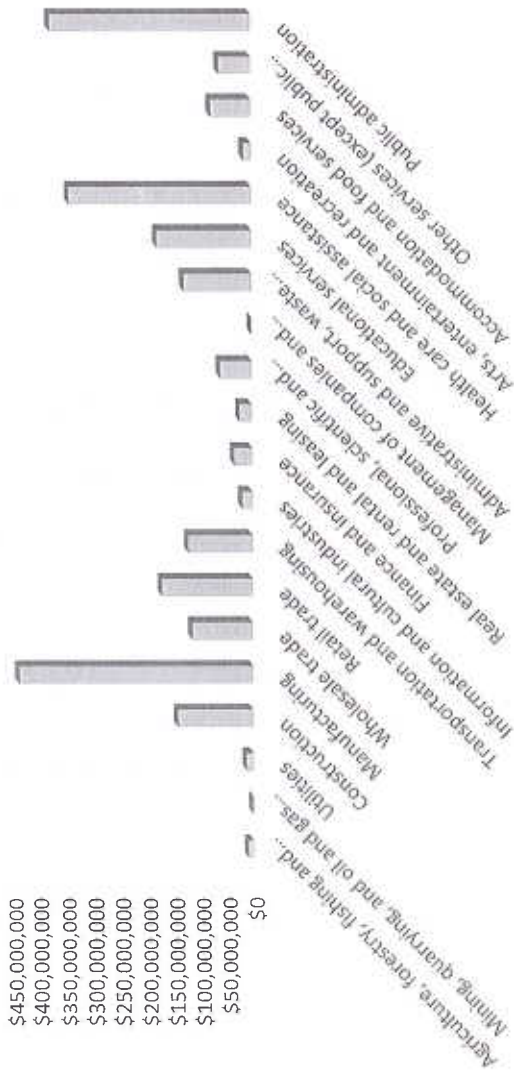
Bay of Quinte
Economic Output per Sector



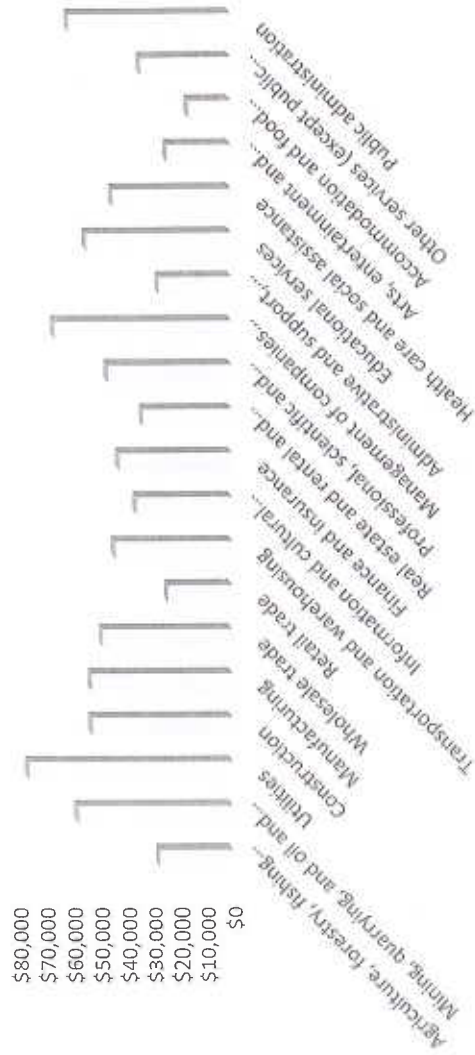
Jobs by Industry Sector



Total Wages per Sector



Average Wages



FUNDING

QEDC's core funding is provided by the member municipalities based on a per capita funding formula. The 2021 municipal funding formula is \$4.15 per capita. Also, QEDC applies for funding from Federal and Provincial funding programs when available to create more value in the economic development program and leverage local municipal investment in economic development. The Manufacturing Resource Centre (MRC) has been primarily supported by non-municipal funds including through the delivery of provincial and federal funding initiatives which are not guaranteed. On-going / permanent MRC funding support is not in place. In 2020 non-municipal funding was 76% of the total revenue. Depending on the ability to access non-discretionary funding the QEDC may run deficits of surpluses. QEDC needs to maintain a cash reserve to allow for successful administration and cash flow of programs which often include a requirement for matching funds as well as a hold-back on payments until after projects are complete. QEDC staff will continue to look for opportunities to secure funding for relevant and meaningful programs that are aligned with the QEDC mandate.

GOVERNANCE

QEDC has a Board of Directors appointed by the municipalities of Belleville, Brighton, and Quinte West to provide oversight and governance of the activities. The Board is made up of one municipal politician from each of the three municipalities, plus eight business/community leaders selected by the municipalities. QEDC is accountable to its municipalities that provide the funding. Regular board meetings, as well as interaction with municipal staff, provide an opportunity for feedback, information sharing, and collaboration.

PARTNERS

Economic development is a team sport and many organizations have a role to play in supporting and developing the local economy. QEDC seeks out and forms partnerships with strategically aligned business and community development organizations to leverage municipal resources and align the efforts of the Bay of Quinte Region. The collaboration of organizations at the Quinte Business Development Centre at Loyalist College is an example of an effective partnership

TARGET MARKETS

BUSINESS DIRECT INVESTMENT - TARGET MARKET STUDY AND STRATEGIC PLAN
QEDC's activities are based on the findings and recommendations of the QEDC Target Market Study and Strategic Plan. The QEDC engaged a consulting firm to conduct a detailed review and make recommendations based on input from local businesses, stakeholders and external resources. The study was completed at the end of 2019. QEDC Staff and Board members watch for new trends and opportunities regularly and adjust the plan as required. The recommended scope of activities is beyond the QEDC budget and staff will work to source additional funding to increase the number of activities they can pursue.

Excerpt from the QEDC FDI STRATEGY AND ACTION PLAN

For communities like the Bay of Quinte, the attraction of new investment and creation of new jobs is something that requires a focus on local activities as much as attempts to attract foreign direct investment (FDI) from around the world. As the ongoing success of QEDC demonstrates, striking a balance between local, regional, provincial, federal and global activities is essential. The majority of new jobs in mature economies like Ontario are created by the entrepreneurs and businesses which are already located here or who are based nearby. The successful greenfield FDI moves by US, UK, German or Japanese inward investors are the exception rather than the rule and an important focus should be Canadian domestic expansions.

What this means for QEDC is that there is a focus on the following elements of the strategy:

Bay of Quinte Product Development and continually improving the offer to businesses
Business Retention and Expansion activities to support existing businesses
Partnership Leverage to make the most of organizations at local, provincial and federal level
Promotional Activity to spread awareness of the region among influencers and advisors

FDI Targeting to identify specific growing businesses in target sectors and markets. (In many cases, these growing businesses will be Canadian ones looking to expand domestically).



INDUSTRIAL LAND INVENTORY

The target market study included recommendations regarding the supply of industrial land in the QEDC member municipalities. The study noted that the responsibility for industrial land supply is within the purview of the QEDC partner municipalities, not the QEDC itself. QEDC will encourage municipal partners to investigate further industrial land development in their communities.

A 'sufficient' supply of industrial lands is commonly regarded as a ten-year supply. The current and potential near future supply of land does not meet the requirements for 'sufficient' supply of lands in the QEDC territory.

Below is a summary of the recommendations that were provided for municipal consideration.

- That the current and all future Official Plan reviews include proactive planning of a sufficient supply of strategically located industrial lands over the short, medium and long terms.
- That each municipality formalize their proactive municipal role in an Industrial Land Planning and Development Policy. The purpose of the policy would be to ensure a sufficient (10-year) supply of industrial land.



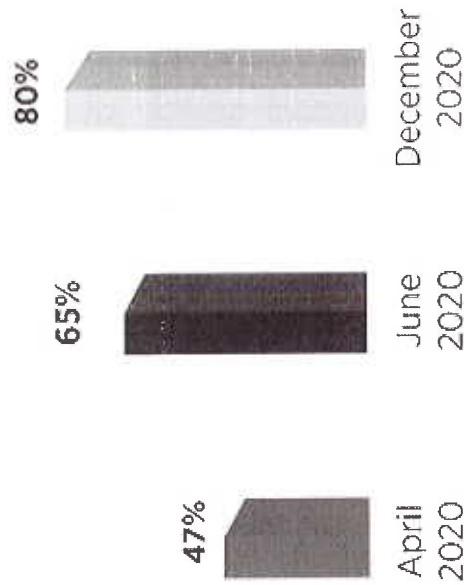
Jay Garner • 1st
Chair Of The Board Of Directors At Site Selectors Guild

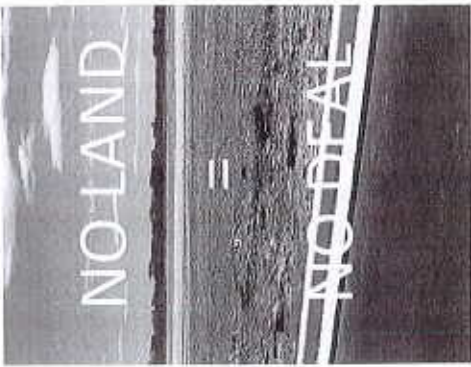
Lots of activity now, folks. Especially in the food and beverage sector. Are you product ready? No product, No project™
#weknowfabdb #siteselection #gamereconomics



Site Selectors Guild
2,907 followers
4h • 4

Our latest research highlighting 5 predictions for 2021 features key findings including: Consultants project a sharp increase in site selection activity going into 2021. 80% say companies will move forward with site selection projects, an increase from 65% in June and 47% in April. Learn more #econdev and download our infographic: <https://bit.ly/35E1b29>





- That the preceding policy is implemented by each municipality through an Industrial Land Planning and Development program.
- Sales policies and procedures for industrial land should address Council's desire to achieve market value for its lands
- Review and update the QEDC / municipality lead handling protocol.

PROACTIVE TARGETING PROGRAM

QEDC staff will proactively identify and target companies using a variety of tools. Final funding allocation from potential program partners will allow QEDC to source the tools, research, and participate in activities needed to identify and target companies. QEDC staff resources are allocated to this activity which will be leveraged by third-party resources to increase the level of activity.

TRIGGERS FOR NEW INVESTMENT

Identify triggers like a new investment; acquisition; export growth; or the stated goal of global expansion. Using News Alerts, insight from trade shows and events, corporate databases and other smart research tools, a creating real-time funnel of potential opportunities

VALIDATION RESEARCH

Potential opportunities are validated through deeper research to investigate the company's international footprint, market focus and fit with the Bay of Quinte Proposition

DIRECT OUTREACH

Using tools like LinkedIn, identify the optimal decision-maker. Initial engagement is restricted to asking if Canada is on their radar for future expansion and if so, who would be the best person to speak to.

COMPETITIVE COMPARISON DETAILS

Access business cost models to compare jurisdictional operating costs of businesses in various sectors as a way to demonstrate the Bay of Quinte Region's value proposition. The cost comparisons can be used in marketing materials and to provide additional information to clients during the site selection process. A subsequent call can then be set up and the prospect developed and nurtured through a sales pipeline through to the ultimate success of closure, with a focus on professional persistence and excellent service.

INDIRECT CHANNELS TO INVESTORS

SITE SELECTORS

Corporate decision-making around expansion, contraction, relocation or consolidation is rarely done in isolation. Site selectors are specialized management consultants hired by a company to gather data, provide analysis, and make recommendations on locations and real estate sites where a company should invest to establish new facilities. The role of external advisors, specialists, site selectors and intermediaries such as accountants, bankers and lawyers is crucial in FDI and the QEDC strategy needs to take account of this.

Working to increase visibility for Bay of Quinte among the site selector community would boost the chances of being considered for a future opportunity, but it can be time-consuming. Real estate brokers and government investment officials also provide a component of site selection services to companies. Many businesses do not have the full in-house capabilities to perform site selection research and they will outsource all or part of the site selection to site selection consultants or other influencers. QEDC will keep in touch with site selectors in a timely, relevant way. The following activities will be implemented to maintain close links with the site selection community and investment influencers.

QEDC staff will participate in trade shows, conferences, events, and missions that include interaction with site selectors and influencers. Specifically, the target market study recommends participation in the Site Selector Guild conference, the Area Development FDI Forum and others. A contact program through a newsletter, social media, phone calls, visitation and presentations to site selectors and influencers. Attend economic development conferences that attract government investment officials (EDAC and EDCO) in addition to contributing to on-going staff learning and education.

INFLUENCERS AND INTERMEDIARIES

Advisors and influencers that are regularly involved in location and expansion decision-making will be identified and targeted. These intermediaries can be specialist FDI consultants; sector and market specialists in professional firms; influential bloggers and broadcasters; policy-related advisors in government agencies and trade associations. They might be senior specialists at a major bank, accounting practice, law firm, HR/executive recruiters or major real estate brokerage.

The key elements of the intermediaries campaign are:

- Identify – continue to build a database of contacts in the QEDC CRM system
- Communicate – tailored messages on a regular (e.g. quarterly) basis or as opportunities arise

- Meet – group roundtables or individual face-to-face briefings
- Visit – get interested targets to visit for an event/tour

ECONOMIC DEVELOPMENT TWINNING

The Target Market Study recommends a twinning arrangement with establishing focused economic development relationships. The study recommends the Bay of Quinte Region and Brighton, UK to promote two-way trade and investment linkages. QEDC did not pursue this opportunity in 2020 primarily due to the Covid-19 pandemic. In 2021 QEDC staff will revisit this and other opportunities.

MARKETING AND PROMOTION

The majority of the marketing resources will be direct to business, targeting decision-makers and investment influencers in the identified sectors. Targeted, public-facing strategies will be directed to high-value entrepreneurs. Local awareness initiatives will highlight QEDC activities, as well as business and economic successes.

AUDIENCES:

Direct to business and business influencers: Communication pieces, social media and direct contact with influencers and investment decision-makers will continue in target sectors. The objective will be to increase awareness of the region and reinforce messaging on the Bay of Quinte's value proposition.

Local Awareness: QEDC will continue to focus efforts on wealth-creating sectors including manufacturing, food processing, and logistics. Entrepreneurs and small businesses in technology sectors from outside the region will be targeted while highlighting the region and the support resources available at the Quinte Business Development Centre. Local awareness will be directed at informing the public about local businesses, economic development, and entrepreneurial opportunities.

CONTENT DEVELOPMENT

New and revised content provides up-to-date and relevant information and messaging to the various target audiences. Content will be used and shared across multiple media platforms: website, social media, white papers, print, banners, electronic response packages etc.

New and fresh content will keep the audience engaged, increase search engine optimization, reach new audiences, and keep the public informed of the Bay of Quinte Region and the QEDC. New content encourages users to spend more time on a website. QEDC is increasing user trust and search engine trust with the quality of content offered. QEDC will use strategically targeted content, to nurture target audiences through the buyer's journey based on their consumption of that content.

To support the content created by staff the QEDC will also utilize a copywriter with economic development experience to provide regular and consistent products. Photographers and videographers will be engaged as new pictures and videos are required.

BRAND

The QEDC logo was updated in 2020 for easier visibility. The Quinte Economic Development Commission logo consists of overlapping geometric shapes of the maple leaf to suggest leadership and partnership. A horizontal logo and centred layout of the logo is provided to create consistency of use when used within a variety of different layouts.

Horizontal Version.



Vertical Version



See QEDC logo Style Guide for more details.



DESIGN & BRAND GUIDELINES



WEBSITES

WWW.QUINTEDEVELOPMENT.COM

A redesign of the QEDC website began in 2020 and will be completed by the end of Q1 2021. The new-look will provide an updated modern look with new features and meet accessibility requirements. The QEDC website uses WordPress software to allow QEDC staff to easily update content. WordPress also allows the QEDC site to be organized according to Web 2.0 users' expectations: searchable, organized, current, multi-authored content that is quickly and easily navigated. Refer to the QEDC's Website Best Practices Guide for implementation details.

The website allows for the creation of content and stories on the web as well as for use in social media and electronic newsletters. Economic Development websites are an initial source of information, before contacting communities.

QEDC staff ensure that the site is maintained and evolving with new information and stories, and is providing audiences with a reason to return.

- The identified target sectors are incorporated into the new site
- Continue to develop new stories and content for the website.
- Maintain Industrial lands and building inventory.
- Site selection, community analysis – the site will provide easy-to-find information on key items including location, labour force, education & training, land and building inventory, case studies, sector details.
- With the increased inquiries/opportunities from Europe the site now includes a translation section using google translate.
- Audiences can access community profiles, documents, and white papers that would be useful to site selectors and potential companies considering our region as a location for investment.
- The QEDC microsite - www.yourbusinessinquinte.com – is focused on attracting high-value entrepreneurs in technology and other related sectors. Online media promotion can encourage more entrepreneurs to visit the site.

Quinte Manufacturers Association (QMA) and the Quinte Technology Association (QTA) have websites maintained by and supported by QEDC. The Manufacturing Resource Centre (MRC) has a website highlighting the service of the MRC.

www.bayofquinte.ca is a site owned by QEDC and shared with the Bay of Quinte Regional Marketing Board. The site includes links to QEDC's site and BQRMB material.

SOCIAL MEDIA



TWITTER

Content mainly targeted to an external audience focusing on both potential clients and industry influencers. Content is geared to driving awareness of the Bay of Quinte region, our value proposition and the region's capabilities. A specific Twitter account will support the Proudly Made in the Bay of Quinte Region program for local audiences.



LINKEDIN

Consistent with twitter, LinkedIn content is aimed at an external audience focusing on both potential clients and industry influencers. Content is geared to driving awareness of the Bay of Quinte region, our value proposition and the region's capabilities.



INSTAGRAM

With a focus on both local and external marketing, Instagram will continue to be used to promote available properties, Proudly Made in Bay of Quinte as well as Elevate Plus.



FACEBOOK

Messaging primarily focused on local audience awareness building. Audience typically general public with content geared to building up knowledge of QEDC and the local industrial sector.

INVESTMENT ATTRACTION PARTNERSHIPS

Multi-jurisdictional marketing strategies with partners in Ontario to promote the Bay of Quinte region and develop short and long-term investment leads.

Ontario East Economic Development Commission

QEEDC will continue to cooperate with communities in Eastern Ontario to leverage funding, share costs and deliver an investment attraction program at the Eastern Ontario level that will benefit the Bay of Quinte region. The investment attraction program focuses on food processing, logistics and manufacturing sectors which includes lead generation, trade shows and other investment influencer events. QEEDC has access through Ontario East to participate in pan-Ontario food processing and advanced manufacturing business lead generation and trade show initiative. These partnerships allow QEEDC to participate in comprehensive lead generation programs that would otherwise be cost prohibitive for QEEDC. QEEDC is a member of OEEDC investment attraction programs, Chris King is the current President of OEEDC and Vicki Bristow Ferguson is leading the OEEDC food processing sector.

Ontario Food Cluster (OFC) & the Ontario Manufacturing Communities Alliance (OMCA)

These two pan Ontario partnership of local economic development organizations and provincial and federal investment officials cooperating on foreign direct investment strategies for the food processing sector. QEEDC will participate in the OFC and OMCA through its membership in Ontario East. The strategies include lead generation activities for North America and Europe as well as lead generation virtually and trade shows when available in the target geography.

TRADE SHOWS AND EVENTS

Trade show attendance is maximized through collaborating with partners from provincial and federal bodies, conducting joint meetings where appropriate. QEDC has preferred to 'walk the floor' at shows rather than take an exhibition booth - this enables the team members to be more selective in their conversations and reduces the costs and time resources that come with having a static presence. Site selectors, trade media and specialist intermediaries are targeted at these shows adding further value to the trip. The pandemic has resulted in the cancellations of essentially all in-person trade shows for the immediate future. The Ontario East Economic Development Commission, Ontario Food Cluster, Ontario Manufacturing Communities Alliance membership show participation is focused on lead generation and virtual client meetings where possible in the near term. QEDC will evaluate participation with in-person events when they are available and authorities indicate it is acceptable and safe to travel and participate. QEDC staff will participate in virtual trade shows to interact with business decision-makers.

Shows to attend virtually

Restaurants Canada
Partner with Ontario East Economic Development Commission
Target Sector – Food Processing

SIAL Canada
Partner with Ontario East Economic Development Commission
Target Sector – Food Processing

Potential In-Person or Virtual shows being considered for attendance.

Restaurants Canada
PLMA – Private Label Manufacturers Association
Summer Fancy Food Show
Collision
Home Delivery World
Target Sectors – Food Processing, Manufacturing, Logistics & Technology

Area Development Fall Forum
Site Selectors

OTHER MARKETING TOOLS

WHITEPAPERS

The QEDC has created several white papers that are provided to companies looking at our region as a location to establish an operation. These white papers provide information on the local, provincial and national level while highlighting the Bay of Quinte Region as a prime location for investment. The documents can be used in the early stages of the site selection process for clients that are only still considering Ontario, Canada, or North America as a potential destination. They provide value to the client while promoting our region. These white papers are available by request through the website and used on specific investment cases.

VIDEOS

Continue to develop content. Promote existing videos through the internet, client presentations.

- Investigate and develop company profiles/testimonials which includes regional messages using print and video formats.
- Promotion of the Proudly Made in Bay of Quinte through video on social media.
- Industrial land feature videos.

BROCHURES & DOCUMENTS

Printed content about the community and response packages are provided that are relevant to a business investor including the latest data and information including:

- * demographics
- * statistics
- * utilities
- * sector information
- * wage and benefit survey

- * land & building inventory
- * newsletter
- * reports
- * company profiles

EXTERNAL ADVERTISING

Advertisements will be placed in business-to-business media to promote the region. Programmatic online advertising and social media platforms will be used to generate awareness and website traffic. QEDC will promote stories about the region and companies through earned media. Limited advertisements will be placed in local publications that may be read by the business person who is travelling or on vacation in our region. Also, the ads will help to keep the local public informed about QEDC.

NEWSLETTER

Regular e-newsletters will be created to highlight the Bay of Quinte Region, new opportunities, investments, resources, programs and other relevant information to local companies and potential new investors to the region. A year-end newsletter is created to promote QEDC activities, events, industrial expansions, and other relevant information to local industry.

LOCAL ADVERTISING

Local advertising will consist of limited promotions in local publications and online that may be read by the business traveller in our region. Strategic promotions will help to keep the local public informed about QEDC, entrepreneurial support resources, local industry, and products.

SUPPORTING LOCAL BUSINESSES

INDUSTRY SUPPORT

The majority of new jobs in a mature economy like Ontario are created by the entrepreneurs and businesses which are already located here or who are based nearby

QEDC will continue to stay in touch with issues and trends facing local industry through direct outreach, communication and follow-up from Business Retention & Expansion programs delivered at the municipal level. QEDC and its partners will respond to address barriers and opportunities for local industry to grow and expand. QEDC supports industry through its Manufacturing Resource Centre, as well through its coordination of the Quinte Manufacturers Association and the Quinte Technology Association, delivery and promotion of labour force development programs, the implementation of the 'Proudly Made in the Bay of Quinte' Program plus other strategies in place by the QEDC. QEDC coordinates various supporting resources on behalf of manufacturers to help grow companies and improve their performance.

MANUFACTURING RESOURCE CENTRE

MRC has a track record of assisting companies in identifying, applying for, and securing funding to support their growth. MRC is also responsible for providing the administration of the Elevate Plus Manufacturing initiative and the Elevate Plus Military Program.

Many organizations are stretched to the maximum running their day-to-day business. They have little or no time or resources for issues such as investigating government funding programs, keeping abreast of government legislation or coordinating training with other companies. The Manufacturing Resource Centre is an additional resource that these companies can draw upon and provides them with the help they require to maintain and grow their businesses.

MRC staff will meet regularly with manufacturers to stay up to date on plans for growth, barriers and challenges including workforce issues. MRC will provide solutions and connections to support local manufacturers. QEDC will continue to investigate potential funding programs to support the MRC and related activities.

The MRC is an innovative service for manufacturers that:

- Enhances the performance of the local manufacturing workforce
- Improves knowledge of and access to programs and services
- Increases economic and workforce readiness
- Improves attraction and retention capabilities
- Coordinates manufacturing labour activities



QUINTE MANUFACTURERS ASSOCIATION AND QUINTE TECHNOLOGY ASSOCIATION

QEDC provides administrative support for the Quinte Manufacturers Association (QMA) which has been an active and effective association of local manufacturers providing a forum for local industry to: network, share information, develop best practices, and provide a unified voice for local industry. In addition, the QEDC now provides similar administrative support for the newly formed Quinte Technology Association (QTA). The QTA is modelled after the QMA and provides a familiar forum for businesses in the technology sector. By providing administrative support for these two organizations the QEDC keeps updated on local trends and issues, as well as maintains close links with local industry executives who can act as ambassadors to assist in the recruitment of new industry to the Bay of Quinte Region.

Events and Workshops

- QEDC will organize various events, activities, and workshops through the year to provide information and networking opportunities for QMA and QTA members.
- 4 Plant Tours per year (when pandemic is ended)
 - Workshops on funding and other topics of interest
 - Assist in organizing and delivering the Tri-Association Manufacturing Conference
 - Other networking events.

Structure for Action

Providing a common voice for industry in the Bay of Quinte Region, the QMA and QTA is a vehicle to bring concerns to various levels of government and help to bring about policy change. The QMA is also a supporting organization for QEDC funding applications that support the local manufacturing sector.

Sharing / Learning

- QEDC to coordinate opportunities for companies to share ideas, best practices, and promote on-going learning for members and employees.
- Deliver “Member Needs Help” on-line member support system
 - Summarize feedback and surveys from plant tours
 - QMA members support investment attraction efforts by acting as Ambassadors and providing information and guidance



PROUDLY MADE IN THE BAY OF QUINTE



This program promotes the products and manufacturers from the Bay of Quinte. It helps to raise awareness of local products, companies, and the region's manufacturing capabilities. The logo and signs are used in stores, packaging, entranceways, and banners. Online banner advertisements will also promote the program to the public.

LOCAL AWARENESS	PROMOTING CAPABILITIES	CASE STUDIES	WORKFORCE DEVELOPMENT
<p>Promote companies and their products to the public to encourage the purchase of more locally made items.</p> <ul style="list-style-type: none"> - In-store shelf hangers - On-line banner advertisements - Videos and photography - Logo use by manufacturers 	<p>Highlight the strength of the sector and individual manufactures to entice new industry to locate and create new supply chain connection</p> <ul style="list-style-type: none"> - Show case companies and capabilities - Create new supply chain connections - Support investment attraction efforts - Attracting new talent 	<p>Create company profiles and case studies of success companies and projects</p> <ul style="list-style-type: none"> - On-line company profiles - Business Ambassadors - Memorable stories for potential investors - Develop pride in local companies 	<p>Promote job openings and career opportunities in the manufacturing sector</p> <ul style="list-style-type: none"> - Job availabilities on QMA website - Advertising campaign including radio and digital - Worker profiles - Attract new workers to the sector from the region and externally

LOYALIST COLLEGE

Loyalist College is the primary organization in our region to address workforce and skills gap issues across a variety of sectors. Post-secondary, continuing education, corporate training and other workforce activities are vital in ensuring businesses and employers have access to the talent they need to maintain and grow their organizations. In addition to the co-location of QEDC and partners at Loyalist College in the Quinte Business Development Centre, there is an on-going and effective relationship between the College and QEDC. QEDC's established connections to the business community can provide Loyalist with even greater insight into local opportunities and needs. Loyalist's mandate to provide skilled workers to meet the community's needs coupled with its corporate training and research capabilities makes it an ideal partner with the QEDC.

Examples of QEDC collaboration with Loyalist College

- Investigating new funding sources that support workforce development with Loyalist as the delivery partner
- Implementation of workforce development strategies including the delivery of Elevate Plus (manufacturing and military) programs
- Support the development of the Cannabis SAO and steering committee and industry connections
- Committee member of Technology access Centre – Applied Research Centre
- Advisory Committee member of sales and marketing program (Vicki)
- Steering committee co-chair of 5 college consortium project in the manufacturing sector (Mike)
- Promote Loyalist corporate training initiatives and support with Elevate Plus funding
- Link industry to research and projects at Loyalist College
- Loyalist College VP attend QEDC board meeting
-

The Elevate Plus program is an example of the power of partnership between QEDC and Loyalist College. QEDC has successfully received funds through the Ministry of Labour, Training and Skills Development, QEDC contracts Loyalist Training and Knowledge Centre to deliver the Elevate Plus program which prepares individuals with barriers to employment to work in the local manufacturing and food processing sector. QEDC and Loyalist College have a history of cooperation to obtain funding and deliver programs to support industry.

Elevate Plus - Manufacturing is a collaborative workforce development strategy for the Greater Bay of Quinte Region manufacturing sector. Through strong, collaborative, community-based partnerships using an integrated, experiential, accelerated learning platform addresses labour shortages in the local manufacturing sector and helps individuals who want to work find employment. The program also offers incumbent worker training. Funding for this program will be completed on March 31, 2021. QEDC is working to secure funding for 2021/2022. The ability to bring participants together for training is impacted by Covid-19 social distancing requirements.

Elevate Plus - Military is a newly funded initiative building off the success of Elevate Plus Manufacturing program. This new initiative will commence with research into the employment sectors of interest to unemployed or underemployed military spouses, family members, and former military members and matching training to available local jobs in the identified sectors. Based on the results of the research virtual training programs were developed with a focus on remote work in the financial services sector. This training prepares individuals to receive the skill-based training they need to find employment in the region or beyond as remote workers. QEDC holds the contract with the MLTSD and Loyalist College is the delivery partner for this project.

Benefits to Employers

- Augments and supports recruiting efforts
- Provides skilled employees ready to work
- Employees are ready to hit the ground running
- Greatly improved retention rates
- Strong team players that contribute to culture change and continuous improvement

Benefits to Individuals

- Increased self-confidence and self-esteem
- Acquire both technical and soft skills
- Renewed sense of hope
- Increased stability and resilience
- Employment
- Skills upgrading for incumbent workers

OTHER WORKFORCE DEVELOPMENT

Industry Visitation Program,

QEDC will continue a regular visitation program to keep updated on workforce development requirements and issues as well as identifying other barriers or opportunities for growth for local industry. Information will be collected and tracked in our CRM system.

Job database

QEDC will help raise awareness and promote the jobs database originally started as the Belleville Wants You program and now expanded to include the Quinte Region. The project is administered through the City of Belleville.

Promotion of jobs

Promotion of job openings in manufacturing to internal and external audiences will help connect potential workers to the manufacturing sector. Funding is being sourced to continue this activity.

Technology adoption

The need for manufacturers to adopt technology to improve efficiency and make better use of available labour was identified as a need by local manufacturers in the 2020 Manufacturing Technology Adoption report. QEDC is investigating potential sources of funds for individual companies and as

Job fair

QEDC will promote the regional job fair to local industry in the QEDC region. The regional jobs fairs are delivered by the City of Belleville and the City of Quinte West.

OINP

QEDC is a partner in the Ontario Immigrant Nominee Program Pilot Project. The pilot program had dedicated spots allocated to our region's employers to access the OINP. The Ontario Immigrant Nominee Program (OINP) is the province's economic immigration program. It works in partnership with the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC). Foreign workers, international students and others with the right skills, experience and education apply to the OINP for a

nomination. The OINP recognizes and nominates people for permanent residence who have the skills and experience the Ontario economy needs, and the Government of Canada makes the final decision to approve applications for permanent residence.

Additional workforce assistance

QEDC aims to stay engaged with other workforce development initiatives. QEDC will collaborate with workforce organizations including the Centre for Workforce Development, Quinte Immigrant Services and others. Below are examples of QEDC participation.

- Quinte Immigrant Services – Committee member
- Quinte Employment Network – Committee member
- Literacy Ontario Central South – Committee Member
- Employment Ontario Managers Group – Committee Member
- Ontario East Workforce Project – Committee Member

STUDIES

The target market study, Manufacturing Sector Technology adoption report and the Technology Sector labour force report will be used as guiding documents for QEDC. Additional external reports and information will be accessed to help keep QEDC strategies on track and relevant to current opportunities and issues.

QEDC's target sectors are represented by all sizes of businesses, including small businesses. The Small Business Centre has dedicated resources to help with business start-ups and support in all sectors

As a funding partner in the Quinte Business Development Centre, The Small Business Centre provides individual consulting for small business start-ups, new businesses, and existing small businesses. The Provincial contract for implementing the program in this region is with the City of Belleville. The City has contracted Trenval to deliver these important small business services.

Background

The Small Business Centre receives core funding from the Ministry of Economic Development and Growth. Municipal funding plus funding support from the QEDC assist this office in providing a variety of entrepreneurial and business-related services.

Activities:

Consulting

Provide consultation services for individuals looking to start or expand a small business

Workshops

Provide workshops, information sessions and/or training programs to potential and/or local entrepreneurs

Information

Keep a current and easily accessible library of relevant resource material in conjunction with Trenval

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info@quintedevelopment.com
www.quintedevelopment.com



BAY OF QUINTE

ECONOMIC DEVELOPMENT

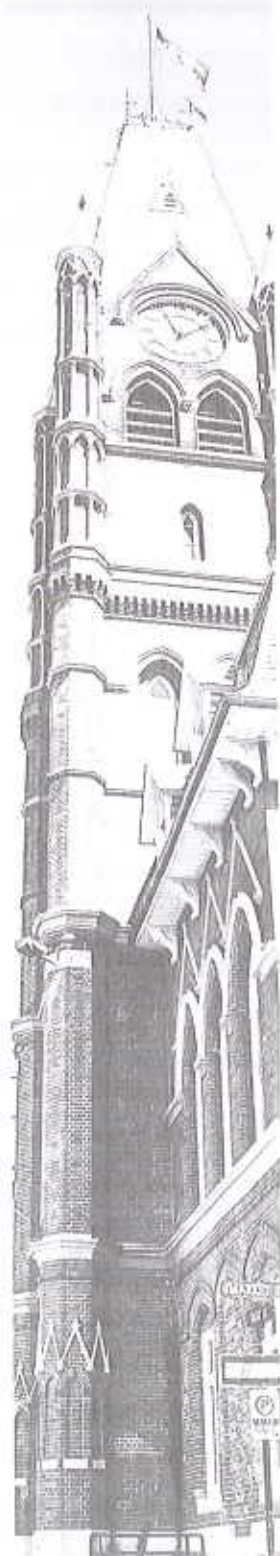
QUINTE ECONOMIC
DEVELOPMENT COMMISSION

YEAR IN REVIEW

2020



What's Inside



- Introductions from the Chair and CEO
- Meet the Team
- Target Markets and Elements of Strategy
- Funding and Programs Supporting Industry
- New Investments and Announcements
- Investment Promotion
- Proudly Made in Bay of Quinte Region Campaign
- Response to COVID-19
- Industry Retention and Support
- Manufacturing Resource Centre
- Quinte Manufacturers Association
- Quinte Business Development Centre
- Year In Photos

Introduction From the Chair

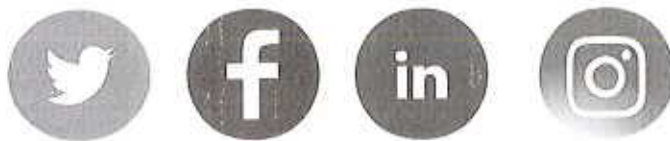
Brad Little

2020 was a year of challenges due to the Covid-19 pandemic. Like many others, the QEDC Board activities continued as we switched to on-line meetings to replace the in-person board meetings. QEDC's business retention and business attraction efforts had to be modified to reflect the realities of the pandemic. The level of activity was still high but how we delivered our economic programming changed from in-person, direct contact meetings to virtual meetings and webinars, and online interactions. Despite the challenges of 2020, the Bay of Quinte Region did experience some positive activities with new investment, expansions and hiring in target sectors like food processing, manufacturing and technology sectors.

The Covid-19 pandemic reinforced the need for on-going economic development programming and co-operation between municipalities, businesses and other stakeholders through the Quinte Economic Development Commission.

On behalf of the Board of Directors, we thank our municipal partners, the business community, stakeholders and the QEDC team for their efforts over the past year.

WWW.QUINTEDEVELOPMENT.COM



Message From the CEO

Chris King, Ec.D.

2020 will be a year to remember for how the Covid-19 pandemic disrupted all aspects of our personal and professional lives. The mission of the Quinte Economic Development Commission did not change but we certainly had to adjust how we worked to attract new business and retain existing industry in our industrial target sectors.

The Bay of Quinte region can be proud of how the community stepped up to meet the pandemic challenges. Many local businesses were quick to react to the crisis by manufacturing or sourcing PPE, hand sanitizer and other products to keep us safe. The region's economic / business support partners and municipalities immediately focused on communicating details about the constantly changing Covid-19 programs, resources and information that businesses need. The public did their part by adjusting their habits and practicing physical distancing. Employers focused on keeping their workers and customers safe while they continued to operate their businesses.

Many segments of our economy have been impacted and continue to suffer, however there are bright spots in the region's economy. Many manufacturers continue to hire, grow and produce products; logistics and transportation companies are delivering essential goods, and local food demand.

2021 will continue to pose challenges but the Bay of Quinte region is ready to recover and grow as the vaccine is distributed allowing us to move past the pandemic.

2020

QEDC Board of Directors



QEDC has a Board of Directors appointed by the municipalities of Belleville, Brighton and Quinte West to provide oversight and governance of the activities.

REPRESENTING THE CITY OF BELLEVILLE

Mayor Mitch Panciuk
Ryan Williams, Vice Chair
Tim McKinney
Eric Lehtinen

REPRESENTING THE CITY OF QUINTE WEST

Mayor Jim Harrison
Brad Little, Chair
Ted Reid, Secretary / Treasurer
Chuck O'Malley

REPRESENTING MUNICIPALITY OF BRIGHTON

Mayor Brian Ostrander, Executive Committee Member
Jake DeGroot
Jim Kovacs

Meet the Team

The Quinte Economic Development Commission team proudly delivers economic development services on behalf of our member municipalities, providing business investment attraction and retention & growth programs in targeted industry sectors.



Chris King, Ec.D.

Chief Executive Officer



Vicki Bristow Ferguson

Business Development Officer



Mike Hewitt

Manufacturing
Resource Centre
Coordinator

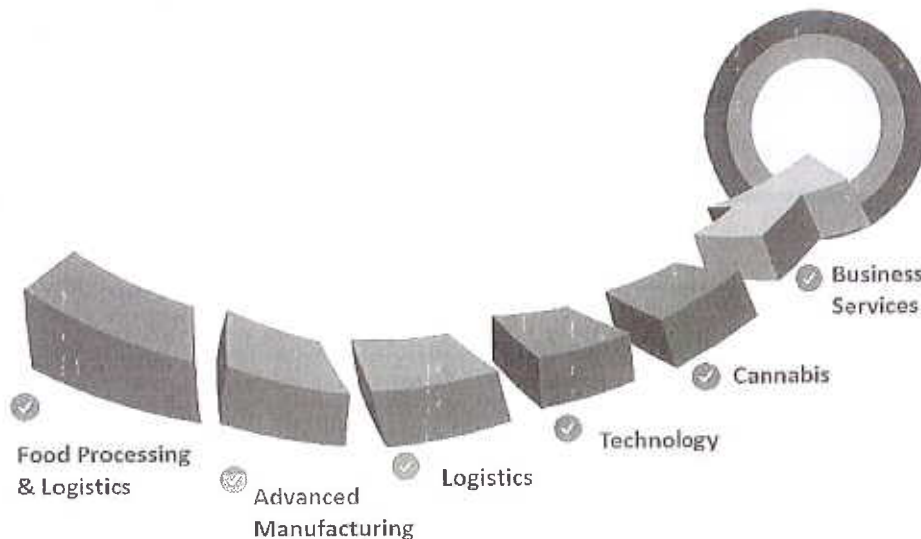


Rachael Lamb

Administrative Assistant

Target Markets

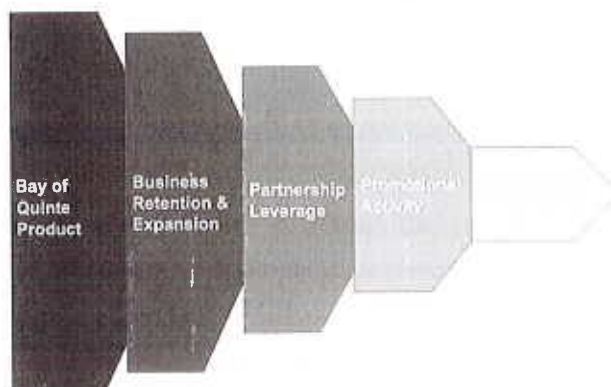
QEDC's investment attraction activities are based on the findings and recommendations of the QEDC Target Market Study and Strategic Plan completed at the end of 2019. QEDC Staff and Board Members watch for new trends and opportunities regularly and adjust the plan as required. The 2020 plan was quickly adjusted in March due to Covid-19. QEDC transitioned from in-person meetings and interactions with corporate decision-makers and influencers to virtual meetings and presentations.



QEDC Elements of Strategy

For communities like Bay of Quinte, the attraction of new investment and creation of new jobs is something that requires a focus on local activities as much as attempts to attract foreign direct investment (FDI) from around the world. What this means for QEDC is that there is a renewed focus on the following elements of the strategy:

- **Bay of Quinte Product Development** and continually improving the offer to businesses
- **Business Retention and Expansion** activities to support existing businesses
- **Partnership Leverage** to make the most of organizations at local, provincial and federal level
- **Promotional Activity** to spread awareness of the region among influencers and advisors
- **FDI Targeting** to identify specific growing businesses in target sectors and markets.
(In many cases, these growing businesses will be Canadian ones looking to expand domestically).



Funding Projects

Through a number of partnerships, the QEDC continues to research, identify and develop programs to effectively support industry. These programs also provide funding to coordinate, facilitate and administrate these initiatives.



ELEVATE PLUS - MANUFACTURING

March 31 2020 - March 31 2021

Funding: \$1,106,640

Funder: Ministry of Labour, Training and Skills Development



Elevate Plus Manufacturing is a local pilot project in Ontario funded by Employment Ontario. The program is administered by the Quinte Economic Development Commission and delivered by Loyalist College, and provides free training and support for workers to enter local manufacturing and food processing jobs. Training includes four weeks of classroom followed by a two week job trial.

- **ELEVATE PLUS - INCUMBENT TRAINING:**

The Elevate Plus Manufacturing Program also includes funding to support the training of incumbent workers to increase their skill sets.

200+ Graduates to Date

The following companies have been employer partners, supporting this initiative:

GH Manufacturing	GlobalMed
Anamet	Kruger AFH
Drossbach	Hain Celestial
Berry Global	Sofina Foods
Trenton Cold Storage	Cascades
Canadian Blast Freezers	JBS Foods Ontario
CPS Wood Products	Chem-Ecol
Horizon Plastics	Lorenz Conveying
Canadian Resin Recovery	Rusco Manufacturing
Hanon Systems Canada	

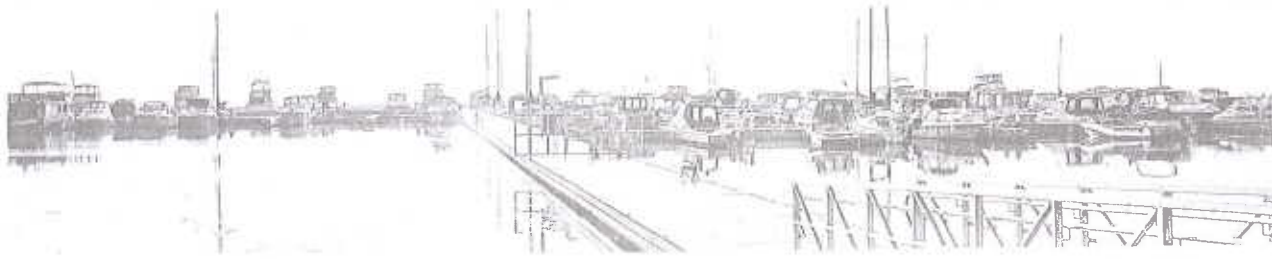


- **METCALF FOUNDATION REPORT RECOGNIZES LOCAL ELEVATE PLUS MANUFACTURING PROGRAM**

Metcalf Foundation's newest report "When Training Works: Promising Workforces Development Practices" recognizes Bay of Quinte based work force training program, Elevate Plus – Manufacturing. Elevate Plus along with 3 other workforce development organizations / partnerships are recognized for connecting job seekers to good jobs.

**When Training Works:
Promising workforce
development practices**





2

ELEVATE PLUS - MILITARY

March 12 2019 - March 31 2021

Funding: \$611,400

Funder: Ministry of Labour, Training and Skills Development



Quinte Economic Development Commission is a partner along with Loyalist College, Trenton Military Family Resource Centre and CFB Trenton in this pilot project that connects military family members and former military personnel with in-demand jobs in the Bay of Quinte Region. This fact track program helps people develop portable skills required for them to find employment in our region's growing economy.

3

ONTARIO LABOUR MARKET PROJECT - TECHNOLOGY ADOPTION

March 29 2019 - March 31 2020

Funding: \$74,000

Funder: Ministry of Labour, Training and Skills Development

This project focused on technology adoption, process optimization and its impact on the Bay of Quinte region labour force. The project, partnered with Loyalist College, included the development of a survey tool completed by local industry. A forum was held with stakeholders and partners, to discuss the results, including development of a report/road map of identified initiatives and needs.



MRC Represents Manufacturing Sector Interests

In addition to manufacturing focused initiatives the Manufacturing Resource Centre (MRC) assists other local organizations in the implementation of their SAO projects and **sits on the Advisory committee of Loyalist College's Cannabis SAO and Quinte Immigration Services STEP SAO.** The MRC has also spoken to a number of organizations across Ontario about SAO project implementation. The following are additional initiatives that the MRC is involved with:

- Elevate Plus Manufacturing Project Administrator
- Elevate Plus Military Project Administrator
- Eastern Ontario Workforce Development (EOWD) Advisory Committee Member
- Eastern Ontario Colleges Consortium (EOCC) Steel & Aluminum SAO Advisory Committee Co-Chair
- Quinte Local Immigration Partnership (QLIP) Committee member representing manufacturing sector
- Quinte Employment Network (QEN) Committee member representing manufacturing sector



New Investments and Announcements

Truss Beverages



Truss Beverage Co., a joint venture between MolsonCoors and HEXO Corp. – a Belleville-based licenced manufacturer of cannabis products – opened its doors to Quinte politicians and senior business leaders for a first public glimpse of the emerging-market facility and production lines. Truss Beverages operates out of the two million square-foot former Sears distribution centre and employs 40 people.



(l-r) HEXO President and CEO Scott Cooper and QEDC CEO Chris King

JBS Acquires Vantage Foods in Belleville



JBS has a 60 year history as a trusted and respected provider of exceptional quality products to customers around the globe. The seafood line and “case ready” red meat go directly onto the shelf for customer convenience, including pork, beef, lamb, sausage, and ground beef. Custom cuts are provided to Metro and are available at Food Basics, Metro, and Super C (Quebec) grocery stores.

HEXO Receives Sales License



HEXO Corp (“HEXO” or the “Company”) (TSX:HEXO; NYSE:HEXO) is pleased to announce it has received its Health Canada licence amendment for the sale of dried and fresh cannabis, cannabis extracts, cannabis topicals and edible cannabis products for its cannabis manufacturing and processing facility in Belleville, Ontario. The updated licensing also encompasses the expansion of the licensed area to include the beverage production area dedicated to the Truss/HEXO beverage division.



CpK Interior Products Creates Proprietary Custom Anti-Viral Additive for their Plastic Automotive Parts

In a groundbreaking project led through their Belleville Operations, **CpK has developed** a new product which kills coronavirus within one hour. At the request of Fiat Chrysler Automobiles (FCA), CpK has created a proprietary custom anti-viral additive for their plastic automotive parts, which will make vehicle interiors safer for ride sharing. Not only does their patent pending formula provide protection from the coronavirus that causes COVID-19, but it is also created using safe commercially available materials. This product will pose no risk to drivers or passengers.

Grand Opening of Saucy Dotty's



The grand opening of **Saucy Dotty's** was held on August 8th. QEDC attended the ribbon cutting event, in addition to Brighton Mayor Brian Ostrander and the MP and MPP for Northumberland Peterborough South. Saucy Dotty's is a manufacturer of gourmet sauces.

Bryan's Auction Services is Expanding

Bryan's Auction Services, located in the City of Quinte West, has purchased land in the North Murray Industrial Park to expand its Quinte West location. Bryan's offers a century of combined experience in equipment auction and equipment appraisal services – Including construction, transportation, agriculture, forestry, mining equipment, etc.



Launch of Rentify



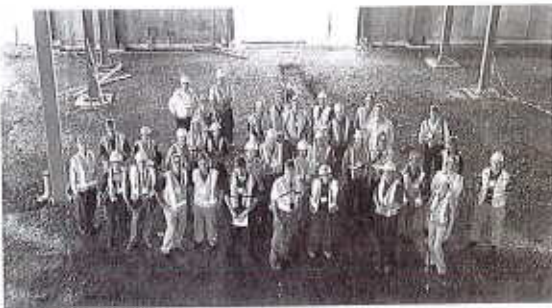
Rentify is a software tool which has been developed by a Belleville technology sector company. Rentify provides a platform that landlords can use to cross-examine applications for rental properties using financial and historical rental information on the applicant who agrees to provide it. Rentify helps with the security and trust needed between landlords and tenants

Quinte Manufacturing Association Celebrates 15 Years



2020 marked 15 years since the first QMA kickoff meeting was held on March 31, 2005 at Hanon Systems Canada.

The former Quinte District Manufacturers Association, which started as the Quinte District Superintendents' Association in 1943, held its last meeting in 1999. For 6 years local manufacturers lacked an effective means to collectively improve their capabilities, competitiveness and sustainability. Since 2005, the QMA has held **43 plant tours**, conducted many multiple company learning events, assisted numerous manufacturers with "Member Needs Help", addressed issues of concern to manufacturers and helped access **\$1.7 million dollars in funding** to support collective growth opportunities.



Tour of the Loyalist College Skills Trade Centre - 2010



Research Casting International - 2018

Loyalist College

Canada's Only Federally Supported Technology Access Centre for Natural Product and Cannabis Receives Five Year License Renewal

Loyalist College's Applied Research Centre for Natural Products and Medical Cannabis (ARC) has received a five-year renewal of its federal license to conduct research under the Cannabis Act and Cannabis Regulations, and a three-year renewal of its license to conduct analytical testing. Loyalist's ARC, which houses Canada's only federally supported Technology Access Centre for natural products and cannabis, is a regional innovation hub for industry to access advanced instrumentation and subject-matter experts.



Loyalist College Named One of Canada's Top 50 Research College on Research Infosource Incorporated's Annual List

Loyalist College also ranked number one in Canada for industry research income as a percentage of total research income.

Technology Sector Successes



QUINTE TECHNOLOGY ASSOCIATION

The QEDC is a proud supporter of the **Quinte Technology Association (QTA)**. There are approximately 190 members and the model is similar to the Quinte Manufacturers Association (QMA), which the QEDC provides administrative support.

- **A meet and greet** at Nineteen (XIX) Restaurant & Patio - networking and sharing best practices
- **A 3-Part Speaker Series** including guest speakers and local technology company updates
- **Members are updated on a regular basis** with information on upcoming webinars, workshops and more.



Rillea Technologies

For the third year in a row, Rillea Technologies SDS RiskAssist has won COS Magazine's Readers' Choice Award in the category of SDS Management!



Nesda Celebrates 25 Years

For 25 years, Nesda Technologies has provided quality information technology service, support, and consultation to businesses across Ontario!



QTA Members Meet & Greet at Nineteen (XIX) Restaurant & Patio

Investment Promotion

Despite the COVID-19 pandemic restrictions, it was a busy year with investment promotion, marketing programs and lead generation activity.

Tradeshows and Lead Generation

01 | Site Selector's Guild



Attended the Site Selector's Guild Annual Conference as part of Team Ontario. The conference provides access to U.S. and European site selection consultants who work on projects considering North America for investment.

02 | Restaurants Canada Show



As part of OEEDC, QEDC attended the Restaurants Canada Show. This show provides an opportunity for local companies to attend free of charge. Local companies who participated included Signal Brewery, Number E Tea and Kings Mill Cider. Canada's largest food service & hospitality event, the show provides opportunities to meet food processors from Canada & beyond.



Virtual Tradeshows and Events

Total Assets Business Canadian Health Food Association (CHFA) Connect, September 29 – October 1

The Canadian Health Food Association is Canada's largest trade association dedicated to natural health and organic products.



Virtual EDAC 2020, October 5 – 7

Rebound, Rebuild, Recover - Economic Development: Doing Business Post-pandemic For the first time, this first-rate professional development conference was provided virtually. The event a total of 36 Speakers, 9 Live Sessions, 18 Recorded Sessions and 4 Content Tracks.



Ontario East Municipal Conference (OEMC), October 21 - 22

The Ontario East Economic Development Commission delivered a virtual dynamic program to share municipal knowledge and best practices, enhance economic opportunities and successes. The event featured a number of webinars, sessions and a virtual exhibit hall.



Home Delivery World Conference, October 27 – 30

This is North America's most important retail logistics event. This virtual event attracted approximately 3,000 attendees and featured 250+ speakers. Attending provides an opportunity to establish connections with retailers, grocers, postal operators, solution providers and more from all over the world.



University of Waterloo - COVID-19 Reaction, Response, Recovery



Site Selector Guild Webinar – Doing Deals in the COVID-19 Environment



Jones Lang LaSalle – COVID-19 U.S. Industrial Impact



CBRE – Canadian Commercial Real Estate, Market Update



Virtual Roadshow - Canadian Consulates Overview



QEDC has also been connecting with International Investment representatives at Canadian Consulates in the UK and Europe as well as other Investment and Lead Generation organizations to determine strategies in the absence of tradeshow and other events.

Quinte Economic Development Commission provided a number of Virtual Roadshow presentations with Canadian Trade Commissioners and investment officials at consular offices around the world. These meetings allow the opportunity to keep the Bay of Quinte region top of mind with important investment contacts and maintain crucial relationships in a time when we are not able to meet with them in person. In addition, QEDC hosted a foreign consular official representative in Canada for a presentation on the benefits for companies from their home country looking to invest in Canada.



Presentations to Consular Officials in the USA including **New York, Boston, Atlanta, Chicago, Minneapolis, Detroit, San Francisco and Los Angeles**. In addition, the following countries:



Ireland



Denmark



Austria



Germany



Belgium



Netherlands



United Kingdom



Italy



France

Lead Generation Collaborative Partnerships

Ontario East Economic Commission (OEEDC)

Membership with OEEDC provides opportunities to leverage funding, international/national exposure to potential investors. QEDC is a member of the Logistics Team and is Chair of the both the Food Processing and Manufacturing Sector Teams. Membership provides shared event opportunities with the Ontario Food Cluster.

QEDC CEO Chris King was elected President of the Ontario East Economic Development Commission for 2 Year Term at its Annual General Meeting on February 5 in Toronto. Chris is a 20+ year member of the Commission and has served on numerous committees and on the Board. This is his first term as President.



Ontario Food Cluster (OFC)

The Ontario Food Cluster attracts international investment to its thriving cluster of 3,000 food and beverage companies. Ontario is one of North America's largest agri-food sectors. Companies locate in Ontario because they are close to more than 200 agricultural commodities and a market of 460 million consumers.



www.OntarioEast.ca

www.OntarioFoodCluster.com

Marketing Local and External



In 2020, QEDC participated in events, attended networking opportunities and placed targeted sector advertisements using online digital platforms as well as traditional print including InQuinte.ca and Grapevine Magazine.

QEDC Logo Refresh

A recommendation from the 2019 Target Marketing Study included a **refresh of the QEDC's branding and logo**. The refresh included a change in the font from italic to a type more readable and clear. To external audiences unfamiliar with the area, the word 'Quinte' can be difficult to read without the added complication of an Italicised font.

A new logo has been designed and replaced the old version on marketing materials, digital platforms and other locations as they become identified. Response and reaction to the new logo has been very positive.



Company Profiles and Digital Promotion

InQuinte.ca: Company Profiles and Elevate Plus Manufacturing Program Promotion



Grapevine Magazine: Proudly Made in Bay of Quinte Campaign Relunched



Proudly Made in Bay of Quinte - Campaign Relaunch

The **Proudly Made in Bay of Quinte Region** campaign logo has been updated to ensure consistency with the QEDC logo/branding. The campaign relaunch has included the following initiatives:

- **New shelf tag hangers** have been designed and are displayed in-store identifying local product.
- **Local industry have requested** digital files to incorporate into product packaging and on websites
- **Window decals** have been distributed for industry to proudly display within their facilities

In addition, the **Proudly Shipped From Bay of Quinte Region** logo has also been updated. This messaging has been displayed on approximately **750 of ITS Trucking trucks** promoting Bay of Quinte region.



In Store Signage



Product Labels & Signage



Trucks & Logistics



Social Media

Raising Awareness of Programs and Activity

The Quinte Economic Development Commission **website analytics** provides valuable data on referrals to the *corporate website*, including **social media platform referrals**. QEDC regularly promotes activities, announcements, investment opportunities, industry information, and more, using **Facebook, Twitter, LinkedIn** and **Instagram**.

2020 saw a significant increase in social media referrals in-part due to a high-volume of COVID-19 related information and resources being distributed, posted and shared.

SOCIAL MEDIA PLATFORM REFERRALS TO QEDC WEBSITE



< Sample of Facebook messaging

2019 vs 2020



QEDC Offices - Response to COVID-19



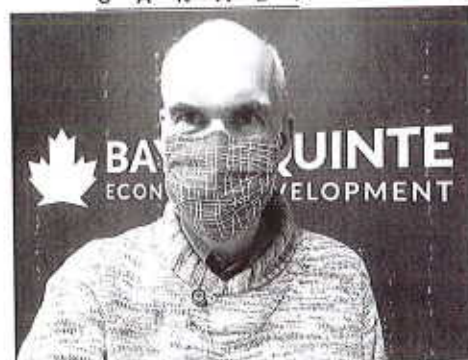
QEDC staff worked remotely March 17 - June 22. During that time, the office was surveyed and preparations made for return including:

- **The Machining Center designed, manufactured and installed** professional grade plexi glass panels to reception desk to ensure proper social distancing for both staff and guests
- **Hand sanitizer from Signal Brewery** placed throughout the offices and common areas
- **Contact tracing forms** for guests to complete upon arrival
- **Staff daily COVID-19 Symptoms Checklist**
- **Installed Pull-Across Barriers** preventing 'walk through' traffic
- **Posted signage** advising that face masks must be worn upon building entry and in common areas
- **Limited in person meeting** space occupancy to only 2 people to ensure safe distancing



Installed Pull-Across Barriers

Office Entrance
Reception Desk



Thank you Miltex Solutions Canada for the donation of face masks to QEDC Staff!

COVID-19 - Industry Response to the Need for PPE Supplies



When the first wave of COVID-19 hit the Bay of Quinte Region, local Industry came together to assist in supplying various types of PPE. Support included manufacturing product, donating materials, distributing product and more. Below are some examples of PPE supplies Proudly Made in the Bay of Quinte Region.



Face shields by Hannafin Automation and Industrial Controls



Face Masks by Impacto Protective Products



Face Masks and Gowns by Miltex Solutions Canada



Protection Partitions by Kilmarnock Enterprise



Face Shields by Triangle Fluid Controls
Triangle Fluid Controls Ltd.



Hand Sanitizer bottled and distributed by Signal Brewery

Other companies which provided much needed assistance include:



Procter and Gamble: manufacturer of face masks



Deca Cables: manufacturer of face shields



Cascades Containerboard Packaging: manufactured boxes



GlobalMed Inc: donation of face masks



Massey's Production: distribution of face masks and wipes



Mystical Distribution: donation of face masks



Research Casting International: donation of face masks

Sigma Stretch Film - donation of N29 face masks

There are many other companies, organizations and individuals that provided time, product and much more!

THANK YOU!

Industry Retention and Support

The QEDC is mandated with investment attraction initiatives, as well as providing industry support / retention services. In 2020, the COVID-19 pandemic presented many challenges and concerns for industry, and QEDC continues to respond, support and assist, including ongoing outreach programs, sharing information, connecting businesses, researching questions and much more.

QEDC Website Blogs: Resources for Business - COVID-19

In effort to support industry, the QEDC continues to regularly maintain three COVID-19 related subject blogs on the QEDC website including:

- **Resources For Business During the COVID-19 Pandemic**
- **There is a Need For Your Support. How You Can Help During the COVID 19 Pandemic**
- **COVID-19 Resources: Webinars, Training and Courses**



Regular Updates to Industry

QEDC distributes important information to local industry on a regular, ongoing and consistent basis. Constant Contact is the platform QEDC uses to share a variety of topics including:

- **Government Announcements**
- **Available Funding Programs and Support Services**
- **Virtual Webinars, Information Sessions and Networking Opportunities**



139 COVID-19
Content Emails
Distributed
to Industry

Supporting and Promoting Partner Events

QEDC is pleased to promote available resources, webinars and information session opportunities on behalf of external partner organizations including:



Canadian Manufacturers and Exporters



Small Business Centre



Quinte West Chamber of Commerce



Trenval



Belleville Chamber of Commerce



RBC



Ontario Chamber of Commerce



Ministry of Small Business, Export Promotion and International Trade



Canadian Chamber of Commerce

Ministry of Economic Development, Job Creation and Trade



BDC



Loyalist College

A listing of upcoming events is available on the 'Upcoming Events Calendar' on the Quinte Development Centre (QBDC) website.

WWW.QBDC.CA

Quinte Manufacturers Association



The **Quinte Manufacturers Association (QMA)** represents approximately 120 companies, which directly employ over 11,000 people within the Greater Bay of Quinte Region. QEDC provides administration and coordination support of the QMA. Below is a summary of 2020 activity:

VIRTUAL WEBINARS and INFO SESSIONS

Tempelman LLP - The Manufacturing Sector & COVID-19

Supporting Employees During COVID-19

WSIB - Health and Safety Excellence Program



QMA MEMBER NEEDS HELP REQUESTS

CONNECTING INDUSTRY WITH EACH OTHER TO ADDRESS ISSUES

23

COVID-19 CONTENT

EMAIL UPDATES

39



ONTARIO LABOUR MARKET PROJECT - TECHNOLOGY ADOPTION

This project focused on technology adoption, process optimization and its impact on the Bay of Quinte region labour force. The project included a survey, a forum and a final report. Full details on this project can be found in the "Funding Projects" section of this report.



VIRTUAL TRI ASSOCIATION MANUFACTURERS CONFERENCE

200+ Participants



Congratulations to BCS Automation on being awarded the **MANUFACTURING BUSINESS OF THE YEAR!**



YOUR VOICE MATTERS

If you are a Bay of Quinte manufacturing representative who would be interested in being a member of the **QMA Steering Committee**, contact QEDC. Meetings to address items of interest to manufacturers are held approximately 4-6 times a year. There is no cost to become a member of the QMA.

QMA STEERING COMMITTEE- UPDATE

Commencing January 2021, Chandy Davis CFO/COO of Electro Cables in Quinte West is the new chair of the QMA. Chandy takes over from Scott Roodvoets of Domtech who has chaired the QMA since January 2018.

We thank Scott for his capable leadership and wish Chandy well in her new position.

www.quintemanufacturing.com

Manufacturing Resource Centre



Many organizations are stretched to the maximum running their day to day business. They have little or no time or resources for issues such as investigating government funding programs, keeping abreast of government legislation or coordinating training with other companies.

The **Manufacturing Resource Centre (MRC)**, a project of the QEDC, is an additional resource which these companies can draw upon and provides them with the help they require to maintain and grow their businesses.

MRC ASSISTS LOCAL MANUFACTURERS BY:

- Identifying applicable government funding and assisting with completing applications
- Making connections with other manufacturers
- Coordinate training to ensure there is sufficient critical mass to enable group training among companies
- Providing other assistance that manufacturers need to run their business

Since 2008, the MRC has helped local industry realize significant results.



155 People trained
 100% start from funding
 secured by QEDC
 100% fulfillment in funding
 secured by local industry
 with QEDC assistance
 100% PPT Jobs/Job
 Potential



Reid's Dairy - Elevate Plus Manufacturing Training Rebate

The Manufacturing Resource Centre (MRC) represents industry's interests with a number of local and regional organizations including:

- Elevate Plus Manufacturing Project Administrator
- Elevate Plus Military Project Administrator
- Eastern Ontario Workforce Development (EOWD) Advisory Committee Member
- Eastern Ontario Colleges Consortium (EOCC) Steel & Aluminum SAO Advisory Committee Co-Chair
- Quinte Local Immigration Partnership (QLIP) Committee member representing manufacturing sector
- Quinte Employment Network (QEN) Committee member representing manufacturing sector



www.manufacturingrc.ca

QUINTE

PARTNERS IN BUSINESS AND ECONOMIC DEVELOPMENT

Business Development Centre

The Quinte Business Development Centre (QBDC) is home to a number of Bay of Quinte organizations located in one building to offer business development services to **StartUps, Existing Businesses and Companies Relocating.**



PARTNERS:



180 POSTED EVENT NOTICES throughout 2020 to the **Upcoming Events Calendar!**
www.QBDC.ca

REGIONAL RELIEF and RECOVERY FUND (RRRF)



First tranche of RRRF funding of \$998,000 was full allocated supporting 49 businesses
 Second tranche of RRRF funding totalling \$1.2 Million was provided to Trenval in November 2020 to support local businesses that continued to be impacted by COVID-19. See website for details.

Small Business Centre

During 2020, the SBC partnered with Trenval in providing a number of virtual workshops and webinars on topics including social media, health & safety, marketing, strategies for growth and also a series with Loyalist College. Core services include webinars/workshops, 1-on-1 meetings, counselling, various support programs and more.

2020 activity statistics

31	1,216
WEBINARS	PARTICIPANTS
147	41
1-ON-1 MEETINGS	JOBS CREATED



The Loyalist Training & Knowledge Centre, the corporate training division at Loyalist College, plays an important role in workforce development initiatives including Elevate Plus Manufacturing, Elevate Plus Military, Steel & Aluminum and more, as reported elsewhere within this document.

BDC supported industry and business during 2020 with the following and more:



- BDC issued low interest loans (up to \$2 million) to assist businesses with cashflow.
- BDC Capital Bridge Financing Program (\$250,000) launched in collaboration with other venture capital firms. This is a program to assist venture capital firm backed companies
- BDC launched the Business Credit Availability Program (BCAP) through the chartered banks (up to \$60,000) interest free loan
- Up to \$12.5 million for operational cash flow through the BDC Co-Lending Program
- Junior loans ranging between \$12.5 million and \$60 million through the BDC Mid-Market Financing Program
- BDC also provided 6 month principal deferrals for clients and in some cases both principal & interest deferrals



RBC supported industry and business during 2020 with the following and more:

- CEBA loan of \$40,000 with increase to \$60,000
- Principal payment deferrals for clients in need of cash flow flexibility
- Operating line increases to help clients manage additional costs during the pandemic
- RBC and EDC BCAP (Canada Business Credit Availability Program) up to 5 years for loans up to \$6.25MM

Year in Photos



Congratulations to Brad Little who received the Business Person of the Year Award at the 2020 Quinte Business Achievement Awards

In addition to being QEDC Chair, Brad has made a big impact in the Quinte Region. His knowledge and expertise has helped various committees & organization implement the actions needed to develop key sectors of our economic.

His business interests have led to much needed housing developments; and despite extensive travel out of the region for business, he has still been able to dedicate countless volunteer hours to his community.

**Workforce & Technology
Manufacturing Forum
March 6 2020**



**Launch of Rentify
February 28 2020**

(l-r) QEDC CEO Chris King, Downtown Belleville Executive Director Marijo Cuerrier, Rentify founder Chad Guziewicz, Quinte Region Landlords Association President Robert Gentile, and Belleville Chamber CEO Jill Raycroft

Truss Beverages Community Day



(l-r) MPP Todd Smith, HEXO President and CEO Scott Cooper, City of Belleville Mayor Mitch Panciuk and MP Neil Ellis



QEDC CEO Chris King participating on the facility tour.



Elevate Plus Manufacturing Graduation

International Women's Day

Vicki Bristow Ferguson, QEDC Business Development Officer (l) presents a 'Proudly Made in Quinte Region' door prize to the winner at the International Women's Day event hosted by the Small Business Centre. The box is filled with locally made products and even the box is manufactured locally!





BAY OF QUINTE

ECONOMIC DEVELOPMENT



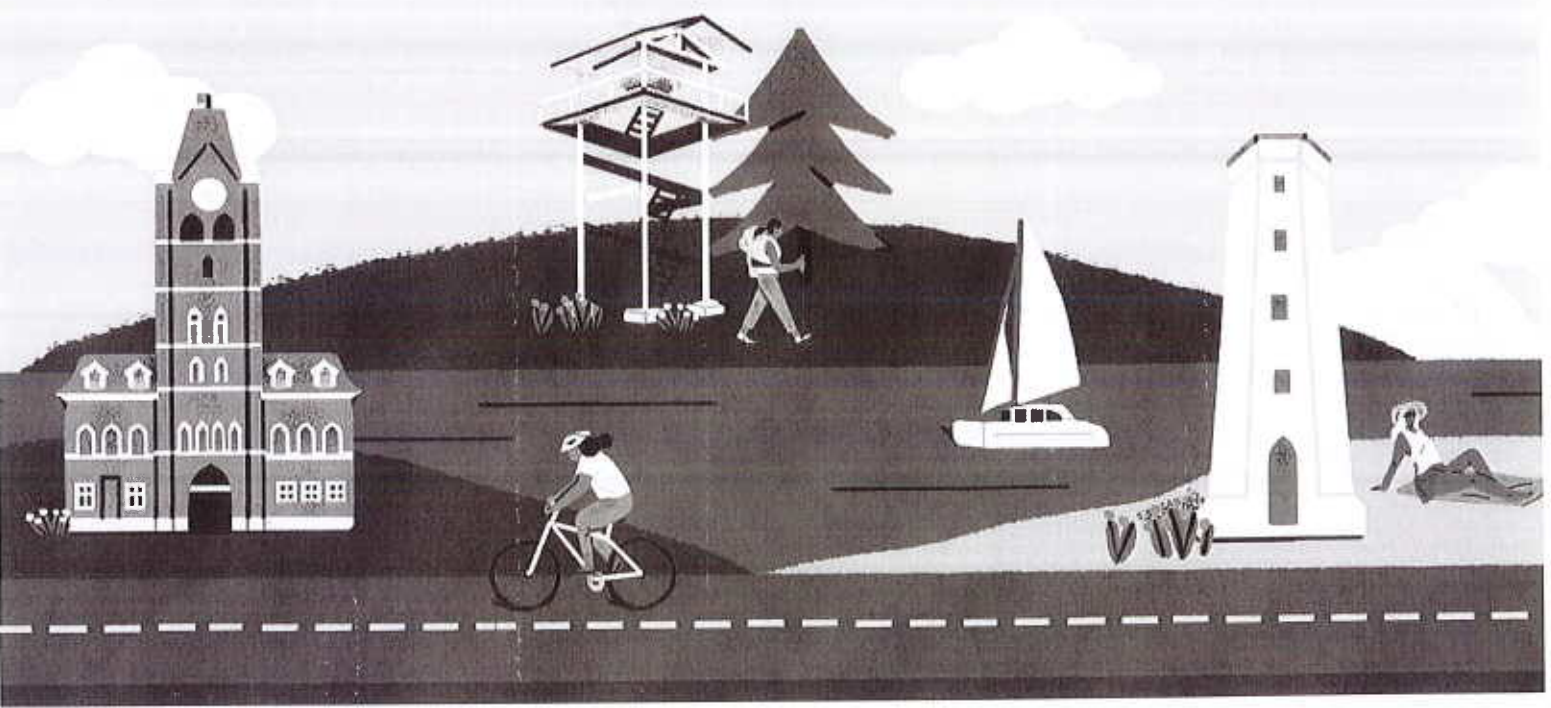
Quinte Economic Development Commission

284 B Wallbridge-Loyalist Road, Box 610
Belleville, Ontario CANADA K8N 5B3
Tel: 613.961.7990 TF: 1.866.961.7990

info@QuinteDevelopment.com
www.QuinteDevelopment.com



BAY OF QUINTE



2020 Portion of BoQ RMB's MAT Remittance from City of Belleville			
Month	Amount	Received	Notes
January	\$19,960.43	April 17, 2020	Total = \$212,496.28 \$181,667.96 total spend Spending details on P.2 in green.
February	\$37,509.31	April 17, 2020	
March	\$27,652.21	April/June/Nov, 2020	
April	-	-	
May	-	-	
June	-	-	
July	\$36,389.36	November 26, 2020	
August	\$58,538.85	November 26, 2020	
September	\$32,446.12	November 26, 2020	
October	\$20,500.85	March 11, 2020	
November	\$17,503.58	March 11, 2020	
December	\$11,185.18	March 11, 2020	
TOTAL 2020 Belleville MAT	\$261,685.89		80% of total to be spent on Belleville-specific initiatives as per MAT Agreement (minimum \$209,348.71). Funding/Spending difference = \$52,191.32 (19.9%) to be carried over into 2021-22 fiscal year budget. Spending details on P.3 in pink.
Total 2020 BoQ MAT Spending	\$209,494.57		

2020-21 Fiscal Year BoQ RMB spending: City of Belleville MAT		
Initiative		Allocation
Belleville Shop Local campaign		\$15,000.00
Belleville downtown wifi project		\$5,000.00
Belleville Quintelicious		\$10,000.00
Belleville Al Fresco Campaign		\$5,600.00
Belleville Downtown District marketing campaign		\$2,700.00
Belleville Downtown District online marketplace		\$1,000.00
SPARK product development program: Glanmore, Signal Brewing		\$4,000.00
BoQ Marketing Grants for City of Belleville businesses (14 total)		\$16,050.00
Digital Marketing Manager, Belleville portion		\$18,996.04
Belleville content production		\$18,428.50
Belleville bus shelter ads (2 locations)		\$5,243.20
Belleville Downtown District additional print mailing costs		\$820.98
Belleville programmatic advertising		\$15,880.31
Canadian Sport Tourism Alliance		\$1,015.00
8th edition Discovery Guide Belleville content		\$7,874.24
TODS signage, Belleville portion		\$3,870.25
2x Belleville Staycations		\$1,000.00
Paid search, Belleville portion		\$2,708.40
Paid news advertising, Belleville portion		\$1,731.04
Great Taste of Ontario Roadtrip, Belleville portion		\$2,260.00
Golf in Ontario, Belleville portion		\$2,500.00
Radio campaign, Belleville portion		\$4,590.00
Experiential tourism development, Belleville portion		\$9,400.00
Travel media, Belleville portion		\$12,000.00
Website initiatives, Belleville portion		\$14,000.00
Total to Feb 28, 2021		\$181,667.96

March 2021 Spending Initiatives: City of Belleville MAT		
Initiative		Allocation
Spring marketing campaign, Belleville portion		\$12,000.00
Belleville bus shelter ads		\$1,160.00
Radio campaign, Belleville portion		\$768.40
Belleville content		\$800.00
Paid news advertising, Belleville portion		\$700.00
Paid search, Belleville portion		\$246.21
Paid search, Belleville Downtown District campaign		\$452.00
Website initiatives, Belleville portion		\$3,000.00
Photography & video, Belleville portion		\$2,500.00
Travel media, Belleville portion		\$1,700.00
Belleville Downtown District campaign		\$2,000.00
RTO 9 itinerary marketing campaign		\$2,500.00
Total		\$27,826.61
Carry-over to 2021-22: City of Belleville MAT = \$52,191.32 (19.9%)		
Initiative		Allocation
Seasonal marketing campaigns, Belleville portion		\$24,000.00
Website initiatives, Belleville portion		\$7,000.00
Experiential tourism development, Belleville portion		\$5,800.00
Spring radio campaign, Belleville portion		\$3,391.32
Travel media, Belleville portion		\$6,000.00
Summer photography & video, Belleville portion		\$3,500.00
Golf in Ontario, Belleville portion		\$2,500.00
Total		\$52,191.32

2021-22 BoQ RMB Funding & Budget						
Funding Type	Organization	2021-22 Budget	Administration Expenses	2021-22	Marketing Expenses	2021-22
Per Capita Funding	City of Belleville	\$78,609	Chamber of Commerce memberships	\$675	Owned Assets	\$ 44,577
	City of Quinte West	\$67,544	Staff Health Insurance Plan	\$2,000	Marketing Campaigns & Tactics	\$ 101,800
	Municipality of Brighton	\$18,358	Board of Directors	\$600	Web / Social / Digital	\$ 41,600
	Mohawks of the Bay of Quinte	\$3,912	Task Teams & workshops	\$1,000	Travel Trade/Corporate/Experiential	\$ 14,500
	PUBLIC TOTAL	\$168,423	Staff, Students and Contracts	\$285,000	Sports/Events	\$ 29,500
Private Funding			Staff Travel & Expenses	\$12,000	Marketing Grants & Support	\$ 118,500
	Quinte Home Builders Association	\$5,000	Conferences, Meetings & education	\$4,000	Business Development	\$ 9,500
	PRIVATE TOTAL	\$5,000	Insurance & Banking	\$3,000	5% Contingency	\$ 37,171
			Accounting	\$7,000	Total Marketing Expenses	\$ 397,148
Other Funding	Discovery Guide Sales	\$30,000	Office, Equipment & Rent	\$18,000		
	Belleville MAT	\$290,000	10% Commission on Sales	\$3,000		
	Quinte West MAT	\$85,000	Strategic Planning	\$10,000		
	Carry-over from 2020-21 (Includes Jan-March 2021 estimated MAT)	\$165,000	TOTAL ADMINISTRATIVE EXPENSES	\$346,275		
	OTHER TOTAL	\$570,000				
	TOTAL FUNDING	\$743,423				

Your \$\$ at Work:

Return on Investment & BoQ RMB By the Numbers

BoQ FINANCIAL INVESTMENTS

Funding of 4 City of Belleville marketing initiatives	\$32,000
Funding of 3 Belleville DT District initiatives	\$9,300
14 BoQ Marketing Grants for Belleville businesses	\$16,050
<u>SPARK program</u> tourism funding for 3 Belleville businesses	<u>\$6,000</u>
Total BoQ RMB investments in Belleville	\$63,350

CROSS-PROGRAM ECONOMIC IMPACT

Staycation dollars provided to local residents	\$4,000
Est. spending generated by AI Fresco campaign	\$25,500
Est. spending generated by Staycation Sweepstakes	\$124,200
Est. spending generated by The Weekend Route campaign	\$606,600
<u>Golf in Ontario overnight package bookings</u>	<u>\$85,000</u>
Total estimated spending generated by BoQ RMB	\$845,300

SUCCESSFUL FEDERAL FUNDING

\$275,491

MARKETING METRICS

Website visits	447,000
Social media & digital followers	52,000
Marketing projects & tactics	34
Total campaign impressions	3.1 Million
Total Belleville businesses supported financially	38



April 2020-March 2021 Investment

Per Capita: \$78,609

MAT: \$208,612 (received as of Feb. 26)

Total Anticipated Funding = \$290,172

Total economic spending generated by BoQ RMB = \$1.18 Million

ROI for Belleville = 406%

REGIONAL PARTNERSHIP



Quinte Home Builders
Association



Mohawks of the
Bay of Quinte



City of Belleville



Quinte Restaurant
Association



City of Quinte West



Municipality of Brighton

BOARD OF DIRECTORS

Sean Kelly, Vice Chair, Belleville

Laura Vink, Brighton

Josh Hill, Mohawks of the BoQ

Tony Engelsdorfer, QHBA

Steven Georgiou, QRA

Al Dewitt, Chair, Quinte West

JP Lemieux, At-Large

Kenny Toor, At-Large, QW
Accommodations

Blair Gamble, At-Large, Belleville
Accommodations

THE TEAM



DUG STEVENSON

Executive Director

Directs the business plan and strategy, overall operations and budget, Board of Directors and partner relationships

TREVOR NORRIS

Business Development
Manager

Manages travel trade, sport tourism and meeting planning, experiential tourism, as well as product support and sales for BoQ TV, kiosk, map and guide

JEN ACHILLES

Manager of Media
& Design

Manages all BoQ design and brand touch points online and offline, including websites, guide, map, experience handbook and other visuals, along with the earned media portfolio

COURTNEY KLUMPER

Digital Marketing Manager

Manages day-to-day communications, across all marketing channels, including social media, blogs, newsletter and press releases. Leads digital brand communication, consistency and the voice of BoQ

34 BoQ MARKETING PROJECTS & TACTICS

(Estimated yearly reach over 25 million across all channels)

Programmatic Advertising
Discovery Guide
bayofquinte.ca
bayofquinte.ca/tourism
bayofquinte.ca/living
bayofquinte.ca/jobs
immigration.bayofquinte.ca
Industry Newsletter
Consumer Newsletter
Facebook
Instagram
Twitter
YouTube
Pinterest
LinkedIn
TripAdvisor
BoQ Merch

BoQ Blogs
Paid Media
Earned Media
Google AdWords
BoQ TV
Digital Discovery Map
Radio
Packages
401 Signage
Workshops
Experience Facilitation
Sports/Events Tourism
Golf in Ontario
Travel Trade
Photography
Marketing Grants
Digital Kiosks

2020 TOURISM SUCCESS



- National CBRE Data shows Bay of Quinte region had **the lowest overnight occupancy loss in all of Canada in 2020, at 9%**
- Avg loss in Canada was -31%
- Average for RTO 9 is -21%

2020 RESIDENT ATTRACTION SUCCESS

Quinte and district real estate market activity sets new records in November

Postmedia Staff

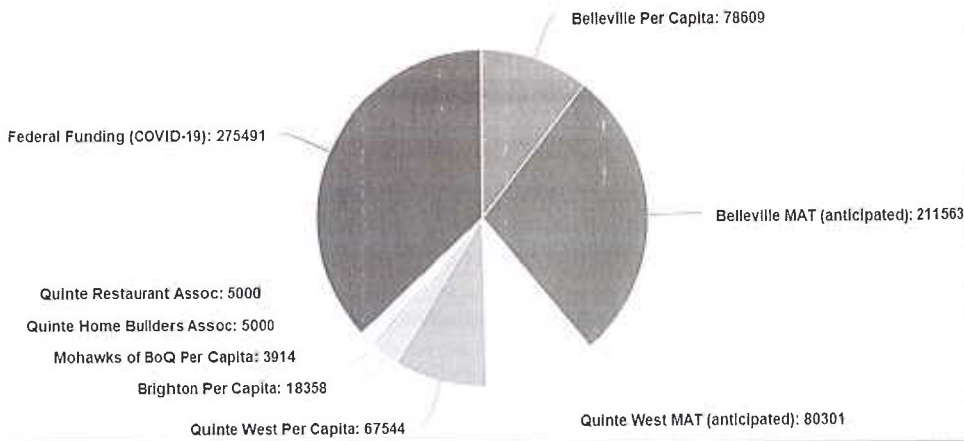
Dec 21, 2020 • December 21, 2020 • 3 minute read • [Join the conversation](#)



- The Bay of Quinte region experienced a surge in outside buyers as a result of COVID-19
- **QDAR 2020 data shows total sales up 14%**
- Dollar volume was up over 40% (while avg price is only up 23%)

April 2020-March 2021 Funding

\$745,780 Anticipated Total



Municipal Accommodation Tax (MAT)

- Provincial legislation states that MAT funds must be used for tourism purposes only

Per Capita (\$1.55)

- Per capita funds allow us to continue to fulfill our resident attraction mandate

Total Anticipated Belleville Funding

- \$290,172

BELLEVILLE FUNDING EXPLAINED



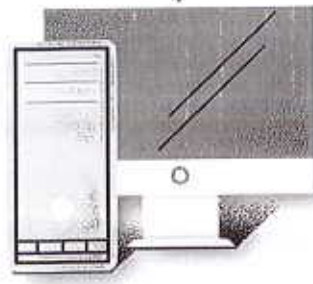
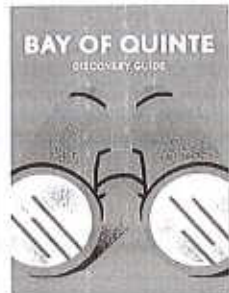
April 2020-March 2021

- Per Capita: \$78,609
- MAT disbursed: \$123,490 (April-Sept 2020)
- Anticipated remaining MAT: \$88,073 (Oct/20-March/21)

- **Anticipated total 2020-21 funding = \$290,172**

- Previous Year's Funding (2019-20) = \$419,263
→ Difference: -\$129,091

YOUR FUNDING AT WORK: 2020-21



FINANCIAL SUPPORT

\$41,300 in funding from BoQ RMB to support City of Belleville marketing initiatives:



City of Belleville

- \$15,000 to support the Belleville Shop Local campaign
- \$5,000 to support the Belleville downtown wifi project
- \$10,000 to support Belleville *Quintelicious*
- \$5,600 to support Belleville Downtown District *Al Fresco* campaign
- \$2,700 to support DT District summer marketing
- \$1,000 to support the DT District's online market place implementation
- \$2,000 to Glanmore National Historic Site through the SPARK experiential tourism program

BoQ MARKETING GRANTS



\$16,050 in marketing grants given to 14 Belleville businesses

- Supported Belleville organizations: The Brake Room, Eighty Twenty Studio, H2O Getaways, Quinte Conservation, Hampton Inn & Suites, Chilangos, l'Auberge de France, Periwinkle Designs, The Loft, River & Main Theatre, Love Lane Ice Cream, DedEye Axe Throwing, The Empire Theatre & Runway Bridal
- \$55,000 in total marketing grants awarded to 26 businesses
- 2021-22 Plans: spring and fall grant cycles for \$40k each, total \$80k
- New category specifically for accommodations

MARKETING CAMPAIGNS

Over 3.1 Million total impressions across all campaigns



- *Staycation Sweepstakes* developed to drive local tourism during COVID-19

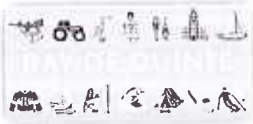
- gave away \$4,000 staycation dollars to local residents
- Reached over 420,000 accounts
- 19 Belleville businesses supported by the 8 staycations
- Over \$124,000 tracked in estimated local spending**
- Quote from a Belleville Staycation Winner:

"We had a wonderful stay at Fairfield Inn with the pool to ourselves (and) enjoyed an outstanding Italian take-out dinner from Linguine's. We had pre ordered a massive meat package from BIBS meats as we have heard from many people in the community how amazing this place was. We also spoiled ourselves at Sugar Mama's bakery and we dropped off goodies for our family on our way home."



- *Take A Drive* campaign was our "always on" campaign in 2020
 - Over 1.75 Million impressions
 - **Over \$606,000 tracked in estimated spending**
- DT District's *Al Fresco* campaign, highlighted safe outdoor activities during summer and fall in COVID-19.
 - Over 224,000 impressions through BoQ accounts
 - **Over \$25,000 tracked in estimated spending**
- *Quintelicious* supporting 20 Belleville restaurants
 - \$10,000 financial investment** + in-kind

WEBSITES



bayofquinte.ca/com



bayofquinte.ca/tourism



bayofquinte.ca/living



bayofquinte.ca/jobs



bayofQuinte.ca/immigration

Over 447,000 Total Traffic in 2020

→94% growth from last year

TOURISM & LIVING BLOGS

Monthly blogs telling Belleville stories about living and visiting



FARMERS' MARKET VENDOR SPOTLIGHT: NASR AND NABIHA'S TRAVELLING KITCHEN



5 REASONS TO VISIT DOWNTOWN BELLEVILLE THIS SUMMER



SOCIAL MEDIA

Weekly communication to our network of over 52,000

→ Over 13% growth from last year



Over 29,600 followers



Over 9,300 followers

Over 9,200 followers



Over 200 followers



Over 300 followers



Over 15 subscribers



TOURISM
Over 3,400 subscribers

INDUSTRY
Over 800 subscribers

SOCIAL MEDIA

Weekly posts about Belleville that drive activity and interest



11:31 bayofquinte Boathouse Seafood Restaurant Patio and Lounge

Messaging-related insights, such as shares and replies, may be lower than expected due to new privacy rules in Europe. [Learn More](#)

417	3	44	39
155	8,131		



11:12 Posts bayofquinte Belleville, Ontario

THE BAY OF QUINTE STAYCATION SWEEPSTAKES
ENTER TO WIN A \$500 STAYCATION IN BELLEVILLE!

Messaging-related insights, such as shares and replies, may be lower than expected due to new privacy rules in Europe. [Learn More](#)

125	31	42	2
49	4,283		



11:09 Posts bayofquinte

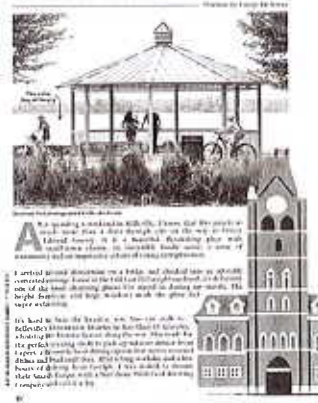
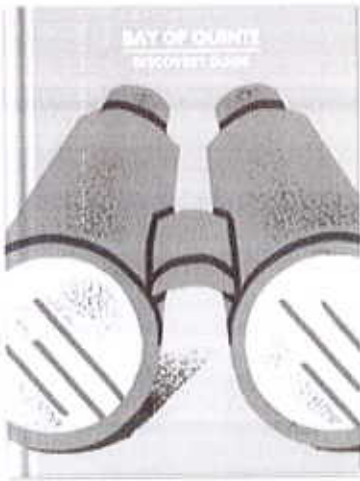
View Insights [Promote](#)

Messaging-related insights, such as shares and replies, may be lower than expected due to new privacy rules in Europe. [Learn More](#)

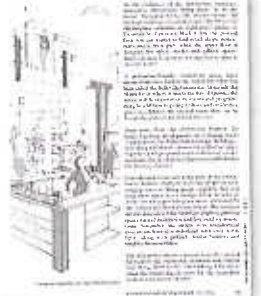
787	18	112	27
182	8,162		



DISCOVERY GUIDE



BE A PART OF IT!



- Launching in March 2021
- **20,000 copies printed & distributed across the province**
- 500 hardcovers for media & influencers

VIDEO

Quinte-based immigration documentary earns Ontario award



Bay of Quinte ACTIVE

BELLEVILLE POP-UPS OVERVIEW

Congrats to the winner Jonathan Blais N'coll! Thanks to everyone for your excitement about this year's Pop-Ups!

The Belleville Pop-Up on the Bay is open 10:00AM and we want to help you track them all! [View More](#)

Performance for Your Post

22,449	10,101	1,133
484	244	220
33	32	6
2	1	1
1	1	0
315	210	85
314	270	44
2,077	403	0
1,477		

Get More Likes, Comments and Shares

When you boost this post, you'll show it to more people.

22,449 **2,710** **Boost Post**

20 Comments (21 Shares)

Like Comment Share

Bay of Quinte ACTIVE

CALLING ALL FINE FOOD LOVERS!

Engage with your community and win a \$50 gift card to The Lark! They're back up and running online and you can order their tasty eats and drinks on and download the app!

This time it's Dug's Bar-side Pickup! Dug chats with online about what's on the menu & how to get it - they've got pick-up & delivery options. You can even get a 15% discount delivered! Enjoy!

See Info

Like Comment Share

Comments

Latest first | Most relevant

Janet Lark 2:30 Beautiful! The character and vibes with a nice bottle of something is a great starter for

16 Belleville videos captured in 2020-21, punctuated by the Loyola College immigration documentary *A Place to Call Home* winning provincial and national economic development awards



PHOTOGRAPHY



13 Belleville photography sessions
captured in 2020-21:

- Denmar Farms, Holiday Light Display, Hampton Inn, Frink Centre, Meyer's Pier + Restaurant, Belleville Farmer's Market, Waterfront, Downtown District, Prismaticca, Pop-Ups on the Bay, Chilangos, Quinte Ex, Zwick's Park

PAID MEDIA & INFLUENCERS

Suside with Emily



HOW TO SPEND 24 HOURS IN BELLEVILLE, ONTARIO



LOST WITH LUIS

Lost in Ontario: Belleville



- Four seasonal stories on *Post Media*: **total ad impressions 626,126**,
- Monthly content on *InQuinte*: **ad impressions: 1,032,197**
- **6 influencer trips** completed safely, reaching a non-BoQ audience of over 50K across multiple content platforms, with almost 20% engagement

SPORT & EVENT TOURISM



- **2 significant tournaments booked for future**, with announcements coming shortly
- Attending the virtual *Sports Events Congress* in March 2021, with the Canadian Sport Tourism Alliance
- Stay & Play Golf Packages within our measurement resulted in over **\$51,000 in combined golf and accommodations revenue and estimated economic activity over \$85,000**

TRAVEL TRADE & CORPORATE



- Hosted Destination Overview presentation with over **40 CAA Ontario agents** and management
- **3 FAM tours** for CAA agents
- Multiple sales missions planned for 2021-22, including Quebec, NE USA and western ON
- Focus on attracting bus tours and corporate activity

EXPERIENTIAL PRODUCT DEVELOPMENT



- \$6,000 given to Belleville businesses through SPARK experiential tourism development program
- **Experiential strategy being developed** in partnership with City of Belleville and RTO 9 in 2021
- Stage 1 of strategy currently underway
- Will include **free support tools** and education for local businesses to help them grow their experiences



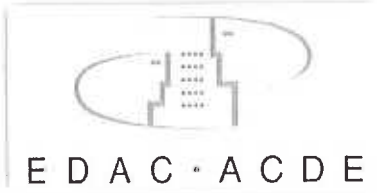
RECOGNITION

2 provincial and 2 national awards



Economic Developers Council of Ontario

- *EDCO Award of Excellence* for our immigration documentary, *A Place to Call Home*, in the Resident Attraction category
- *EDCO Award of Excellence* for our *TAKE A DRIVE & MEET US HERE (safely)*, tourism campaign in the Tourist Attraction category



Economic Developers Association of Canada

- *EDAC Marketing Canada Award* for *A Place to Call Home*, in the video category
- *EDAC Marketing Canada Award* for our *Staycation Sweepstakes* local campaign in the advertising campaign category

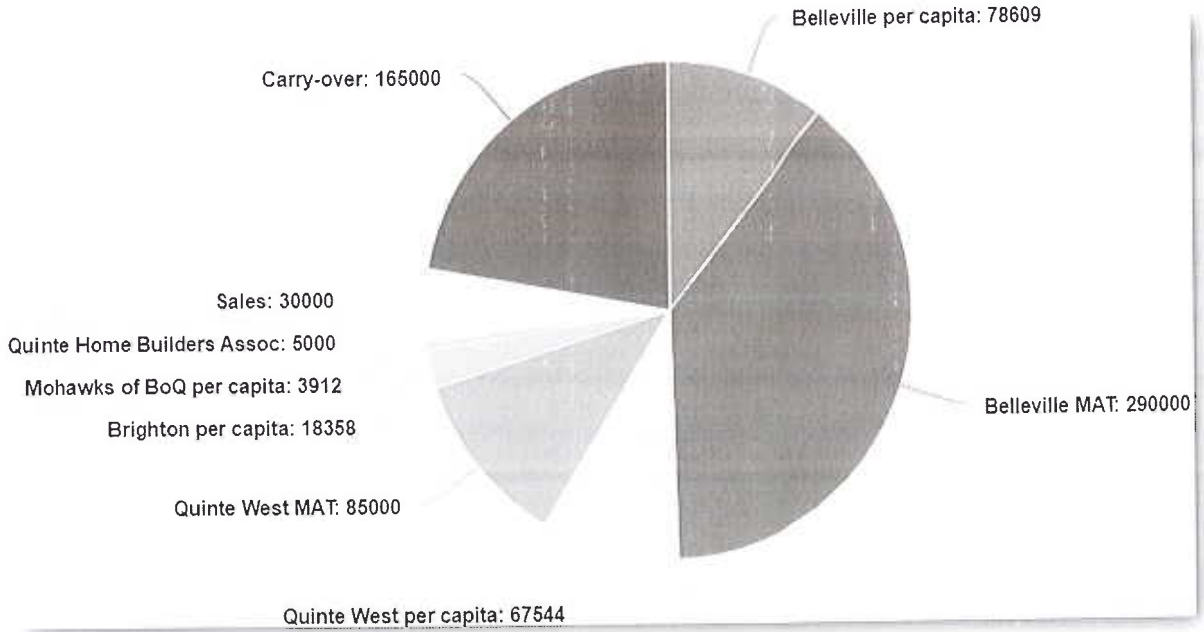
BUSINESS PLAN PRIORITIES FOR 2021-22

Marketing Campaigns
Accommodations Support
Brand Awareness & Elevation
Deep Partnerships
Leadership
Support & Recovery
Strategy Development
Everyday Operations



DRAFT 2021-22 Budget

\$743,423 Total (subject to change)



NEXT STEPS 2021-22



- Approve new Business Plan & Budget in March 2021
- Expand BoQ Marketing Grants
 - 2 intakes: spring and fall, totalling \$80k
- New funding program for Belleville Downtown District to support marketing projects using MAT funding
 - estimated \$29,000
- Experiential Tourism strategy development in collaboration with City of Belleville staff
- Increased activities to support accommodations properties, including marketing grants and corporate group booking campaigns
- Continued comprehensive marketing campaigns that are responsive to COVID-19 restrictions
- Financial and in-kind contribution to Belleville's *Work in Quinte* program
- More regional marketing that will deliver economic spending in tourism and resident attraction

2021-22 FUNDING REQUEST



- \$1.55 Per Capita: \$78,609
- Continued 50% of MAT: \$290,000*
 - *Estimated.
 - In a non-COVID year, 50% of MAT would be approximately \$400,000
- **Estimated total funding for 2021-22 = \$368,609**

Your \$\$ at Work:

Return on Investment & BoQ RMB By the Numbers

BoQ FINANCIAL INVESTMENTS

Funding of 4 City of Belleville marketing initiatives	\$32,000
Funding of 3 Belleville DT District initiatives	\$9,300
14 BoQ Marketing Grants for Belleville businesses	\$16,050
<u>SPARK program tourism funding for 3 Belleville businesses</u>	<u>\$6,000</u>
Total BoQ RMB investments in Belleville	\$63,350

CROSS-PROGRAM ECONOMIC IMPACT

Staycation dollars provided to local residents	\$4,000
Est. spending generated by AI Fresco campaign	\$25,500
Est. spending generated by Staycation Sweepstakes	\$124,200
Est. spending generated by The Weekend Route campaign	\$606,600
<u>Golf in Ontario overnight package bookings</u>	<u>\$85,000</u>
Total estimated spending generated by BoQ RMB	\$845,300

SUCCESSFUL FEDERAL FUNDING

\$275,491

MARKETING METRICS

Website visits	447,000
Social media & digital followers	52,000
Marketing projects & tactics	34
Total campaign impressions	3.1 Million
Total Belleville businesses supported financially	38



April 2020-March 2021 Investment

Per Capita: \$78,609

MAT: \$208,612 (received as of Feb. 26)

Total Anticipated Funding = \$290,172

Total economic spending generated by BoQ RMB = \$1.18 Million

ROI for Belleville = 406%

THANKS, FROM OUR BoQ TEAM





QUESTIONS & DISCUSSION

Dug Stevenson,
Executive Director
dug@bayofquinte.ca
613.438.2579



Centre and South Hastings Waste Services Board

2021 Operating Budget

Approved By Board November 20, 2020

November 20, 2020

2021 Presentation Budget

2021 Budget Summary & Comparison

Operating Revenue:	2021 Budget	2020 Budget	2019 Budget
Administration	\$ (25,750.00)	\$ (41,800.00)	\$ (37,450.00)
Blue Box	\$ (944,496.93)	\$ (928,010.40)	\$ (1,381,927.97)
Contract Municipalities (net of costs)	\$ (1,808.11)	\$ (17,026.49)	\$ (9,126.67)
Communications & Promotion	\$ -	\$ -	\$ -
Household Hazardous Waste/Electronics	\$ (111,900.92)	\$ (147,480.24)	\$ (141,580.24)
IC&I & Big Bin (including sales)	\$ (118,525.00)	\$ (149,980.00)	\$ (145,840.00)
Total Operating Revenue:	\$ (1,202,480.96)	\$ (1,284,297.13)	\$ (1,715,924.88)
Operating Expenses:			
Administration	\$ 204,969.24	\$ 204,969.24	\$ 284,867.38
Blue Box	\$ 5,188,110.21	\$ 5,188,110.21	\$ 5,208,668.33
Communications & Promotion	\$ 78,450.55	\$ 78,450.55	\$ 87,715.00
Household Hazardous Waste/Electronics	\$ 405,896.11	\$ 405,896.11	\$ 474,355.07
IC&I & Big Bin	\$ 135,609.25	\$ 135,609.25	\$ 140,223.40
Total Operating Expenses:	\$ 6,013,035.36	\$ 6,013,035.35	\$ 6,195,829.18
Expenses net of Revenues:	\$ 4,810,554.40	\$ 4,728,738.22	\$ 4,479,904.30
Less WDO Projected Subsidy	\$ (1,780,000.00)	\$ (1,780,000.00)	\$ (1,617,244.00)
Less Draw on Reserve Capital/Capital Replacement plus WDO share to contract munic. plus Projected HST expense	\$ -	\$ (193,000.00)	\$ (100,000.00)
	\$ -	\$ -	\$ -
	\$ 90,000.00	\$ 90,000.00	\$ 88,000.00
Balance levied to Board Members:	\$ 3,120,554.40	\$ 2,845,738.22	\$ 2,850,660.30
Less funds applied from reserves	\$ -	\$ -	\$ -
	\$ 3,120,554.40	\$ 2,845,738.22	\$ 2,850,660.30

2021 APPROVED BUDGET - SUMMARY

	BLUE BOX	ADMIN	Communication & Promotion	HHW	IC&I	2021	2020	2019	2018
Gross Program Expense	5,188,110.21	204,969.24	78,450.55	405,896.11	135,609.25	6,013,035.35	5,879,152.41	6,082,798.17	6,130,485.19
Programs Revenue	(944,496.93)	(25,750.00)	-	(111,900.92)	(118,525.00)	(1,200,672.85)	(1,270,604.89)	(1,631,252.14)	(1,772,603.39)
Net Contract Revenue	(1,780,000.00)	(1,808.11)	-	-	-	(1,808.11)	(11,398.82)	(9,549.71)	(9,314.22)
RPRA Subsidy on 2019 recycling	-	90,000.00	-	-	-	(1,780,000.00)	(1,617,242.00)	(1,671,409.61)	(1,654,861.00)
Share to Contract Mun - N/A	-	-	-	-	-	90,000.00	98,000.00	88,000.00	88,000.00
Unrecoverable Portion of HST	-	-	-	-	-	-	(177,500.00)	-	-
Draw on Reserves-Operating	-	-	-	-	-	-	-	-	-
Net 2020 Costs to Members	2,463,613.27	267,411.13	78,450.55	293,995.19	17,084.25	3,120,554.40	2,900,406.70	2,858,586.72	2,781,706.58

2021 Levy \$ 3,120,554.40
 Change from 2020 Net: 219,888.88 107.58%
 Change from 2019 Net: 269,894.08 112.18%

COST SHARING CALCULATIONS

Municipality	2021 Budgeted MT	2020 Actual MT to August	2020 Budgeted MT	Collection, Processing & Programs 2020	Percentage 2021	Percentage 2019
Belleville	3,794.25	2,845.69	3,890.84	33.78%	33.21%	34.03%
Quinte West	3,366.80	2,540.10	3,357.99	29.15%	29.65%	29.28%
Centre Hastings	403.65	302.74	380.01	3.30%	3.53%	3.37%
Marmora & Lake	416.25	312.19	363.44	3.16%	3.64%	3.22%
Prince Edward	2,419.12	1,814.34	2,493.27	21.65%	21.18%	20.76%
Tweed	320.68	240.51	325.13	2.82%	2.81%	3.06%
Tyendinaga	239.63	179.72	234.83	2.04%	2.10%	2.17%
Stirling/Rawdon	304.31	228.23	329.84	2.86%	2.66%	2.92%
Madoc Twp	138.80	104.10	143.53	1.25%	1.22%	1.19%
TOTALS:	11,423.49	8,567.62	11,518.88	100.01%	100.00%	100.00%

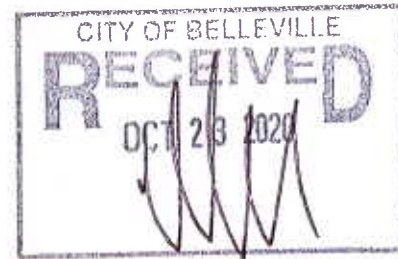
2021 BUDGET COST PER MUNICIPALITY

MUNICIPALITY	BLUE BOX	ADMIN	COMMUNICATION & PROMOTION	HHW & ELECTRONICS	IC&I	2021 Levy	2020 Levy	2019 Levy	2018 Levy
Belleville	818,276.21	88,819	26,057	97,649	5,674.45	1,036,475.76	979,784.96	970,013.74	962,235.12
Quinte West	730,404.02	79,281	23,259	87,163	5,065.08	925,171.78	845,602.71	834,698.69	819,090.42
Centre Hastings	87,052.68	9,449	2,772	10,388	603.68	110,265.94	95,694.34	95,937.14	96,832.98
Marmora & Lake	89,770.02	9,744	2,859	10,713	622.52	113,707.88	91,520.87	91,798.83	74,209.48
Pr. Edward City	521,712.23	56,629	16,613	62,259	3,617.88	660,830.74	627,850.33	591,701.52	578,090.63
Tweed	69,158.49	7,507	2,202	8,253	479.59	87,600.12	81,874.54	87,367.42	74,400.68
Tyendinaga	51,678.36	5,609	1,646	6,167	358.37	65,458.79	59,133.67	61,902.51	59,267.61
Stirling Rawdon	65,627.38	7,123	2,090	7,832	455.10	83,127.42	83,069.77	83,347.74	82,588.22
Madoc Twp	29,933.88	3,249	953	3,572	207.58	37,915.98	36,144.33	33,892.73	34,992.12
TOTAL	2,463,613.27	267,411.13	78,450.55	293,995.19	17,084.25	3,120,554.40	2,900,665.52	2,850,660.32	2,781,706.58



16 October 2020

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



RE: 2021 QUINTE CONSERVATION BUDGET

Dear Mr. MacDonald,

At the October 15th Board Meeting, the Executive of Quinte Conservation approved a preliminary 2021 budget (Motion-QC-20-081). The purpose of this letter is to communicate early with our municipal partners regarding the 2021 budget forecast. We will be taking into consideration all municipal comments prior to our November meeting where the 2021 Budget will be officially presented for the weighted vote. The details for your municipality are enclosed.

Quinte Conservation has navigated the Covid-19 challenges with very little disruption to our programs and services. Although some programs and services had to adapt to a new style or delivery, our staff managed this with extreme professionalism and dedication to our core values. We have prepared the 2021 budget with the expectation that QC will continue to deliver the same level of programming and services that our watershed residents expect.

The 2021 proposed Operating Budget has an increase of \$24,796.35 (1.4 %) and an option for a \$25,000 reserve build (budget summary attached). The operating budget will be shared among our 18 municipalities in accordance to the levy distribution (see attached General Levy distribution). We are proposing a capital levy to support conservation area upgrades (\$100,000; attached) in addition to our watershed management capital levy (\$100,000; attached).

2020 was an exceptionally challenging year. We had a tremendous amount of pressure placed on our properties and in some cases we were forced to close them. Specifically, the HR Frink Center was temporarily closed in April, 2020 and Little Bluff has been closed since August, 2020. The volume of visitors, lack of facilities (parking, outhouses, garbage pick-up, etc.), lack of enforcement staff and safety concerns made it impossible for Quinte Conservation to keep Little Bluff open to the public. We witnessed a significant amount of improper use of many of our conservation areas throughout the region. Although this sounds like it is bad news, it actually has a very positive story. The abundance of visitors accessing our properties from Prince Edward County to Tudor & Cashel to Addington Highlands to Central Frontenac and all areas in between, demonstrated that our properties are extremely important and are a valued asset. With some investment in our properties we will be able to keep them open to the public while maintaining the ecological integrity of the landscape. The capital levy to support conservation area upgrades will allow us to have matching funds making grant opportunities easier to access.

Quinte Conservation continues to invest in our aging water management infrastructure. Our 10-Year Capital Maintenance Plan prepared by D.M. Wills Associates in 2017/2018 outlined several projects that require attention. Our Capital Levy to Support Watershed Management allows us to leverage matching funds to implement key recommendations from the plan. Quinte Conservation staff will continue to work with Ministry of Natural Resources and Forestry (MNRF) and Conservation Ontario (CO) staff to ensure we access Water and Erosion Control Infrastructure (WECI) funding. Some of our structures require maintenance that simply cannot be funded through the current investment formula. In the coming months, staff will be developing a strategy with recommendations on how to deal with this challenge.

We have several initiatives that will carry into 2021. We have started the process of getting the barn demolished and our new storage facility constructed (funded by the Parrot Foundation). Once some modifications are made to the site plan and new building we will roll out a communication strategy and start demolition/construction. Our team has been very busy with the new website design and will be launching later this year or early 2021. Quinte Conservation will be updating/renewing our strategic plan. This process will be completed over the next 5-6 months with engagement of staff, board members and the public. Conservation authorities across eastern Ontario have been engaged in workshops and seminars for asset management planning. Although Quinte Conservation has a well-documented asset management plan for maintenance on water management structures, we lack in asset management planning for our other assets. Quinte Conservation will be preparing a management plan to account for all of our assets (water management structures, land-holdings, buildings, staff, equipment, etc.).

We have some exciting opportunities going into 2021, including:

- The great work of our Lands Committee and support from the Quinte Conservation board will hopefully allow us to see development within our carbon offsetting program. Staff will be developing a plan and a budget with recommendations for the carbon offsetting opportunities, in hopes that we will see financial benefits in 2021. We need to ensure that any benefits from the program are invested into our properties for sustainability and improvements.
- The McLeod Dam Hydro Facility has gone through some significant challenges the last few years. Drought conditions and major maintenance has been a test to the viability of this project. As we look to forecast the next ten years for this facility, we will be looking at new opportunities for the sale of the hydro because our FIT contract will be ending in 2028. We have started to train staff internally for the operation of the plant to help reduce costs in the long-term. Over the next fiscal year staff will develop a business plan for the hydro operations.
- Quinte Conservation will continue to deliver stewardship and outreach services to our valued residents. These initiatives are important investments to ensure that our local watersheds remain healthy. Through initiatives with lake associations, Watersheds Canada and the local community we will continue to promote healthy shorelines, tree planting, environmental stewardship and many more important messages.

- Quinte Conservation has benefitted from the Drought Management Project by having many of our lakes equipped with water level gauges. The program will allow QC and the public to have access to information quicker and easier through incorporation into our website. This will assist with drought and flood forecasting as well as monitoring. This initiative will continue into 2021 with funding from the Federation of Canadian Municipalities.
- Our agreement with Ontario Power Generation for the Big island Habitat Compensation project continues to provide an opportunity for our monitoring team to be part of an important project that highlights Quinte Conservation's science focused team. This important work as well as other projects with Ducks Unlimited, Parks Canada and the Bay of Quinte Remedial Action Plan will continue into 2021. Some of our annual surface and groundwater monitoring programs could not be implemented due to Covid. Staff will ensure that these valuable watershed programs get back on track in 2021.

Quinte Conservation staff will continue to provide a level of excellence in our programs and services that our watershed residents deserve. Our five program areas identified as the foundation of our organization and link directly to the core mandate of Quinte Conservation include:

- Water management for the protection of life and property from the damages of flooding;
- Water management for the protection of water quality and quantity;
- Watershed planning;
- Conservation land management;
- Conservation education.

The proposed increase is required to cover costs related to cost of living, watershed resident's demands for faster reviews, improved services, investment into our conservation area destinations and a small reserve build. We also want to ensure we continue to deliver our programs and services to the public at a level that meets/exceeds their expectations. The Executive Board received the 2021 proposed budget with a levy of \$1,821,283. That number would be disbursed amongst the Watershed's 18 member municipalities in accordance to the Conservation Authorities Act.

The City of Belleville proposed general levy for 2021 operations is:

- \$707,204 (an increase of \$15,970.10)

The capital levy portion of the budget, in regards to Watershed Management (i.e. dams) and Conservation Areas, has been approved at \$100,000 each. For the City of Belleville, the proposed portion of the cost is:

- \$38,827 (Watershed Management Capital Levy)
- \$38,827 (Conservation Area Upgrades Capital Levy)

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

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

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

Sincerely,



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

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

**Quinte Conservation
Preliminary 2021 Budget**

Summary of Expenditures	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Watershed Science, Monitoring & Reporting (WSMR) Expenditures			
1a Program Management, Watershed Planning & Operations	\$ 844,431.84	\$ 829,024.00	\$ (15,407.84)
1b Climate Change	\$ 106,011.05	\$ 106,011.05	\$ -
1c Flood Forecasting	\$ 144,362.00	\$ 144,362.00	\$ -
1d GIS Services	\$ 67,889.84	\$ 67,889.84	\$ -
1e Watershed Data Management & Reporting	\$ 108,345.00	\$ 108,345.00	\$ -
1f Water Control Operations	\$ 161,580.25	\$ 161,580.25	\$ -
Total WSMR Expenditures	\$ 1,432,619.98	\$ 1,417,212.14	\$ (15,407.84)
Planning Advisory & Regulatory Services (PARS) Expenditures			
2a Program Management & Operations	\$ 254,179.78	\$ 280,817.74	\$ 26,637.96
2b Program Costs	\$ 17,000.00	\$ 17,000.00	\$ -
2c Legal Costs	\$ 16,000.00	\$ 16,000.00	\$ -
Total PARS Expenditures	\$ 287,179.78	\$ 313,817.74	\$ 26,637.96
Corporate Services (CS) Expenditures			
3a Management & Members	\$ 180,258.54	\$ 184,261.78	\$ 4,003.24
3b Operation of Office	\$ 210,990.88	\$ 210,990.88	\$ -
3c Operation of Vehicles and Equipment	\$ 74,338.00	\$ 74,338.00	\$ -
3d Equipment Acquisition (Vehicle, Equipment, and Office)	\$ 60,000.00	\$ 60,000.00	\$ -
3e Communications	\$ 41,320.00	\$ 41,320.00	\$ -
Total CS Expenditures	\$ 566,907.42	\$ 570,910.66	\$ 4,003.24
Conservation Land Mangement (CLM) Expenditures			
4a Program Management & Operations	\$ 78,011.65	\$ 74,569.00	\$ (3,442.65)
4b Property Taxes	\$ 80,000.00	\$ 80,000.00	\$ -
4c and d Conservation Area Maintenance	\$ 137,100.00	\$ 137,100.00	\$ -
4e Conservation Area Major Upgrades	\$ 20,980.08	\$ 20,980.08	\$ -
4f Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
Total CLM Expenditures	\$ 318,591.73	\$ 315,149.08	\$ (3,442.65)
Stewardship Services (SS) Expenditures			
Program Management & Operations	\$ 45,025.83	\$ 42,242.49	\$ (2,783.34)
Reforestation	\$ 52,342.19	\$ 64,218.17	\$ 11,875.98
Conservation Education & Outdoor Program	\$ 15,500.00	\$ 15,500.00	\$ -
Total SS Expenditures	\$ 112,868.02	\$ 121,960.66	\$ 9,092.64
Quinte Conservation Program Summary for Expenditures			
WSMR	\$ 1,432,619.98	\$ 1,417,212.14	\$ (15,407.84)
PARS	\$ 287,179.78	\$ 313,817.74	\$ 26,637.96
CS	\$ 566,907.42	\$ 570,910.66	\$ 4,003.24
CLM	\$ 318,591.73	\$ 315,149.08	\$ (3,442.65)
SS	\$ 112,868.02	\$ 121,960.66	\$ 9,092.64
Total Expenditures	\$ 2,718,166.93	\$ 2,739,050.28	\$ 20,883.35
Summary of Revenues			
	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Revenue			
Provincial (Section 39 Transfer)	\$ 169,507.54	\$ 166,117.11	\$ (3,390.43)
Municipal Levy	\$ 1,771,486.55	\$ 1,796,282.90	\$ 24,796.35
Special Levy	\$ 68,804.69	\$ 68,804.69	\$ -
Other Revenue	\$ 708,368.15	\$ 707,845.58	\$ (522.57)
Total Revenue	\$ 2,718,166.93	\$ 2,739,050.28	\$ 20,883.35
Total Surplus / Deficit	\$ -	\$ -	\$ -
Actual 2020 Municipal General Levy	\$ 1,771,486.55		
Proposed 2021 Municipal General Levy	\$ 1,796,282.90		
Proposed Increase in Municipal General Levy	\$ 24,796.35	Option 1	
Proposed 2021 Reserve Build	\$ 25,000.00		
Total Increase in General Levy	\$ 49,796.35	Option 2	

Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
1a Program Management, Watershed Planning & Operations	844,431.84	829,024.00	\$ (15,407.84)
1b Climate Change	\$ 106,011.05	\$ 106,011.05	\$ -
Flood Forecasting			
Operation of Field Offices			
Heating	\$ 4,000.00	\$ 4,000.00	\$ -
Equipment maintenance	\$ 800.00	\$ 800.00	\$ -
Hydro	\$ 6,800.00	\$ 6,800.00	\$ -
Telephone	\$ 3,100.00	\$ 3,100.00	\$ -
Miscellaneous Purchases	\$ 1,900.00	\$ 1,900.00	\$ -
Fire Extinguisher Maintenance	\$ 100.00	\$ 100.00	\$ -
Computer Maintenance & Upgrade	\$ 3,200.00	\$ 3,200.00	\$ -
Insurance	\$ 3,162.00	\$ 3,162.00	\$ -
Repairs & Maintenance to Building	\$ 2,800.00	\$ 2,800.00	\$ -
Snowplowing and sanding	\$ 1,200.00	\$ 1,200.00	\$ -
Total Operation of Field Offices	\$ 27,062.00	\$ 27,062.00	\$ -
Communications Equipment			
Bell Mobility	\$ 9,500.00	\$ 9,500.00	\$ -
Internet	\$ 3,000.00	\$ 3,000.00	\$ -
Cell Phone Maintenance & Upgrade	\$ 1,800.00	\$ 1,800.00	\$ -
Total Communications Equipment	\$ 14,300.00	\$ 14,300.00	\$ -
Snow Sampling/Ice Monitoring/Flood watch	\$ 8,000.00	\$ 8,000.00	\$ -
Operation and Maintenance of Gauges	\$ 8,000.00	\$ 8,000.00	\$ -
Operation of Kisters	\$ 11,000.00	\$ 11,000.00	\$ -
Health & Safety	\$ 6,000.00	\$ 6,000.00	\$ -
Promotions: Re Clothing, bags etc..	\$ 5,000.00	\$ 5,000.00	\$ -
Community Development	\$ 5,000.00	\$ 5,000.00	\$ -
Staff Expenses -includes training and development, special supply needs, uniforms and equipment rental ***	\$ 50,000.00	\$ 50,000.00	\$ -
Operator's Safety	\$ 10,000.00	\$ 10,000.00	\$ -
1c Total Flood Forecasting	\$ 144,362.00	\$ 144,362.00	\$ -
1d GIS Services (Wages, Benefits and Expenses for GIS Assistant)	\$ 67,889.84	\$ 67,889.84	\$ -
Watershed Data Management & Reporting	\$ 87,295.00	\$ 87,295.00	\$ -
Miscellaneous			
Technical Equipment upgrades and replacement	\$ 16,000.00	\$ 16,000.00	\$ -
Mapping & Air Photos	\$ 450.00	\$ 450.00	\$ -
Security at field office	\$ 400.00	\$ 400.00	\$ -
Canadian Pacific RofW to 3rd Lake Dam	\$ 1,200.00	\$ 1,200.00	\$ -
Total Miscellaneous	\$ 18,050.00	\$ 18,050.00	\$ -
Water Quality & Sampling	\$ 3,000.00	\$ 3,000.00	\$ -
1e TOTAL Watershed Data Management & Reporting	\$108,345.00	\$108,345.00	\$ -
Water Controls Operations			
Property Insurance (Boiler & Machinery, Errors & Omissions Liability, Umbrella Liability)	\$ 91,800.00	\$ 91,800.00	\$ -
Telephone			
Belleville office	\$ 1,000.00	\$ 1,000.00	\$ -
Call forward from Napanee	\$ 650.00	\$ 650.00	\$ -
Total Telephone	\$ 1,650.00	\$ 1,650.00	\$ -

Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Community Development	\$ 5,000.00	\$ 5,000.00	\$ -
Maintenance and Operation of Water Control Structures	\$ 63,130.25	\$ 63,130.25	\$ -
1f Total Water Controls Operations	\$161,580.25	\$161,580.25	\$ -
TOTAL WSMR Expenditures	\$1,432,619.98	\$1,417,212.14	\$ (15,407.84)

Watershed Science, Monitoring & Reporting (WSMR) Revenues

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Provincial Revenue			
Program Management, Watershed Planning & Operations	\$ 64,956.84	\$ 62,889.43	\$ (2,067.41)
Flood Forecasting	\$ 24,975.60	\$ 24,662.52	\$ (313.08)
Water Control Operations	\$ 36,428.60	\$ 35,760.66	\$ (667.94)
1g Total Provincial Revenue	126,361.04	123,312.61	(3,048.43)
Municipal Levy			
Program Management, Watershed Planning & Operations	\$ 654,994.74	\$ 641,828.49	\$ (13,166.25)
SWP, SWM & Climate Change	\$ 103,224.00	\$ 103,224.00	\$ -
Flood Forecasting	\$ 55,665.65	\$ 56,152.92	\$ 487.27
GIS Services	\$ 67,889.84	\$ 67,889.84	\$ -
Watershed Data Management & Reporting	\$ 108,345.00	\$108,345.00	\$ -
Water Control Operations	\$ (7,373.79)	\$ (6,531.66)	\$ 842.13
1h Total Municipal Levy	\$ 982,745.44	\$ 970,908.59	\$ (11,836.85)
Other Revenue			
City of Belleville	\$ 59,984.69	\$ 59,984.69	\$ -
Municipality of Tweed & Madoc	\$ 8,820.00	\$ 8,820.00	\$ -
1i Total Special Levy	\$ 68,804.69	\$ 68,804.69	\$ -
Other Revenue			
Permits	\$ 78,662.25	\$ 78,139.69	\$ (522.56)
Fee for Tech Services	\$ 112,500.00	\$ 112,500.00	\$ -
Sub-total	\$ 191,162.25	\$ 190,639.69	\$ (522.56)
Water Control Structures	\$ 63,546.56	\$ 63,546.56	\$ -
1j Total Other Revenue	\$254,708.81	\$254,186.25	\$ (522.56)
Total WSMR Revenue	\$ 1,432,619.98	\$ 1,417,212.14	\$ (15,407.84)

Planning Advisory & Regulatory Services (PARS) Expenditures

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
2a Program Management & Operations	\$ 254,179.78	\$ 280,817.74	\$ 26,637.96
Regulations -Equipment Rental	\$ 9,450.00	\$ 9,450.00	\$ -
Community Development	\$ 5,000.00	\$ 5,000.00	\$ -
Planning Expenses	\$ 2,550.00	\$ 2,550.00	\$ -
2b Total Program Costs	\$ 17,000.00	\$ 17,000.00	\$ -
2c Legal Costs	\$ 16,000.00	\$ 16,000.00	\$ -
Total PARS Expenditures	\$ 287,179.78	\$ 313,817.74	\$ 26,637.96

Planning Advisory & Regulatory Services (PARS) Revenues

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Provincial Reveune			
Program Management & Operations	\$ 34,243.50	\$ 34,243.50	\$ -
Program Costs	\$ -	\$ -	\$ -
Legal Costs	\$ -	\$ -	\$ -
2d Total Provincial Revenue	\$ 34,243.50	\$ 34,243.50	\$ -
Municipal Levy			
Program Management & Operations	\$ 149,936.28	\$ 176,574.24	\$ 26,637.96
Program Costs	\$ 17,000.00	\$ 17,000.00	\$ -
Legal Costs	\$ 16,000.00	\$ 16,000.00	\$ -
2e Total Municipal Levy	\$ 182,936.28	\$ 209,574.24	\$ 26,637.96
Other Revenue			
Plan Review	\$ 70,000.00	\$ 70,000.00	\$ -
2f Total Other Revenue	\$ 70,000.00	\$ 70,000.00	\$ -
Total PARS Revenue	\$ 287,179.78	\$ 313,817.74	\$ 26,637.96

Corporate Services (CS) Expenditures

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Management & Members			
Total Wages & Benefits	\$ 164,958.54	\$ 176,261.78	\$ 11,303.24
Members Expenses			
Executive meetings \$1,900 x 7 meeting	\$ 13,300.00	\$ 6,000.00	\$ (7,300.00)
Advisory Board meetings \$500 x 3 meetings	\$ 1,500.00	\$ 1,500.00	\$ -
Expenses for meetings	\$ 500.00	\$ 500.00	\$ -
Total Members Expenses	\$ 15,300.00	\$ 8,000.00	\$ (7,300.00)
3a Total Management & Members	\$ 180,258.54	\$ 184,261.78	\$ 4,003.24
Operation of Office			
Corporate Services Expenses			
Corporate Services special supplies	\$ 500.00	\$ 500.00	\$ -
Uniforms	\$ 500.00	\$ 500.00	\$ -
Equipment Rental	\$ 1,000.00	\$ 1,000.00	\$ -
Staff Training & Development	\$ 500.00	\$ 500.00	\$ -
Total Corporate Services Expenses	\$ 2,500.00	\$ 2,500.00	\$ -
Conservation Ontario Levy	\$ 29,290.00	\$ 29,290.00	\$ -
Annual Computer Upgrade	\$ 25,000.00	\$ 25,000.00	\$ -
Lease of Networking	\$ 21,000.00	\$ 21,000.00	\$ -
Miscellaneous re:Furniture	\$ 1,200.00	\$ 1,200.00	\$ -
Total Office Equipment Purchase	\$ 47,200.00	\$ 47,200.00	\$ -
Postage			
Courier	\$ 1,000.00	\$ 1,000.00	\$ -
Canada Post	\$ 3,000.00	\$ 3,000.00	\$ -
Total Postage	\$ 4,000.00	\$ 4,000.00	\$ -
Office Supplies			
General everyday working supplies	\$ 9,000.00	\$ 9,000.00	\$ -
Stationery Replenishment	\$ 1,000.00	\$ 1,000.00	\$ -
Total Office Supplies	\$ 10,000.00	\$ 10,000.00	\$ -
Office Equipment Maintenance			
Maintenance contract on input/output device	\$ 5,000.00	\$ 5,000.00	\$ -
Maintenance to computer equipment(24x/yr)	\$ 7,000.00	\$ 7,000.00	\$ -
Maintenance to voicemail (6x/yr)	\$ 2,500.00	\$ 2,500.00	\$ -
Total Office Equipment Maintenance	\$ 14,500.00	\$ 14,500.00	\$ -
Telephone			
Belleville Office	\$ 5,000.00	\$ 5,000.00	\$ -
Call forward from Napanee	\$ 1,000.00	\$ 1,000.00	\$ -
Total Telephone	\$ 6,000.00	\$ 6,000.00	\$ -
Office Maintenance			
Cleaning of Office	\$ 5,500.00	\$ 5,500.00	\$ -
Cleaning of Mat @ entrance	\$ 1,000.00	\$ 1,000.00	\$ -
Snow Plowing, sanding, salting	\$ 5,200.00	\$ 5,200.00	\$ -
Grass Cutting	\$ 500.00	\$ 500.00	\$ -
Washroom supplies	\$ 1,000.00	\$ 1,000.00	\$ -
Preventative Maintenance	\$ 18,300.88	\$ 18,300.88	\$ -
Security	\$ 500.00	\$ 500.00	\$ -
Total Office Maintenance	\$ 32,000.88	\$ 32,000.88	\$ -
Utilities			
Service to Furnace & Air conditioning	\$ 1,500.00	\$ 1,500.00	\$ -
Sewer & Water	\$ 500.00	\$ 500.00	\$ -
Heating	\$ 3,500.00	\$ 3,500.00	\$ -
Hydro	\$ 14,000.00	\$ 14,000.00	\$ -
Total Utilities at Belleville Office	\$ 19,500.00	\$ 19,500.00	\$ -
Utilities at Picton Office (reimbursement by Air Cadets shown in Revenue)			
Hydro	\$ 2,000.00	\$ 2,000.00	\$ -
Sewer & Water	\$ 500.00	\$ 500.00	\$ -
Total Utilities at Picton Office	\$ 2,500.00	\$ 2,500.00	\$ -

Corporate Services (CS) Expenditures

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Insurance (Group Accident Insurance for volunteers; Crime; Directors & Officer Liability; 25% of Errors & Omissions Liability; 15% of Umbrella Liability; Property Insurance for Belleville and Picton Office)	\$ 15,000.00	\$ 15,000.00	\$ -
Subscriptions & Memberships	\$ 1,500.00	\$ 1,500.00	\$ -
Audit Fee	\$ 20,000.00	\$ 20,000.00	\$ -
Bank Charges			
Internet fee, direct deposit, visa & m/c fees	\$ 7,000.00	\$ 7,000.00	\$ -
3b Total Operation of Office	\$ 210,990.88	\$ 210,990.88	\$ -
Operation of Vehicles and Equipment			
Fuel/oil/etc.	\$ 31,100.00	\$ 31,100.00	\$ -
Repairs & Insurance	\$ 43,238.00	\$ 43,238.00	\$ -
3c Total Vehicle & Equ Operation	\$ 74,338.00	\$ 74,338.00	\$ -
Vehicle & Equ. Acqulstion	\$ 30,000.00	\$ 30,000.00	\$ -
Office Equipment Acquisition	\$ 30,000.00	\$ 30,000.00	\$ -
3d Equipment Acquisition Total	\$ 60,000.00	\$ 60,000.00	\$ -
Communications			
Communications & Marketing Specialist			
Staff Training & Development	\$ 250.00	\$ 250.00	\$ -
Special Supplies needed	\$ 50.00	\$ 50.00	\$ -
Uniforms	\$ 250.00	\$ 250.00	\$ -
Equipment Rental ***	\$ 1,000.00	\$ 1,000.00	\$ -
Miscellaneous Expenses	\$ 250.00	\$ 250.00	\$ -
Total Communications & Marketing Spec	\$ 1,800.00	\$ 1,800.00	\$ -
Conservation Education Coordinator			
Staff Training & Development	\$ 250.00	\$ 250.00	\$ -
Special Supplies needed	\$ 50.00	\$ 50.00	\$ -
Uniforms	\$ 250.00	\$ 250.00	\$ -
Equipment Rental***	\$ 1,000.00	\$ 1,000.00	\$ -
Miscellaneous Expenses	\$ 250.00	\$ 250.00	\$ -
Total Conservation Education Coord.	\$ 1,800.00	\$ 1,800.00	\$ -
Website Development & Maintenance	\$ 8,500.00	\$ 8,500.00	\$ -
Advertising	\$ 10,000.00	\$ 10,000.00	\$ -
Rack Cards	\$ 2,000.00	\$ 2,000.00	\$ -
Team Meetings	\$ 500.00	\$ 500.00	\$ -
Exhibits/Display Posters	\$ 2,220.00	\$ 2,220.00	\$ -
Graphic Design	\$ 1,500.00	\$ 1,500.00	\$ -
DVD Productions	\$ 4,000.00	\$ 4,000.00	\$ -
Promotional Events	\$ 5,000.00	\$ 5,000.00	\$ -
Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
Miscellaneous Special Projects	\$ 1,500.00	\$ 1,500.00	\$ -
3e Total Conservation Information	\$ 41,320.00	\$ 41,320.00	\$ -
TOTAL CS Expenditures	\$ 566,907.42	\$ 570,910.66	\$ 4,003.24

Corporate Services (CS) Revenues

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Provincial			
Management & Members	\$ 8,903.00	\$ 8,561.00	\$ (342.00)
3f Total Provincial	\$ 8,903.00	\$ 8,561.00	\$ (342.00)
Municipal Levy			
Management & Members	\$ 152,799.54	\$ 157,144.78	\$ 4,345.24
Operation of Office	\$ 192,374.21	\$ 192,374.21	\$ 0.00
Operation of Vehicles and Equipment	\$ (42,032.00)	\$ (42,032.00)	\$ -
Equipment Acquisition	\$ 55,000.00	\$ 55,000.00	\$ -
Communications	\$ 22,703.33	\$ 22,703.33	\$ -
3g Total Municipal Levy	\$ 380,845.08	\$ 385,190.33	\$ 4,345.24
Other Revenue			
Investment Income	\$ 8,000.00	\$ 8,000.00	\$ -
Miscellaneous Income	\$ 5,020.00	\$ 5,020.00	\$ -
Admin fee for Capital Projects	\$ 17,000.00	\$ 17,000.00	\$ -
Summer Student Granted income	\$ 21,648.00	\$ 21,648.00	\$ -
Donations	\$ 4,000.00	\$ 4,000.00	\$ -
Total Management & Members	\$ 55,668.00	\$ 55,668.00	\$ -
Operation of Vehicles and Equipment			
Use of Authority Owned Vehicles for Programs	\$ 116,491.00	\$ 116,491.00	\$ -
Total Operation of Vehical & Equipment	\$ 116,491.00	\$ 116,491.00	\$ -
Equipment Acquisition			
QC Vehicle Rental and Sales	\$ 5,000.00	\$ 5,000.00	\$ -
Total Equipment Acquisition	\$ 5,000.00	\$ 5,000.00	\$ -
3h Total Other Revenue	\$ 177,159.00	\$ 177,159.00	\$ -
Total CS Revenue	\$ 566,907.08	\$ 570,910.33	\$ 4,003.24

Conservation Land Management (CLM) Expenditures

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
4a Program Management & Operations	\$ 78,011.65	\$ 74,569.00	\$ (3,442.65)
4b Property Taxes	\$ 80,000.00	\$ 80,000.00	\$ -
4c Conservation Areas	\$ 69,900.00	\$ 69,900.00	\$ -
Depot Lakes Conservation Area & Campground			
Sign Development & Maintenance	\$ 1,200.00	\$ 1,200.00	\$ -
Office Supplies	\$ 200.00	\$ 200.00	\$ -
Security	\$ 200.00	\$ 200.00	\$ -
Maintenance	\$ 4,000.00	\$ 4,000.00	\$ -
Equipment Rental	\$ 1,000.00	\$ 1,000.00	\$ -
Telephone	\$ 900.00	\$ 900.00	\$ -
Hydro	\$ 3,500.00	\$ 3,500.00	\$ -
Ice	\$ 1,500.00	\$ 1,500.00	\$ -
Hand/Toilet Tissue	\$ 1,000.00	\$ 1,000.00	\$ -
Insurance	\$ 500.00	\$ 500.00	\$ -
Summer Wages granted Income	\$ 40,800.00	\$ 40,800.00	\$ -
Miscellaneous	\$ 200.00	\$ 200.00	\$ -
Preventative Maintenance	\$ 12,200.00	\$ 12,200.00	\$ -
4d Total Depot Lk CA & Campground	\$ 67,200.00	\$ 67,200.00	\$ -
4e CA Major Upgrades	\$ 20,980.08	\$ 20,980.08	\$ -
4f Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
Total CLM Expenditures	\$ 318,591.73	\$ 315,149.08	\$ (3,442.65)

Conservation Land Management (CLM) Revenue

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Municipal Levy			
Program Management & Operations	\$ 50,011.65	\$ 46,569.00	\$ (3,442.65)
Property Taxes	\$ 80,000.00	\$ 80,000.00	\$ -
Conservation Areas	\$ 12,100.00	\$ 12,100.00	\$ -
Conservation Area Major Upgrades	\$ 20,980.08	\$ 20,980.08	\$ -
Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
4g Total Municipal Levy Revenue	\$ 165,591.73	\$ 162,149.08	\$ (3,442.65)
Other Revenue			
Program Management & Operations	\$ 28,000.00	\$ 28,000.00	\$ -
Property Rental for hunting and trapping	\$ 5,000.00	\$ 5,000.00	\$ -
Deerock Gate Receipts	\$ 15,000.00	\$ 15,000.00	\$ -
O'Hara Mill Summer Students	\$ 105,000.00	\$ 105,000.00	\$ -
Revenue from Campground Operation	\$ 105,000.00	\$ 105,000.00	\$ -
4h Total Other Revenue	\$ 153,000.00	\$ 153,000.00	\$ -
Total CLM Revenue	\$ 318,591.73	\$ 315,149.08	\$ (3,442.65)

Stewardship Services (SS) Expenditures

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
5a Program Mngement & Operations	\$ 45,025.83	\$ 42,242.49	\$ (2,783.34)
<i>Wages & Benefits for the for the following positions:</i>			
Education Coordinator 64%			
Communications Specialist 5%			
5b Reforestation	\$ 52,342.19	\$ 64,218.17	\$ 11,875.98
<i>Wages & Benefits for the for the following positions:</i>			
Ecologist/Planner 20%			
Manager of Planning & Regulations 10%			
MRW Field Technician 3%			
5c Total Conservation Education	\$ 15,500.00	\$ 15,500.00	\$ -
Total SS Expenditures	\$112,868.02	\$121,960.66	\$9,092.64

Stewardship Services (SS) Revenue

	2020 Approved Budget	2021 Preliminary Budget	2021 Preliminary Budget Increase /Decrease
Municipal Levy			
Program Management & Operations	\$ 56,743.63	\$ 42,242.49	\$ (14,501.14)
Reforestation	\$ 4,624.39	\$ 34,218.17	\$ 29,593.78
Conservation Education & Outdoor Program	\$ (22,000.00)	\$ (8,000.00)	\$ 14,000.00
5e Total Municipal Levy	\$ 39,368.02	\$ 68,460.66	\$ 28,786.52
Other Revenue			
Program Management & Operations			
Reforestation -Timber sales	\$ 30,000.00	\$ 30,000.00	\$ -
Fees for Outdoor Program	\$ 3,500.00	\$ 3,500.00	\$ -
Fees from BofQ RAP Program	\$ 40,000.00	\$ 20,000.00	\$ (20,000.00)
5g Total Other Revenue	\$ 73,500.00	\$ 53,500.00	\$ (20,000.00)
Total SS Revenue	\$ 112,868.02	\$ 121,960.66	\$ 9,092.64

Quinte Conservation
General Levy to Support Operations

	% in CA	2019 CVA (Modified) in Watershed	2019 Current Value Assessment (CVA)	2020 CVA (Modified) in Watershed	Difference in CVA in Watershed 2019 over 2020	% Difference in CVA in Watershed 2019 over 2020	CVA Based Apportionment Percentage	2020 Actual Levy	A Option 1 2021 Preliminary Levy	A Option 1 Increase	B Option 2 2021 Preliminary Levy	B Option 2 Increase
City of Belleville	100	7,326,822,939	7,553,463,950	7,627,463,900	296,640,963	4.05%	36.85%	691,234	697,497	6,283	707,204	15,970.10
Centre Wards	56	287,193,567	537,538,759	501,074,705	13,628,138	4.81%	-1.53%	27,104	27,483	379	27,868	78,188
Twp. Of Madoc	100	221,259,787	231,759,040	231,759,040	10,499,253	4.75%	1.16%	20,904	21,396	293	21,491	587.60
Marnezz & Lake	22	136,313,477	651,725,990	153,179,116	7,065,241	5.18%	0.33%	12,932	13,113	181	13,295	383.51
City of Quinte West	23	1,286,665,861	5,803,950,139	1,338,086,532	46,242,672	3.75%	8.90%	121,347	122,417	800	123,647	2,500.41
Stratton/Rawdon	17	82,412,740	588,950,486	86,621,583	4,108,843	4.88%	0.84%	7,765	7,904	109	8,014	216.10
Tudor & Cashel	48	77,723,268	169,843,215	87,524,743	3,801,475	4.89%	0.92%	7,263	7,544	281	7,649	386.29
Municipality of Tweed	100	643,989,091	670,874,214	670,874,214	26,885,123	4.14%	3.47%	60,762	61,433	671	62,268	1,526.89
Twp. of Tyndinaga	100	440,951,269	485,009,745	485,009,745	24,058,476	5.46%	2.57%	41,600	42,572	942	43,164	1,534.47
Atterington Highlands	44	229,851,890	540,474,455	337,808,760	7,956,880	3.46%	1.21%	21,612	21,735	123	22,038	426.39
Town of Greater Napanee	53	1,175,745,391	2,320,845,640	1,230,040,180	54,302,828	4.62%	6.26%	110,895	112,447	1,052	114,012	3,117.25
Twp. of Stone Mills	100	893,085,578	937,084,891	935,952,864	41,967,228	4.70%	4.76%	84,323	85,503	1,180	86,693	2,370.31
Twp. of North Frontenac	1	81,151,456	937,084,891	4,378,845	219,393	2.40%	0.05%	866	898	12	911	24.90
Twp. of Central Frontenac	21	700,158,980	3,429,017,934	203,093,755	19,934,806	2.85%	3.67%	66,076	66,904	(153)	66,841	784.83
Twp. of Central Frontenac	48	432,826,095	1,022,430,953	447,313,326	14,487,134	3.35%	2.28%	40,921	40,955	34	41,525	603.91
Town of Deseronto	100	123,381,198	126,570,650	126,570,650	3,189,452	2.59%	0.64%	11,692	11,498	(196)	11,656	35.60
Corp. of Loyalist Twp.	3	66,191,871	2,307,139,371	69,214,181	3,022,310	4.57%	0.35%	6,200	6,207	87	6,374	174.29
Prince Edward County	100	4,641,095,719	4,920,768,174	4,920,768,174	279,672,455	6.03%	25.08%	437,911	450,748	12,237	455,413	18,602.02
TOTAL DC LEVIES		18,774,820,147		19,634,903,784	859,693,667	4.58%	100.00%	1,771,487	1,796,303	-24,796	1,821,283	49,796.35
												2.81%

Quinte Conservation
Capital Levy to Support Watershed Management

	% in CA	2019 CVA (Modified) in Watershed	2020 Current Value Assessment (CVA)	2020 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2020 Capital Levy	2021 Preliminary Capital Levy	\$ increase
City of Belleville	100	7,326,822,939	7,623,463,902	7,623,463,902	38.88	\$ 39,020.00	\$ 38,827	\$ (193)
Centre Hastings	58	287,193,567	537,538,759	301,021,705	1.53	\$ 1,530.00	\$ 1,530	\$ -
Twp. Of Madoc	100	221,259,787	231,759,040	231,759,040	1.18	\$ 1,180.00	\$ 1,180	\$ -
Marmora & Lake	22	136,313,477	651,725,990	143,379,718	0.73	\$ 730.00	\$ 730	\$ -
City of Quinte West	23	1,286,665,861	5,803,950,139	1,334,908,532	6.80	\$ 6,850.00	\$ 6,800	\$ (50)
Stirling/Rawdon	17	82,412,740	508,950,488	86,521,583	0.44	\$ 440.00	\$ 440	\$ -
Tudor & Cashel	48	77,723,268	169,843,215	81,524,743	0.42	\$ 410.00	\$ 420	\$ 10
Municipality of Tweed	100	643,989,091	670,674,214	670,674,214	3.42	\$ 3,430.00	\$ 3,420	\$ (10)
Twp. of Tyendinaga	100	440,951,269	465,009,745	465,009,745	2.37	\$ 2,350.00	\$ 2,370	\$ 20
Addington Highlands	44	229,851,880	540,474,455	237,808,760	1.21	\$ 1,220.00	\$ 1,210	\$ (10)
Town of Greater Napanee	53	1,175,745,361	2,320,845,640	1,230,048,189	6.26	\$ 6,260.00	\$ 6,260	\$ -
Twp. of Stone Mills	100	893,085,578	935,052,804	935,052,804	4.76	\$ 4,760.00	\$ 4,760	\$ -
Twp. of North Frontenac	1	9,151,456	937,084,891	9,370,849	0.05	\$ 50.00	\$ 50	\$ -
Twp. of South Frontenac	21	700,158,960	3,429,017,934	720,093,766	3.67	\$ 3,730.00	\$ 3,670	\$ (60)
Twp. of Central Frontenac	46	432,826,095	972420063	447,313,229	2.28	\$ 2,310.00	\$ 2,280	\$ (30)
Town of Deseronto	100	123,381,198	126670650	126,570,650	0.64	\$ 660.00	\$ 640	\$ (20)
Corp. of Loyalist Twp.	3	66,191,871	2307139371	69,214,181	0.35	\$ 350.00	\$ 350	\$ -
Prince Edward County	100	4,641,095,719	4920768174	4,920,768,174	25.06	\$ 24,720.00	\$ 25,060	\$ 340
TOTAL QC LEVIES		18,774,820,117		19,634,503,784	100.00	\$ 100,000.00	\$ 100,000	\$ (3)

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

	% in CA	2019 CVA (Modified) in Watershed	2020 Current Value Assessment (CVA)	2020 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2021 Preliminary Capital Levy
City of Belleville	100	7,326,822,939	7,623,463,902	7,623,463,902	38.83	\$ 38,827
Centre Hastings	56	287,193,567	537,538,759	301,021,705	1.53	\$ 1,530
Twp. Of Madoc	100	221,259,787	231,759,040	231,759,040	1.18	\$ 1,180
Marmora & Lake	22	136,313,477	651,725,990	143,379,718	0.73	\$ 730
City of Quinte West	23	1,286,665,861	5,803,950,139	1,334,908,532	6.80	\$ 6,800
Stirling/Rawdon	17	82,412,740	508,950,488	86,521,583	0.44	\$ 440
Tudor & Cashel	48	77,723,268	169,843,215	81,524,743	0.42	\$ 420
Municipality of Tweed	100	643,989,091	670,674,214	670,674,214	3.42	\$ 3,420
Twp. of Tyendinaga	100	440,951,269	465,009,745	465,009,745	2.37	\$ 2,370
Addington Highlands	44	229,851,880	540,474,455	237,808,760	1.21	\$ 1,210
Town of Greater Napanee	53	1,175,745,361	2,320,845,640	1,230,048,189	6.26	\$ 6,260
Twp. of Stone Mills	100	893,085,578	935,052,804	935,052,804	4.76	\$ 4,760
Twp. of North Frontenac	1	9,151,456	937,084,891	9,370,849	0.05	\$ 50
Twp. of South Frontenac	21	700,158,960	3,429,017,934	720,093,766	3.67	\$ 3,670
Twp. of Central Frontenac	46	432,826,095	972,420,063	447,313,229	2.28	\$ 2,280
Town of Deseronto	100	123,381,198	126,570,650	126,570,650	0.64	\$ 640
Corp. of Loyalist Twp.	3	66,191,871	230,713,937	69,214,181	0.35	\$ 350
Prince Edward County	100	4,641,095,719	49,207,681,74	4,920,768,174	25.06	\$ 25,060
TOTAL QC LEVIES		18,774,820,117		19,634,503,784	100.00	\$ 100,000

<u>Arena Board Proposed 2021 Budget</u>					
<u>Account Number/Description</u>	<u>2020 Budget</u>	<u>Unaudited 2020 Actual</u>	<u>2021 Proposed Budget</u>	<u>Comments</u>	
0-400 Ice Rentals	\$ 161,000.00	\$ 150,406.13	\$ 130,000.00	9 weeks in 2021 and using the fall of 2019	
0-401 Ice Family/Pub Skate	\$ 2,500.00	\$ 1,691.97	\$ 2,500.00		
0-402 Surface	\$ 4,000.00	\$ -	\$ -	unknown due to COVID 19 (flea market, fair and ball hockey)	
0-403 Hall	\$ -	\$ -	\$ -		
0-404 Canteen	\$ 4,336.00	\$ 1,800.00	\$ 2,477.00	\$619.47 times four months	
0-405 Curling Club	\$ 25,000.00	\$ 22,631.36	\$ 11,000.00	based on no maintenance	
0-406 Room Rental	\$ 5,300.00	\$ 2,950.00	\$ 5,300.00	\$1325 times four	
0-407 Sign Rental	\$ 12,400.00	\$ 9,821.09	\$ 12,400.00		
0-408 Skate Sharpener	\$ 500.00	\$ 500.00	\$ 500.00		
0-409 Phone Receipts	\$ 791.00	\$ 791.00	\$ 791.00		
0-410 Miscellaneous - Grant	\$ 60,000.00	\$ 70,207.98	\$ 7,590.00	Balance of Seniors Grant for Kitchen/storage	
0-411 Lions Club	\$ 500.00	\$ 825.60	\$ 400.00	for garbage only	
0-412 Municipal Contributions	\$ 254,323.00	\$ 254,379.77	\$ 295,824.00	preliminary - COVID 19 funding breakdown to be discussed	
0-413 Investment Income	\$ 2,000.00	\$ 984.60	\$ 500.00		
0-414 Donations	\$ 1,700.00	\$ 1,500.00	\$ 1,700.00	Lions plus public skate	
0-415 Village Loans	\$ -	\$ -	\$ -		
0-416 Surplus Previous Year	\$ 1,900.00	\$ -	\$ -		
0-417 Insurance Proceeds	\$ -	\$ -	\$ -		
0-418 Pepsi Revenue	\$ -	\$ -	\$ -		
0-419 Contributions from Reserve	\$ 20,000.00	\$ 104,812.80	\$ 25,000.00	to cover parking lot	
Total Revenue	\$ 556,250.00	\$ 623,302.30	\$ 495,982.00		
0-500 General Administration	\$ 1,000.00	\$ 1,908.98	\$ 1,500.00		
0-501 Payroll	\$ 180,000.00	\$ 191,838.69	\$ 200,000.00	Manager, Assistant, Labourer and rinkies	
0-502 Hydro	\$ 120,000.00	\$ 83,230.93	\$ 110,000.00		
0-503 Propane	\$ 2,000.00	\$ 1,733.47	\$ 1,700.00		
0-504 Cleaning Supplies	\$ -	\$ -	\$ -	included with maintenance	
0-505 Maintenance	\$ 42,000.00	\$ 32,011.70	\$ 42,000.00	COVID expenses	
0-506 Alarm System Mtce.	\$ 750.00	\$ 753.00	\$ 750.00		
0-507 Union Gas/Union Energy	\$ 6,500.00	\$ 5,520.84	\$ 6,500.00		
0-508 Miscellaneous	\$ -	\$ -	\$ -		
0-509 Snow Removal	\$ 4,500.00	\$ 3,890.00	\$ 4,500.00		
0-510 Specials	\$ 60,000.00	\$ 10,207.98	\$ 7,590.00	Kitchen/storage - Seniors Grant balance	
0-511 Capital Expenditures	\$ 20,000.00	\$ 153,563.12	\$ 25,000.00	parking lot upgrades	
0-512 Insurance	\$ 33,000.00	\$ 32,787.12	\$ 37,550.00		
0-513 Cable	\$ 800.00	\$ 588.93	\$ 340.00		
0-514 Working Capital Reserve	\$ 75,000.00	\$ 75,000.00	\$ 15,000.00		
0-515 Loan Payments	\$ -	\$ -	\$ -		
0-516 Uncollectable Expense	\$ -	\$ -	\$ -		

Account Number/Description	2020 Budget		Unaudited 2020 Actual		2021 Proposed Budget		Comments
0-517 Deficit from Previous Year	\$	-	\$	56,505.00	\$	33,752.00	deficit from 2020
0-518 Pepsi Expense	\$	-	\$	-	\$	-	
0-519 Phone	\$	1,200.00	\$	1,075.13	\$	1,000.00	
0-520 Audit	\$	3,000.00	\$	2,650.00	\$	3,000.00	
0-521 Training	\$	500.00	\$	-	\$	-	
0-522 Water/Sewer	\$	6,500.00	\$	3,517.68	\$	5,500.00	
0-523 Memberships/Licensing	\$	500.00	\$	271.92	\$	300.00	
Total Expenditures	\$	556,250.00	\$	657,054.49	\$	495,982.00	
	General Levy		Capital Costs/Reserve		2021 Total		
Stirling-Rawdon	\$107,611.76		\$5,748.00		\$113,359.76		
Quinte West	\$96,771.95		\$5,169.00		\$101,940.95		
City of Belleville	\$66,302.55		\$3,541.50		\$69,844.05		
Centre Hastings	\$10,137.75		\$541.50		\$10,679.25		
	\$280,824.00		\$15,000.00		\$295,824.00		
	General Levy		Capital Costs/Reserve		2020 Total		
Stirling-Rawdon	\$61,052.57		\$36,404.00		\$97,456.57		
Quinte West	\$54,902.71		\$32,737.00		\$87,639.71		
City of Belleville	\$37,616.16		\$22,429.50		\$60,045.66		
Centre Hastings	\$5,751.56		\$3,429.50		\$9,181.06		
	\$159,323.00		\$95,000.00		\$254,323.00		

COUNTY OF HASTINGS

EXHIBIT D-2

HASTINGS / QUINTE 911

2021 BUDGET

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

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

<u>MUNICIPALITIES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>BASED ON POPULATION FROM</u>		<u>POPULATION</u>
			<u>MUN DIRECTORY</u>	<u>%</u>	
HASTINGS COUNTY	\$54,479	\$49,697	\$55,850	27.90%	37,012
CITY OF BELLEVILLE	\$74,650	\$68,098	\$76,529	38.24%	50,716
CITY OF QUINTE WEST	\$64,142	\$58,512	\$65,756	32.85%	43,577
8 WING CFB TRENTON	\$2,380	\$2,171	\$2,014	1.01%	1,335
<u>TOTAL APPORTIONMENT</u>	\$195,650	178,478	\$200,150	100.00%	132,640

COUNTY OF HASTINGS

EXHIBIT C

PROVINCIAL OFFENCES

2021 OPERATING BUDGET

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	\$429,500	\$426,300	-0.75%
FRINGE BENEFITS	122,400	123,600	0.98%
COMMITTEE FEES	700	700	0.00%
OFFICE EQUIPMENT	3,000	3,000	0.00%
COMMON COSTS	141,642	151,700	7.10%
ACCOMMODATION COSTS (OFFICE/COURT RENTAL)	136,000	133,000	-2.21%
ADVERTISING	500	500	0.00%
AUDIT COSTS	500	500	0.00%
INSURANCE	400	500	25.00%
LEGAL COSTS	10,000	5,000	-50.00%
POSTAGE	10,000	7,500	-25.00%
PHOTOCOPIER	2,000	2,000	0.00%
TELEPHONE	1,750	1,750	0.00%
OFFICE SUPPLIES	10,500	10,500	0.00%
PAYROLL PROCESSING CHARGES	2,500	1,010	-59.60%
COMPUTER OPERATIONS	17,750	15,300	-13.80%
PURCHASE SERVICES - MINISTRY OF ATTORNEY GENERAL	200,000	175,000	-12.50%
- PROSECUTOR	75,000	82,500	10.00%
- COLLECTION FEES	500	500	0.00%
- OTHER	15,000	15,000	0.00%
EDUCATION	3,600	3,600	0.00%
MILEAGE & TRAVEL / WITNESS FEES	4,500	2,500	-44.44%
SUBSCRIPTIONS	4,900	4,900	0.00%
BANK CHARGES / POS CHARGES	26,500	26,500	0.00%
<u>TOTAL EXPENDITURES</u>	<u>\$1,219,142</u>	<u>\$1,193,360</u>	<u>-2.11%</u>
<u>REVENUE</u>			
GROSS TICKET REVENUE	\$1,600,000	\$1,150,000	-28.13%
MISC REVENUE / BANK INTEREST, ETC...	20,000	15,000	-25.00%
REVENUE - PURCHASE OF SERVICE AGREEMENTS	22,500	15,000	-33.33%
SAFE RESTART FUNDING		425,000	
	<u>\$1,642,500</u>	<u>\$1,605,000</u>	<u>-2.28%</u>
<u>NET (REVENUE) / COST</u>	<u>(\$423,358)</u>	<u>(\$411,640)</u>	<u>-2.77%</u>

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

<u>MUNICIPALITIES</u>	<u>2020 BUDGET</u>	<u>2021 BUDGET</u>	<u>Apportionment Percent</u>
HASTINGS COUNTY	(156,642)	-152,307	37.00%
BELLEVILLE	(105,840)	-102,910	25.00%
QUINTE WEST	(160,876)	-156,423	38.00%
TOTAL (REVENUE) / COST APPORTIONMENT	(\$423,358)	\$13,360	100.00%

Hastings/Quinte Emergency Services

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

Factors contributing to the 2021 budget increase include the following:

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

Hastings-Quinte Paramedic Services Overview

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

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

COVID-19 and Impact on EMS Operations

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

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

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

These programs were all delivered with 100% funding.

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

Community Paramedicine Programs (\$316,659)

The paramedic service has been operating a community paramedic program for a number of years. The base funding for this program has been \$125,000. This past year a number of proposal were submitted to the Province which were approved. All of these program are 100% provincially funded. The new 2021 programs include the Remote Patient Care Monitoring Program, the High Intensity Support at Home Program and the Remote Patient Care Monitoring Program.

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

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

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

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

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

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

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

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

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

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

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

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

WSIB costs continue to increase and the 2021 rate was increased from 7.29% to 8.29% based on the actual 2020 costs. The WSIB costs continue to rise as a result of Bill 163 – Supporting Ontario's First Responders Act. Under this legislation, there is a presumption

that Post-Traumatic Stress Disorder (PTSD) diagnosed in first responders is work-related. This allows for faster access to WSIB benefits, resources and treatment.

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

Staff Training and Education (\$39,000)

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

Telephone/Communications (\$55,000)

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

Legal (\$30,000)

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

Building Maintenance (\$120,000)

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

Equipment Replacement (\$60,000)

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

Medical Supplies (\$485,000)

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

Insurance (\$208,800)

Consistent with the experience of other municipalities, the County of Hastings experienced a large increase in insurance premiums with the 2021 renewal.

As a result of the large increase, the County sought an alternate quote and was able to reduce the premiums by changing insurance coverage to an alternate provider. Although we were able to reduce the premium by switching providers, the cost is still 22% higher than the 2020 premium.

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

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

The service has focused on replacing the fleet at the scheduled replacement of 250,000 kilometers since an aging fleet results in higher maintenance costs. The 2019 and 2020 budgets have resulted in reduced operating costs with newer vehicles in service since operating costs are much lower in the first 2 years of the ambulance life. The favourable actual costs in 2019 and 2020 have allowed for a decrease in the budget for 2021.

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

Cross-Border Costs (\$90,000)

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

Common Costs (\$512,700)

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

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

Cost associated with this support are shared among the operating departments based on standard templates that have been in place since 1998 (with modifications from time to time) when the County was appointed Consolidated Municipal Services Manager (CMSM) by the Province. Using a standard template provides for a transparent and equitable method to ensure that each of the departments and partners pays their fair share. The costs being allocated increased by 2.98% in 2021.

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

The County of Hastings provides administrative and paramedic services for the provision of paramedic services under contract. The contract includes a template for calculating the annual revenue/cost for providing the service. Not all budget lines are included in the costing to PEC (base rents, utilities, taxes, capital). The provincial subsidy for the paramedic services in Prince Edward County is paid directly to PEC.

Off Load Delay (\$232,140)

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

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

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

Capital (\$1,100,000)

The capital levy supports both the long-term and short-term replacement of the vehicles and equipment. The provincial funding template does not fund capital but it does fund annual amortization.

The 2021 budget includes:

- Vehicle replacement
- Bancroft Base Dehumidification
- New Base

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

COUNTY OF HASTINGS

EXHIBIT F

PARAMEDIC SERVICES

2021 BUDGET

OPERATING

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>EXPENDITURES</u>				
SALARIES	\$12,253,850	\$12,099,485	12,902,400	5.29%
FRINGE BENEFITS	4,166,350	4,085,129	4,515,800	8.39%
LINEN / LAUNDRY	43,400	39,570	43,400	0.00%
UNIFORM REPLACEMENT	109,550	119,845	100,000	-8.72%
OFFICE SUPPLIES	23,000	28,749	23,000	0.00%
OFFICE EQUIPMENT / FURNITURE	15,000	11,421	15,000	0.00%
MILEAGE & TRAVEL	110,800	108,093	110,800	0.00%
COMMITTEE FEES	8,500	22,104	8,500	0.00%
STAFF TRAINING / EDUCATION	39,000	14,955	39,000	0.00%
MEMBERSHIP / SUBSCRIPTIONS / ASSOCIATION FEES	5,000	3,905	5,000	0.00%
RENTAL ACCOMMODATIONS	325,000	320,792	325,700	0.22%
TELEPHONE / COMMUNICATIONS	45,000	54,496	55,000	22.22%
UTILITIES	59,445	51,997	53,500	-10.00%
PROPERTY TAXES	71,600	69,946	71,600	0.00%
LEGAL	30,000	8,958	30,000	0.00%
AUDIT	7,400	7,241	7,400	0.00%
ADVERTISING	2,000	0	2,000	0.00%
COMPUTER	308,799	339,839	303,900	-1.59%
MEDICAL SUPPLIES	470,000	460,831	485,000	3.19%
BUILDING MAINTENANCE	110,000	90,011	120,000	9.09%
EQUIPMENT REPLACEMENT	50,000	63,103	60,000	20.00%
INSURANCE - VEHICLE / LIABILITY / PROPERTY	186,950	185,171	208,800	11.69%
INSURANCE - CLAIMS DEDUCTIBLE	10,000	30,791	10,000	0.00%
VEHICLE OPERATIONS - FUEL	400,000	323,739	350,000	-12.50%
- MAINTENANCE / REPAIR	460,500	379,898	425,000	-7.71%
CROSS BORDER	90,000	90,696	90,000	0.00%
OFF LOAD DELIVERY-QHC	232,140	232,776	232,140	0.00%
EMERGENCY PREPAREDNESS INITIATIVES	10,000	16,577	15,000	50.00%
COVID-19 COSTS		1,580,768		
COMMUNITY PARAMEDICINE PROJECTS	125,000	115,920	316,659	153.33%
LONG-TERM CARE SUPPORT PROGRAM			1,829,200	
COMMON COSTS	497,700	497,699	512,700	3.01%
DEBT CHARGES	116,297	114,877	116,300	0.00%
EXPENDITURE RECOVERIES		(20,218)		
<u>TOTAL EXPENDITURES</u>	\$20,382,281	\$21,549,164	\$23,382,799	14.72%

REVENUE

PROVINCIAL TEMPLATE SUBSIDY	\$8,621,900	\$8,714,152	\$9,176,660	6.43%
PRINCE EDWARD COUNTY CONTRIBUTION-OPERATIONS	2,774,031	2,757,159	2,841,300	2.42%
OFF LOAD DELIVERY FUNDING	232,140	232,140	232,140	0.00%
COMMUNITY PARAMEDICINE PROJECTS	125,000	115,920	316,659	
LONG-TERM CARE SUPPORT PROGRAM			1,829,200	
COVID-19 FUNDING		1,580,768	0	
MISC REVENUE / SALE VEHICLE / EVENT COVRGE / ETC.	53,000	111,876	20,000	-62.26%
CONTRIBUTION FROM RESERVE	200,750	42,994	256,375	27.71%
<u>TOTAL REVENUE</u>	\$12,006,821	\$13,555,009	\$14,672,334	22.20%

TOTAL OPERATING

\$8,375,460 \$7,994,155 \$8,710,465 4.00%

CAPITAL

Capital Levy \$1,026,250 \$1,026,250 \$1,100,000 7.19%

NET COST

\$9,401,710 \$9,020,405 \$9,810,465 4.35%

2020 BUDGET 2020 ACTUAL 2021 BUDGET %

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

<u>MUNICIPALITIES</u>	<u>BASED ON APPORTIONMENT RATES</u>			
	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$2,779,145	2,666,432	\$2,894,087	29.50%
BELLEVILLE.....	\$3,844,359	3,688,444	\$3,995,802	40.73%
QUINTE WEST.....	\$2,778,205	2,665,530	\$2,920,575	29.77%
TOTAL APPORTIONMENT	\$9,401,709	\$9,020,405	\$9,810,465	100.00%

Paramedics 2021 Capital Budget

Project: Ambulances (4)

Budget Amount: \$660,800

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

Project: New Paramedic Base Construction

Budget Amount: \$950,000

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

HASTINGS QUINTE PARAMEDICS 2021 CAPITAL EXPENDITURE PLAN

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

RESERVE

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

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

Project	2022	2023	2024	2025	2026	Priority
Hastings/Quinte						
# Ambulances to be Replaced	5	5	5	5	5	
Ambulances (2% Inflation Factor)	660,800	660,800	660,800	660,800	660,800	P2
Emergency Response Vehicles (2 per year)		154,200	157,284			P2
Bancroft Base Dehumidifiers	60,000					P1
Base Expansion	2,500,000					P4
Power Stretchers - refurbish and Power Load Replace			517,300			P2
Bancroft Base Roofing				86,000		P3
Total Hastings/Quinte	\$ 3,220,800	\$ 815,000	\$ 1,335,384	\$ 746,800	\$ 660,800	
Prince Edward County						
Ambulances	156,100					P2
Total PEC	\$ 156,100	\$ -	\$ -	\$ -	\$ -	

Opening Reserve	556,046	985,246	1,370,246	1,284,862	1,838,062
Contribution	1,150,000	1,200,000	1,250,000	1,300,000	1,350,000
Grants / Debt	2,500,000				
Expenditures	(3,220,800)	(815,000)	(1,335,384)	(746,800)	(660,800)
Closing Reserve	<u>985,246</u>	<u>1,370,246</u>	<u>1,284,862</u>	<u>1,838,062</u>	<u>2,527,262</u>

COMMUNITY AND HUMAN SERVICES

	Budget 2020	Budget 2021	
Expenses	\$79,812,265	\$83,397,716	4.49%
Revenue	<u>\$61,634,055</u>	<u>\$64,621,611</u>	4.85%
Net Cost	<u>\$18,178,210</u>	<u>\$18,776,105</u>	3.29%

Factors contributing to the 2021 budget increase include the following:

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

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

Housing Building and Unit Maintenance

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

Insurance Increase

Consistent with the experience of other municipalities, the County of Hastings experienced a large increase in their insurance premiums with the 2021 renewal.

As a result of the large increase, the County sought an alternate quote and was able to reduce the premiums by changing insurance coverage to an alternate provider. Although we were able to reduce the premium by switching providers, the cost is still 22% higher than the 2020 premium.

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

New Position in Facilities

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

Currently the Facilities Department has 1 Maintenance Supervisor responsible for 14 custodians working at 24 buildings. In addition to the custodian's regular building

cleaning and maintenance duties, the supervisor has also assigned them 1,279 special work orders to address tenant requests in 2020.

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

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

COVID-19

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

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

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

These costs have been funded through the County's allocation of Safe Restart Funding.

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

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

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

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

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

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

There are two municipally funded programs:

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

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

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

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

- Administration support clerk
- Employment development caseworkers (2)

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

Common Costs (\$1,331,800)

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

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

Costs associated with this support are shared among the operating departments based on standard templates that have been in place since 1998 (with modifications from time to time) when the County was appointed Consolidated Municipal Services Manager (CMSM) by the Province. Using a standard template provides for a transparent and equitable method to ensure that each of the departments and partners pay their fair share. The costs being allocated increased by 2.98% in 2021.

Employment Placement Incentives (\$275,000)

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

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

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

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

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

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

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

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

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

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

Staffing

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

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

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

Security (\$87,000)

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

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

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

Asset Management (\$20,000)

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

Contracted Services (\$3,147,000)

Planned Maintenance (\$480,000)

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

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

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

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

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

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

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

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

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

Capital Budget

2021 Capital Projects \$3,776,100

Capital projects were prioritized using the following categorization:

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

There are 20 projects scheduled for 2021 and 2 vehicle replacements. For each of the projects, a brief description and their priority level is included in the capital budget schedule.

Due to funding constraints, the projects being recommended are P1 and some P2 status. An additional 8 capital projects valued at \$1,642,800 were planned for 2021 but were deferred due to funding constraints. Most of the deferred projects are classified as P2 which means they are at the end of their useful life. Staff assessed each project and determined that with the limited funding available, these projects could be deferred for 1 year.

The Priority 4 projects included in the budget have an external funding source identified and will only move forward if the funding for the projects is approved.

The goal of the department is to have sufficient funding to proceed with all scheduled projects in a year and not have to defer due to funding constraints.

The multi-year capital project has been updated to reflect the results of the recently completed asset management plan.

Also included in the capital budget is a listing of properties and projects for consideration of new construction. The list is based on the land inventory of the County and the County's housing and homelessness plan "Opening the Right Door: Five-year Review."



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Joint and Several Liability & Rising Municipal Insurance Costs

February 16, 2021

By Rick Johal, Senior Advisor, AMO

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

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

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

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

burden on municipalities.



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

This issue is not going away.

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

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

Category

AMO

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COUNTY OF HASTINGS

EXHIBIT E-1

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>PROGRAM EXPENDITURES</u>				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$26,539,846	\$22,495,689	\$25,816,790	-2.72%
ONTARIO WORKS ADMINISTRATION	10,620,971	\$9,707,615	10,507,400	-1.07%
CHILDREN SERVICES PROGRAMS	14,985,976	12,817,652	15,591,121	4.04%
CHILDREN SERVICES ADMINISTRATION	861,739	802,284	892,320	3.55%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	457,400	426,001	449,200	-1.79%
COMMUNITY HOUSING - OPERATING	24,436,333	22,017,333	25,988,075	6.35%
COMMUNITY HOUSING - CAPITAL	1,910,000	1,910,000	1,850,000	-3.14%
COVID EXPENDITURES	0	1,594,218	2,302,810	
<u>TOTAL EXPENDITURES</u>	<u>\$79,812,265</u>	<u>\$71,770,792</u>	<u>\$83,397,716</u>	<u>4.49%</u>

REVENUE

EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$26,245,196	\$22,262,660	\$25,522,140	-2.76%
ONTARIO WORKS ADMINISTRATION	6,545,700	6,096,818	6,478,150	-1.03%
CHILDREN SERVICES PROGRAMS	13,736,600	11,967,572	14,435,381	5.09%
CHILDREN SERVICES ADMINISTRATION	701,000	642,217	638,620	-8.90%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	457,400	408,080	449,200	-1.79%
COMMUNITY HOUSING - OPERATING	13,948,159	11,454,009	14,795,310	6.07%
COVID REVENUE	0	1,365,219	2,302,810	
<u>TOTAL COUNTY REVENUE</u>	<u>\$61,634,055</u>	<u>\$54,196,575</u>	<u>\$64,621,611</u>	<u>4.85%</u>

NET COST

EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$294,650	\$233,029	\$294,650	0.00%
ONTARIO WORKS ADMINISTRATION	\$4,075,271	\$3,610,797	\$4,029,250	-1.13%
CHILDREN SERVICES PROGRAMS	\$1,249,376	\$850,080	\$1,155,740	-7.49%
CHILDREN SERVICES ADMINISTRATION	\$160,739	\$160,067	\$253,700	57.83%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	\$0	\$17,921	\$0	
COMMUNITY HOUSING - OPERATING	\$12,398,174	\$12,473,324	\$13,042,765	5.20%
COVID	\$0	\$228,999	\$0	
<u>NET COST</u>	<u>\$18,178,210</u>	<u>\$17,574,217</u>	<u>\$18,776,105</u>	<u>3.29%</u>

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

<u>MUNICIPALITIES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$5,373,479	\$5,194,939	\$5,538,951	29.50%
BELLEVILLE.....	\$7,433,070	\$7,186,097	\$7,647,508	40.73%
QUINTE WEST.....	\$5,371,661	\$5,193,181	\$5,589,646	29.77%
<u>TOTAL APPORTIONMENT</u>	<u>\$18,178,210</u>	<u>\$17,574,217</u>	<u>\$18,776,105</u>	<u>100.00%</u>

COUNTY OF HASTINGS
COMMUNITY AND HUMAN SERVICES
2021 BUDGET

COMMUNITY & HUMAN SERVICES - COVID RELATED PROGRAMS & EXPENSES

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

COUNTY OF HASTINGS

EXHIBIT E-2

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

PROGRAM EXPENDITURES

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

REVENUE

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

NET COST

	\$294,650	\$233,029	\$294,650	0.00%
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COUNTY OF HASTINGS

EXHIBIT E-3

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

<u>ADMINISTRATION</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
SALARIES	\$5,873,000	\$5,427,883	\$5,829,900	-0.73%
FRINGE BENEFITS	1,703,200	1,668,995	1,690,670	-0.74%
MILEAGE / TRAVEL / CONVENTIONS	30,000	5,023	25,000	-16.67%
POSTAGE	100,000	99,990	102,000	2.00%
TELEPHONE	100,000	102,103	101,000	1.00%
MAINTENANCE / UTILITIES & MISCELLANEOUS	112,000	75,613	85,000	-24.11%
OFFICE SUPPLIES	55,000	36,020	40,000	-27.27%
ADVERTISING	10,000	2,586	5,000	-50.00%
COMMERCIAL RENT	223,900	215,239	223,500	-0.18%
INTERCOMPANY RENT	456,600	456,631	459,630	0.66%
INSURANCE	24,800	24,784	30,500	22.98%
STAFF TRAINING	50,000	12,856	55,000	10.00%
CONSULTANTS		31	0	
PAYROLL CHARGES (CERIDIAN)	30,900	31,149	30,900	0.00%
AUDIT FEES	19,800	18,689	19,800	0.00%
LEGAL FEES	25,000	9,591	25,000	0.00%
MEMBERSHIP FEES	16,500	17,708	20,000	21.21%
COMPUTER COSTS	36,000	40,328	40,000	11.11%
INTERDEPT DESKTOP P.C. / SOFTWARE REPLAC	48,700	48,675	48,700	0.00%
COMMON COSTS	1,236,571	1,236,571	1,331,800	7.70%
EQUIPMENT	46,000	27,388	46,000	0.00%
EMPLOYMENT PLACEMENT INCENTIVES	400,000	120,729	275,000	-31.25%
EMERGENCY MEASURES PLAN	5,000	4,038	5,000	0.00%
COMMITTEE MEMBER FEES	10,000	19,761	10,000	0.00%
BANK FEES	8,000	5,234	8,000	0.00%
CONTRIBUTION TO RESERVES		0	0	
<u>TOTAL ADMINISTRATION EXPENDITURES</u>	<u>\$10,620,971</u>	<u>\$9,707,615</u>	<u>\$10,507,400</u>	<u>-1.07%</u>
<u>REVENUE</u>				
PROV. SUBSIDY - MCSS	6,449,700	5,982,283	6,382,150	-1.05%
MISC / INTEREST REVENUE	96,000	114,535	96,000	
CONTRIBUTION FROM RESERVE				
<u>TOTAL REVENUE</u>	<u>\$6,545,700</u>	<u>\$6,096,818</u>	<u>\$6,478,150</u>	<u>-1.03%</u>
<u>NET COST</u>	<u>\$4,075,271</u>	<u>\$3,610,797</u>	<u>\$4,029,250</u>	<u>-1.13%</u>

COUNTY OF HASTINGS

EXHIBIT E-4

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

<u>CHILDREN SERVICES PROGRAMS</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
CORE PROGRAM	\$8,467,088	\$7,560,121	\$8,327,918	-1.64%
WAGE ENHANCEMENT	1,463,200	670,554	1,518,342	3.77%
EARLYON LEARNING CENTERS	1,430,958	1,284,903	1,430,958	0.00%
EXPANSION	2,153,947	854,112	2,012,415	-6.57%
EARLY LEARNING CHILD CARE	850,081	850,082	850,081	0.00%
INDIGENOUS-LED CHILD CARE	324,625	324,625	324,625	0.00%
LICENSED HOME CHILD CARE	289,800	156,412	304,290	5.00%
SMALL WATER WORKS	6,277	9,043	9,048	44.15%
FEDERAL SAFE RESTART (COVID)		1,107,800	288,934	
PROVINCIAL REINVESTMENT FUNDING (COVID)			524,510	
	\$14,985,976	\$12,817,652	\$15,591,121	4.04%
<u>REVENUE</u>				
CORE PROGRAM	\$7,613,335	\$6,706,368	\$7,474,165	-1.83%
WAGE ENHANCEMENT	1,463,200	\$670,554	\$1,487,707	1.67%
EARLYON LEARNING CENTERS	1,430,958	\$1,284,903	\$1,430,958	0.00%
EXPANSION	1,758,324	\$854,112	\$1,758,324	0.00%
EARLY LEARNING CHILD CARE	850,081	\$850,082	\$850,081	0.00%
INDIGENOUS-LED CHILD CARE	324,625	\$331,064	\$324,625	0.00%
LICENSED HOME CHILD CARE	289,800	\$156,412	\$289,800	0.00%
SMALL WATER WORKS	6,277	\$6,277	\$6,277	0.00%
FEDERAL SAFE RESTART		\$1,107,800	\$288,934	
PROVINCIAL REINVESTMENT FUNDING			\$524,510	
	\$13,736,600	\$11,967,572	\$14,435,381	5.09%
<u>CHILDREN SERVICES PROGRAMS NET COST</u>	\$1,249,376	\$850,080	\$1,155,740	-7.49%

COUNTY OF HASTINGS

EXHIBIT E-5

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

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

COUNTY OF HASTINGS

EXHIBIT E-6

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

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

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

COMMUNITY HOUSING - OPERATING

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

HOUSING PROGRAMS

RENT SUPPLEMENT	912,700	919,865	925,080	1.36%
STRONG COMMUNITIES RENT SUPPLEMENT PROGRAM	263,700	285,868	290,430	10.14%
HOUSING ALLOWANCE DIRECT DELIVERY	393,000	399,666	480,000	22.14%
IAH RENT SUPPLEMENT COMPONENT	357,700	356,365	357,700	0.00%
HOME FOR GOOD HOUSING ALLOWANCE	86,400	0		-100.00%
PORTABLE HOUSING BENEFIT	68,700	12,968	68,700	0.00%
GOOD NEIGHBOUR PROGRAM	426,000	363,312	426,000	0.00%
COMMUNITY RELATIONS / RECREATIONAL PROGRAMS	89,300	52,640	91,000	1.90%
MORTGAGE PAYMENTS	1,186,300	1,167,741	1,152,800	-2.82%
DEBENTURES	881,600	881,600	837,145	-5.04%
HOME FOR GOOD FINANCING (NET OF PROV SUBSIDIES)	136,000	130,413	136,000	0.00%
BAD DEBT EXPENSE	70,000	85,950	85,000	21.43%
NON PROFIT HOUSING EXPENDITURES	3,353,100	3,325,642	3,225,100	-3.82%
	8,224,500	7,982,030	8,074,955	-1.82%

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

COMMUNITY HOUSING - OPERATING

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

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2021 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>REVENUE</u>				
TENANT REVENUE	\$6,409,100	\$6,429,425	\$6,430,000	0.33%
FEDERAL BLOCK FUNDING-PUBLIC / NON PROFIT HOUSING	3,058,800	3,058,779	2,983,600	-2.46%
AFFORDABLE HOUSING ADMINISTRATIVE	53,150	60,207	50,885	-4.26%
STRONG COMMUNITIES RENT SUPPLEMENT PROG	210,100	210,121	210,100	0.00%
IAH RENT SUPPLEMENT COMPONENT	357,700	356,365	357,700	0.00%
HOUSING ALLOWANCE DIRECT DELIVERY	393,000	399,666	480,000	22.14%
HOME FOR GOOD HOUSING	182,800	96,367	96,365	-47.28%
GOOD NEIGHBOUR PROGRAM	319,500	273,380	319,500	0.00%
SSRF FOR COMMUNITY OUTREACH		0		
OTHER REVENUE - MISCELLANEOUS / SOLAR PANELS	89,000	107,731	110,000	23.60%
CONTRIBUTION FROM RESERVE			76,270	
	<u>\$11,073,150</u>	<u>\$10,992,041</u>	<u>\$11,114,420</u>	<u>0.37%</u>
 <u>100% PROVINCIALY FUNDED PROGRAMS</u>				
HFG - PAYMENTS TO PARTNERS	\$401,220	\$398,770	\$401,220	0.00%
IAH - NEW RENTAL UNITS EXTERNALLY OWNED	\$1,998,483	\$0	\$2,565,540	28.37%
PORTABLE HOUSING UNIT	\$0	35,804	\$0	
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI)	\$453,079	27,394	\$576,710	27.29%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE - NON PROFIT RENT SUPPLEMENTS	22,227	0	\$137,420	
	<u>\$2,875,009</u>	<u>\$461,968</u>	<u>\$3,680,890</u>	<u>28.03%</u>
<u>TOTAL REVENUE</u>	<u>\$13,948,159</u>	<u>\$11,454,009</u>	<u>\$14,795,310</u>	<u>6.07%</u>
<u>NET COST OF OPERATING</u>	<u>\$10,488,174</u>	<u>\$10,563,324</u>	<u>\$11,192,765</u>	<u>6.72%</u>
<u>CAPITAL LEVY</u>	<u>\$1,910,000</u>	<u>\$1,910,000</u>	<u>\$1,850,000</u>	<u>-3.14%</u>
<u>NET COST</u>	<u>\$12,398,174</u>	<u>\$12,473,324</u>	<u>\$13,042,765</u>	<u>5.20%</u>

Social Housing 2021 Capital Budget

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

Budget Amount: \$232,300.00

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

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

Budget Amount: \$20,000.00

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

Project: Elevator Replacement – 43 Matthew Street, Marmora

Budget Amount: \$203,800.00

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

Project: Balcony Repairs – 45 Creswell Drive, Quinte West

Budget Amount: \$447,300.00

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

Project: Balcony Repairs – 247 Bridge Street West, Belleville

Budget Amount: \$256,800.00

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

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

Budget Amount: \$71,300.00

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

Project: Siding Replacement – 25 Station Street, Bancroft

Budget Amount: \$188,500.00

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

Project: Unit Rehabilitation – 23 McCamon Avenue, Tweed

Budget Amount: \$800,000.00

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

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

Budget Amount: \$435,000.00

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

Project: Kitchen and Bathroom Replacements – Various Locations

Budget Amount: \$300,000.00

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

Project: Hallway Flooring Replacement – 7 Turnbull Street

Budget Amount: \$152,900.00

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

Project: Air Conditioning Replacement – Various Locations

Budget Amount: \$150,000.00

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

Project: Unit Electrical Upgrades – 25 Wellington Crescent, Belleville

Budget Amount: \$80,000.00

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

Project: Plumbing Repairs – 23 McCamon, Tweed

Budget Amount: \$75,000.00

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

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

Budget Amount: \$50,000.00

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

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

Budget Amount: \$80,000.00

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

Project: Playground Upgrades at 5 Locations

Budget Amount: \$50,000.00

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

Project: Asphalt Sidewalk Replacement – 424 Bleecker Avenue, Belleville

Budget Amount: \$25,500.00

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

Project: Accessible Ramp – 5 Turnbull

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

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

Project: Gazebo Installation – 490 Sidney Street, Belleville

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

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

Project: Vehicle Replacement (2)

Budget Amount: \$91,700.00

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

COMMUNITY AND HUMAN SERVICES 2021 CAPITAL EXPENDITURE PLAN

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

2021 Capital Budget

3,409,900	P1 - Legislated/mandate, health & safety, operational failure
300,200	P2 - End of Useful life; Lifecycle management, cost reduction if completed, operational efficiency
-	P3 - Lifecycle replacement, scheduled end of life
66,000	P4 - Service enhancement
3,776,100	

Carry forward Capital Projects

1,934,772
5,710,872

RESERVE

Opening Reserve	\$5,859,800
2021 Contribution	1,850,000
Canada-Ontario Community Housing Initiative (COCHI)	1,261
Debt Financing	800,000
New Horizons for Seniors Grant	66,000
Capital Projects	(5,710,872)
Closing Reserves	\$ 2,866,189

COMMUNITY AND HUMAN SERVICES 2020 CAPITAL EXPENDITURE PLAN - CARRYOVER PROJECTS						
Project	Location	Budgets Approved by Council	Additional Budget Request to Complete	Expenses Incurred to Dec 31, 2020	Projected Future Spending to Complete	Priority Level
New Construction						
Purchase and Design of 32-Unit Complex in Quinte West	College Street	700,000		0	700,000	P4
Elevators and Lifts						
Electrical/Mechanical						
Camera System Upgrade	All Properties	1,000,000	19,000	0	1,019,000	P1
MUA Unit Upgrades	185 Cannifton	60,000		54,317	5,683	P1
MUA Unit Upgrades	139 Ontario	60,000		52,805	7,195	P1
Exterior Repairs						
Roof Repair	5 Turnbull	466,100		442,930	23,570	P1
Interior Repairs						
Unit rehabilitation	23 McCamon	200,000	41,000	228,065	12,935	P1
Site Work						
Fencing Replacement	Tracey Park Drive	155,000	15,500	4,111	166,389	P1
CARRYFORWARD CAPITAL PROJECTS BUDGET		2,641,100	75,500	781,828	1,934,772	

2 units vacant to repair

Community and Human Services Capital Budget
Multi-Year Forecast

2022	2023	2024	2025
New Quinte West Complex 32 Units	7,448,000		
Replace Fencing	155,754		
59 units -Remove patio doors and replace with man door (\$3,000 / unit) and window for A/C unit	183,790		
Pave New Parking Lot Addition	202,480		
Parking Lot Repavement	171,330		
Install Rubber Flooring in Main Hall Laundry and Washrooms	26,997		
Window Replacement	498,413		
Exit & Emergency Lighting Upgrade	73,724		
Replace Soffit & Eavestrough	101,759		
Window Replacement	913,758		
Window Replacement	415,344		
MUA Replacement	62,302		
Window Replacement	376,406		
Window Replacement	323,969		
Window Replacement	51,918		
Intercom Upgrade	25,959		
Replace Electrical Distribution Panel	62,302		
Paint Exposed Steel	46,726		
Repoint Brickwork	32,189		
Repoint Exposed Steel	830,689		
Unit Rehabilitation	232,780		
***Parking Lot Repaving	317,427		
***Hvac Replacement - 2 Units	85,042		
***Roof Replacement	475,466		
***Window Replacement	317,427		
***Repairing & Repoint Brickwork	185,140		
***LED Lighting upgrade in Common Areas	39,665		
***Intercom Upgrade	52,956		
Vehicle Replacement (X1)	48,803		
*** Project deferred from 2021			
2023			
Install New Furnaces	228,800	242,091	
Replace Fire Alarm Sprinkler System and Standpipe	84,360	89,260	
Replace Sprinkler System	25,179	26,642	
Lift Replacement with Elevator	250,000	264,522	
Replace Exterior Metal Doors	32,500	34,388	
LED Lighting Upgrade	108,000	114,274	
Replace Entrance Doors	176,000	186,224	
Upgrade Exterior Lighting	102,000	107,925	
Repoint Brickwork	25,000	26,452	
Window Replacement	320,000	338,589	
Replace Entrv Doors	33,000	34,917	
Replace Ceiling Tile	50,000	52,904	
LED Lighting Upgrade	75,000	79,357	
Fire Alarm Panel Replacement	70,000	74,066	
Vinyl Siding Replacement	178,000	188,340	
Repoint Brickwork	25,000	26,452	
Sidewalk Repairs	150,000	158,713	
Replace Main & Sub electrical Panels	55,000	58,195	
Window Replacement	244,000	258,174	
Exterior LED Lighting Upgrade	26,000	27,510	

Community and Human Services Capital Budget
Multi-Year Forecast

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

Community and Human Services Capital Budget
Multi-Year Forecast

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

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

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2022	2023	2024	2025
HVAC Unit Replacement	185 Cannifton Rd	P3	10,000	2026				
Exterior Lighting	185 Cannifton Rd	P2	20,000	2026				
Hot Water Tank Replacement	Pine St	P3	142,500	2026				
Furnace Replacement	Pine St	P3	684,000	2026				
Exterior Lighting	Pine St	P2	85,500	2026				
Hot Water Boiler Tanks	139 Ontario St	P3	69,000	2026				
Make up Air Unit Replacement	139 Ontario St	P3	20,000	2026				
Furnace Replacements	315 Edmond St	P3	48,000	2026				
Make Up Air Unit Replacement	315 Edmond St	P3	80,000	2026				
Sprinkler System Upgrades	315 Edmond St	P1	50,000	2026				
Furnace Replacements	43 Matthew	P3	48,000	2026				
Make Up Air Unit Replacement	43 Matthew	P3	20,000	2026				
Furnace Replacements	Russell St	P3	914,000	2026				
Exterior Lighting	Russell St	P2	11,000	2026				
Hot Water Tanks	Yorke & Kent	P3	50,000	2026				
Furnace Replacements	Yorke & Kent	P3	480,000	2026				
Driveway Repaving	Yorke & Kent	P3	14,000	2026				
Sidewalks	Yorke & Kent	P1	20,000	2026				
Furnace Replacement	Elgin Tripp West Moira	P3	405,000	2026				
Exterior Lighting	Elgin Tripp West Moira	P2	15,600	2026				
Masonry Repair	Tracey Park	P3	12,500	2026				
Furnace Replacements	Janiyn Cres	P3	80,000	2026				
Domestic Hot Water System	204 Church St	P3	37,500	2026				
Make Up Air Unit Replacement	204 Church St	P3	20,000	2026				
Make Up Air Unit Replacement	485 Bridge St E	P3	145,000	2026				
Exterior Lighting	485 Bridge St E	P2	9,000	2026				
Domestic Hot Water System	21 Albert St	P3	37,500	2026				
Make Up Air Unit Replacement	21 Albert St	P3	20,000	2026				
Domestic Hot Water System	24 Creswell	P3	40,000	2026				
Make Up Air Unit Replacement	24 Creswell	P3	20,000	2026				
Primary Electrical & Supply Panels	24 Creswell	P3	17,500	2026				
Domestic Hot Water System	40 Mill St	P3	19,000	2026				
Make Up Air Unit Replacement	40 Mill St	P3	20,000	2026				
Furnace Replacement	Marsh Dr	P3	160,000	2026				
Driveway Repaving	Marsh Dr	P3	37,600	2026				
Sidewalks & Landscaping	Marsh Dr	P3	117,500	2026				
Hot Water Tanks	North Park	P3	97,500	2026				
Furnace Replacements	North Park	P3	312,000	2026				
Patio Replacements	North Park	P3	195,000	2026				
Fencing	North Park	P3	24,000	2026				
Vehicle Replacement (X1)	North Park	P3	45,000	2026				
Total			18,079,023		\$ 13,759,514	\$ 5,795,517	\$ 1,157,747	\$ 3,178,479
Opening Reserve					2022	2023	2024	2025
Contribution					\$2,866,189	(\$763,637)	(\$3,862,682)	(\$3,170,429)
Grants					\$1,850,000	\$1,850,000	\$1,850,000	\$1,850,000
Debt Finance					\$8,279,689	\$846,472		
Expenditures					(\$13,759,514)	(\$5,795,517)	(\$1,157,747)	(\$3,178,479)
Closing Reserve					(\$763,637)	(\$3,862,682)	(\$3,170,429)	(\$4,498,908)

LONG-TERM CARE

	<u>2020</u>	<u>2021</u>
Operating Expenses	\$30,784,009	\$33,896,129
Revenue	(\$26,985,029)	(\$29,660,047)
Capital	<u>\$ 2,529,670</u>	<u>\$ 2,532,293</u>
Net Cost	<u>\$ 6,328,650</u>	<u>\$ 6,768,375</u>
Hastings Manor	\$3,667,229	\$3,966,826
Centennial Manor	\$2,661,421	\$2,801,549

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

Hastings Manor

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

Centennial Manor

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

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

Our current hours of care are:

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

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

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

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

COVID-19 Impact

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

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

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

Provincial Revenue/Per Diems

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

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

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

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

Wage Settlements

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

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

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

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

Issues common to both homes:

Common Costs

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

Council

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

Costs associated with this support are shared among the operating departments based on standard templates that have been in place since 1998 (with modifications from time to time) when the County was appointed Consolidated Municipal Services Manager (CMSM) by the Province. Using a standard template provides for a transparent and equitable method to ensure that each of the departments and partners pay their fair share. The costs being allocated increased by 2.98% in 2021.

Interdepartmental Hardware/Software Charges

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

Insurance

Consistent with the experience of other municipalities, the County of Hastings experienced a large increase in insurance premiums with the 2021 renewal.

As a result of the large increase, the County sought an alternate quote and was able to reduce the premiums by changing insurance coverage to an alternate provider. Although we were able to reduce the premium by switching providers, the cost is still 22% higher than the 2020 premium.

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

Heating

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

Vehicle Operations

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

Recreation & Therapy Services

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

Hastings Manor

Recreation and Therapy Services

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

Dietary

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

Nursing and Personal Care (NPC)

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

Housekeeping

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

General and Administration

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

Building/Facility Services

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

Centennial Manor

Dietary

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

Nursing and Personal Care

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

General & Administration

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

Building/Facility Services

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

Debt

Hastings Manor

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

The loan to support Hastings Manor reconstruction matures in May 2022. (\$2,338,500)

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

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

Centennial Manor

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

The loan to support Centennial Manor matures in May 2022.

Capital

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

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

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

Capital projects were prioritized using the following categorization:

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

The projects scheduled for 2021 are included in the capital budget schedule with a brief description and their priority level.

Due to funding constraints, the projects being recommended are P1 status. An additional 2 capital projects valued at \$170,000 were planned for 2021 but were deferred due to funding constraints. The deferred projects are classified as P2 which means they are at the end of their useful life. Staff assessed each project and determined that with the limited funding available, these projects could be deferred for 1 year.

The goal of the department is to have sufficient funding to proceed with all scheduled projects in a year and not have to defer due to funding constraints.



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Joint and Several Liability & Rising Municipal Insurance Costs

February 16, 2021

By Rick Johal, Senior Advisor, AMO

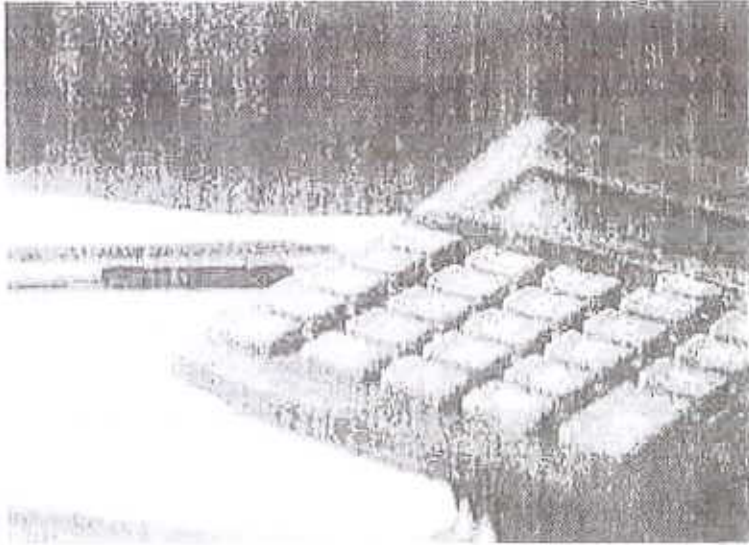
In early 2019, Premier Doug Ford announced to the delegates of the Rural Ontario Municipal (ROMA) Conference that his government was going to launch consultations into the long-standing municipal concern around joint and several liability. I remember being in the room and noting that this announcement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

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

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

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

burden on municipalities.



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

This issue is not going away.

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

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

Category

AMO

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COUNTY OF HASTINGS

HASTINGS / QUINTE LONG TERM CARE

2021 BUDGET

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
OPERATING EXPENSES	\$ 30,784,009	\$ 32,968,034	\$ 33,896,129	10.11%
REVENUE	(26,985,029)	(29,902,053)	(29,660,047)	9.91%
NET OPERATING COST	3,798,980	3,065,981	4,236,082	11.51%
CAPITAL	2,529,670	2,357,920	2,532,293	0.10%
NET COST	<u>\$ 6,328,650</u>	<u>\$ 5,423,901</u>	<u>\$ 6,768,375</u>	<u>6.95%</u>

BREAKDOWN BY FACILITY

HASTINGS MANOR	3,667,229	3,014,708	3,966,826	8.17%
CENTENNIAL MANOR	2,661,421	2,409,193	2,801,549	5.27%
	<u>\$ 6,328,650</u>	<u>\$ 5,423,901</u>	<u>\$ 6,768,375</u>	<u>6.95%</u>

MUNICIPAL PARTNERS COST SHARE RECOVERY

BELLEVILLE	3,077,080	2,491,054	3,223,588	4.76%
QUINTE WEST	1,625,519	1,466,183	1,777,437	9.35%
HASTINGS COUNTY	1,626,051	1,466,665	1,767,351	8.69%
	<u>\$ 6,328,650</u>	<u>\$ 5,423,901</u>	<u>\$ 6,768,375</u>	<u>6.95%</u>

COUNTY OF HASTINGS

EXHIBIT G

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

2021 BUDGET

OPERATING

EXPENDITURES

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
WAGES	\$13,078,841	\$12,824,714	\$13,416,978	2.59%
FRINGE BENEFITS	3,204,317	3,075,044	3,354,245	4.68%
HEATING, HYDRO & WATER	743,000	731,203	743,000	0.00%
SUB TOTAL	\$17,026,158	\$16,630,961	\$17,514,223	2.87%
ALL OTHER EXPENSES	\$3,525,400	\$3,418,776	\$3,552,340	0.76%
CONTRIBUTION TO RESERVES	0	0	0	
COVID EXPENSES	0	2,038,069	1,794,449	
TOTAL EXPENDITURES	\$20,551,558	\$22,087,806	\$22,861,011	11.24%

REVENUE

PROVINCIAL SUBSIDY	\$12,051,522	\$12,300,856	\$12,429,213	3.13%
RESIDENT-BASIC ACCOMMODATION	5,121,539	4,916,611	4,912,909	-4.07%
RESIDENT-PREF. ACCOMMODATION	1,032,932	974,072	1,010,830	-2.14%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	25,300	26,699	26,196	3.54%
-COVID-19 Funding		2,037,785	1,794,449	
-RAI-MDS INITIATIVE-SUSTAINABI	132,415	132,410	133,445	0.78%
-High Needs-Nursing Per Diem	60,885	60,188	60,721	-0.27%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-BSO Funding	100,008	100,008	100,008	0.00%
-Quality Attainment Premium	33,335	33,331	33,940	1.81%
-Falls Prevention Equipment	25,296	25,296	25,296	0.00%
MISC. REVENUE (INTEREST / DONATIONS / OTHER)	6,700	69,690	6,700	0.00%
CONTRIBUTION FROM RESERVES-WSIB	30,000	0		-100.00%
CONTRIBUTION FROM RESERVES			98,700	
	\$18,725,940	\$20,782,954	\$20,738,414	10.75%
TOTAL OPERATING	\$1,825,618	\$1,304,852	\$2,122,597	16.27%

CAPITAL

CAPITAL LEVY	\$225,000	\$225,000	\$225,000	0.00%
LONG TERM DEBT COST	2,575,000	2,443,226	2,575,000	0.00%
PROVINCIAL DEBT SERVICING ALLOWANCE	(958,389)	(958,370)	(955,771)	-0.27%
TOTAL CAPITAL	\$1,841,611	\$1,709,856	\$1,844,229	0.14%

NET COST

NET COST	\$3,667,229	\$3,014,708	\$3,966,826	8.17%
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BASED ON 2019

APPORTIONMENT RATES

<u>DISTRIBUTION OF NET COSTS</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
Based on proportionate share of beds(Resident Days)				
BELLEVILLE	\$2,641,139	\$2,096,428	\$2,758,531	69.54%
Based on proportionate share of weighted assessment				
QUINTE WEST	\$513,045	\$459,140	\$604,148	15.23%
HASTINGS	\$513,045	\$459,140	\$604,148	15.23%
	\$3,667,229	\$3,014,708	\$3,966,826	100.00%

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

EXPENDITURES	2020 BUDGET	2020 ACTUAL	2021 BUDGET	%
<u>RECREATION & THERAPY SERVICES</u>				
SALARIES	\$769,271	\$778,027	\$768,785	-0.06%
FRINGE BENEFITS	188,471	186,879	192,196	1.98%
PURCHASED SERVICE - PHYSIOTHERAPY	209,484	180,508	209,484	0.00%
- OTHER	1,526	1,562	1,526	
SUPPLIES-(HOBBY/CRAFTS/RECRTN)	4,900	2,843	4,900	0.00%
EQUIPMENT - REPLACEMENTS / ADDITIONS	2,367	3,974	3,370	42.37%
EQUIPMENT - MAINTENANCE	1,594	80	1,594	0.00%
EDUCATION/TRAINING-SUPPLIES/SER	1,800	102	1,800	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
VEHICLE OPERATIONS		196		
OTHER EXPENSES	1,935		9,068	368.63%
EXPENDITURE RECOVERIES		-748		
	\$1,181,348	\$1,153,423	\$1,192,723	0.96%
<u>DIETARY SERVICES</u>				
SALARIES	\$1,364,460	\$1,447,917	\$1,383,428	1.39%
FRINGE BENEFITS	334,293	347,782	345,857	3.46%
RAW FOOD	890,342	885,062	890,206	-0.02%
PURCHASED SERVICES	989	639	989	0.00%
SUPPLIES	38,000	27,345	30,118	-20.74%
HIGH NEEDS SUPPLIES				
EQUIPMENT - NEW		4,096		
EQUIPMENT - REPLACEMENTS	97,670	88,875	63,652	-34.83%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	2,000		2,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		(3,514)		
	\$2,727,754	\$2,798,202	\$2,716,250	-0.42%
<u>NURSING & PERSONAL CARE</u>				
SALARIES	\$8,954,039	\$8,659,921	\$9,264,657	3.47%
FRINGE BENEFITS	2,193,741	2,100,065	2,316,164	5.58%
MEDICAL DIRECTOR FEES	27,780	25,427	27,703	-0.28%
PHYSICIAN ON CALL FEES	25,370	26,053	25,302	-0.27%
PURCHASED SERVICES	24,448	23,729	25,790	5.49%
MEDICAL & NURSING SUPPLIES	65,000	70,363	65,000	0.00%
HIGH NEEDS SUPPLIES	60,190	41,977	58,177	-3.34%
INCONTINENT SUPPLIES	125,007	121,475	126,860	1.48%
EQUIPMENT - NEW	22,465	37,139	18,632	-17.06%
EQUIPMENT - REPLACEMENTS	66,054	52,825	89,156	34.97%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	5,650	452	5,650	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES		181		
EXPENDITURE RECOVERIES		(29,839)		
	\$11,569,744	\$11,129,768	\$12,023,091	3.92%

HASTINGS / QUINTÉ L.T.C.

HASTINGS MANOR

2021 BUDGET

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>HOUSEKEEPING SERVICES</u>				
SALARIES	\$1,056,165	\$1,011,592	\$1,098,761	4.03%
FRINGE BENEFITS	258,760	217,601	274,690	6.16%
PURCHASED SERVICES	4,498	1,480	8,943	98.82%
SUPPLIES	65,455	65,468	73,025	11.57%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	8,520	4,120	8,805	3.35%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	1,000	0	1,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		(1,855)		
	\$1,394,398	\$1,298,406	\$1,465,224	5.08%
<u>LAUNDRY & LINEN SERVICES</u>				
SALARIES	\$132,601	\$136,641	\$133,556	0.72%
FRINGE BENEFITS	32,487	32,821	33,389	2.78%
REPLACEMENT UNIFORMS				
PURCHASED SERVICES	200	66	200	0.00%
INCONTINENCE SUPPLIES				
LAUNDRY SUPPLIES	13,494	11,856	13,961	3.46%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	32,728	30,986	21,884	-33.13%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	35,056	30,513	37,876	8.04%
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES				
	\$246,566	\$242,883	\$240,866	-2.31%
<u>GENERAL & ADMINISTRATIVE</u>				
SALARIES	\$466,500	\$449,640	\$478,179	2.50%
FRINGE BENEFITS	114,293	108,002	119,545	4.60%
ADVERTISING	2,000	5,143	5,200	160.00%
PURCHASED SERVICES	74,405	96,317	74,639	0.31%
COMMITTEE FEES	2,800	9,722	2,800	0.00%
COMMON COSTS	759,537	759,537	768,800	1.22%
HARDWARE/SOFTWARE INTERDEPT CHARGES	26,500	26,513	30,100	13.58%
BAD DEBT EXPENSE				
AUDIT FEES	9,600	9,426	9,600	0.00%
LEGAL FEES	40,000	19,783	40,000	0.00%
POSTAGE	4,249	3,595	4,643	9.27%
PRINTING & STATIONERY	13,000	13,787	14,000	7.69%
EQUIPMENT - NEW		579	9,320	
EQUIPMENT - REPLACEMENTS	6,187	487	6,187	0.00%
EQUIPMENT - MAINTENANCE		81		
VEHICLE MAINTENANCE / OPERATIONS	2,086	0		-100.00%
CONTRIBUTION TO RESERVE - WSIB / INSURANCE				
ASSOCIATION MEMBERSHIPS	15,828	15,771	19,234	21.52%
EDUCATION/TRAINING-SUPPLIES/SER	28,000	2,813	20,000	-28.57%
ATTENDANCE COSTS-TRAVEL/CONVN	5,480	1,325	5,480	0.00%
OTHER EXPENSES	14,254	12,778	11,754	-17.54%
BANK CHARGES	1,080	1,742	2,000	85.19%
EXPENDITURE RECOVERIES				
INSURANCE CLAIM EXPENSE		24,784		
UNIT TOTAL	\$1,585,799	\$1,561,825	\$1,621,481	2.25%

HASTINGS / QUINTE L.T.C.

HASTINGS MANOR

2021 BUDGET

EXPENDITURES	2020 BUDGET	2020 ACTUAL	2021 BUDGET	%
<u>BUILDING/FACILITY SERVICES</u>				
SALARIES	\$335,805	\$340,976	\$289,612	-13.76%
FRINGE BENEFITS	82,272	81,894	72,403	-12.00%
SERVICE CONTRACTS	270,000	268,088	273,000	1.11%
EQUIPMENT - NEW	9,046	0	9,046	0.00%
EQUIPMENT - REPLACEMENTS	64,015	83,659	70,200	9.66%
EQUIPMENT - MAINTENANCE	59,424	58,456	64,186	8.01%
VEHICLE OPERATIONS	9,600	11,242	4,070	-57.60%
BUILDING REPAIRS & MAINTENANCE	164,110	170,976	164,500	0.24%
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
HEATING	185,000	174,580	185,000	0.00%
OTHER UTILITIES	558,000	556,623	558,000	0.00%
INSURANCE	123,900	123,906	141,800	14.45%
TELEPHONE	26,010	32,125	26,010	0.00%
TAXES				
CONSULTING / ARCHITECT FEES				
OTHER EXPENSES	9,667	0		-100.00%
EXPENDITURE RECOVERIES	(50,900)	(37,295)	(50,900)	0.00%
	\$1,845,949	\$1,865,230	\$1,806,927	-2.11%
<u>COVID EXPENSES</u>				
SALARIES		\$1,606,265	\$1,013,910	
FRINGE BENEFITS		261,426	253,478	
STAFF ACCOMMODATIONS		403		
EQUIPMENT - MEDICAL		7,169	7,510	
EQUIPMENT - IT		214		
EQUIPMENT - OTHER		36,770	118,392	
CLEANING SUPPLIES		14,163	13,903	
SUPPLIES PPE		73,489	387,256	
OTHER EXPENSES		38,170		
	0	2,038,069	1,794,449	
TOTAL OPERATING EXPENDITURES	\$20,551,558	\$22,087,806	\$22,861,011	11.24%

COUNTY OF HASTINGS

EXHIBIT H

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

2021 BUDGET

OPERATING

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
WAGES	\$6,406,606	\$6,444,096	\$6,499,201	1.45%
FRINGE BENEFITS	1,505,559	1,445,881	1,494,816	-0.71%
HEATING, HYDRO & WATER	332,200	262,860	307,250	-7.51%
<u>SUB TOTAL</u>	<u>\$8,244,365</u>	<u>\$8,152,837</u>	<u>\$8,301,267</u>	<u>0.69%</u>
ALL OTHER EXPENSES	\$1,988,086	\$1,852,653	\$2,099,071	5.58%
CONTRIBUTION TO RESERVES	0	2,789	0	
COVID COSTS	0	871,949	634,780	
<u>TOTAL EXPENDITURES</u>	<u>\$10,232,451</u>	<u>\$10,880,228</u>	<u>\$11,035,118</u>	<u>7.84%</u>

REVENUE

PROVINCIAL SUBSIDY	\$5,357,557	\$5,405,444	\$5,435,760	1.46%
RESIDENT-BASIC ACCOMMODATION	2,192,059	2,139,537	2,137,820	-2.47%
RESIDENT-PREF. ACCOMMODATION	348,565	344,198	350,000	0.41%
PROVINCIAL SUBSIDY -Physician on Call	15,000	15,831	15,528	3.52%
-COVID-19 Funding		842,734	634,780	
-RAI MDS Initiative-Sustainability	57,874	57,566	58,020	0.25%
-Quality Attainment Premium	14,494	14,488	14,757	1.81%
-Falls Prevention Equipment	11,004	11,004	11,004	0.00%
-High Needs Nursing	26,472	26,171	26,400	-0.27%
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-Nurse Practitioner	122,856	122,856	122,856	0.00%
MISC. REVENUE (RENT / OTHER)	7,200	33,262	8,700	20.83%
CONTRIBUTION FROM RESERVES				
<u>TOTAL REVENUE</u>	<u>\$8,259,089</u>	<u>\$9,119,099</u>	<u>\$8,921,633</u>	<u>8.02%</u>

TOTAL OPERATING

<u>\$1,973,362</u>	<u>\$1,761,129</u>	<u>\$2,113,485</u>	<u>7.10%</u>
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CAPITAL

CAPITAL LEVY	\$120,324	\$120,324	\$120,324	0.00%
LONG TERM DEBT COST	984,426	944,426	984,426	0.00%
PROVINCIAL DEBT SERVICING ALLOWANCE	(416,691)	(416,686)	(416,686)	0.00%
<u>TOTAL CAPITAL</u>	<u>\$688,059</u>	<u>\$648,064</u>	<u>\$688,064</u>	<u>0.00%</u>

NET COST

<u>\$2,661,421</u>	<u>\$2,409,193</u>	<u>\$2,801,549</u>	<u>5.27%</u>
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DISTRIBUTION OF NET COSTS

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>HASTINGS COUNTY</u>	\$1,113,006	\$1,007,525	\$1,163,203	41.52%
<u>QUINTE WEST</u>	\$1,112,474	\$1,007,043	\$1,173,289	41.88%
<u>BELLEVILLE - (THURLOW / QUINTE WEST ANNEX)</u>	\$435,941	\$394,626	\$465,057	16.60%
<u>TOTALS</u>	<u>\$2,661,421</u>	<u>\$2,409,193</u>	<u>\$2,801,549</u>	<u>100.00%</u>

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

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

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

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

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

<u>EXPENDITURES</u>	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>%</u>
<u>BUILDING / FACILITY SERVICES</u>				
SALARIES	\$243,546	\$233,029	\$206,358	-15.27%
FRINGE BENEFITS	57,233	52,582	47,462	-17.07%
PURCHASED SERVICE- Interdepartmental Rent From NHPB	208,850	208,850	220,665	5.66%
- Interdepartmental Charges Offset to NHPB	(84,100)	(84,100)	(88,990)	5.81%
-Service Contracts	179,999	176,038	180,000	0.00%
EQUIPMENT - NEW	16,298	17,211	25,034	53.60%
EQUIPMENT - One Time Ministry Funded Purchases				
EQUIPMENT - REPLACEMENTS	57,270	44,487	62,941	9.90%
EQUIPMENT - MAINTENANCE	49,130	49,325	49,360	0.47%
BUILDING REPAIRS & MAINTENANCE	67,796	52,480	93,450	37.84%
EDUCATION/TRAINING-SUPPLIES/SERV	0		1,272	
ATTENDANCE COSTS-TRAVEL/CONVNT				
ELECTRICITY	135,000	115,328	135,000	0.00%
GAS-PROPANE	144,200	102,948	125,000	-13.31%
WATER & SEWER	53,000	44,584	47,250	-10.85%
INSURANCE PREMIUM	45,500	45,544	51,300	12.75%
INSURANCE CLAIM / DEDUCTIBLE				
TELEPHONE	20,715	24,583	21,240	2.53%
OTHER EXPENSES	5,000	34	3,000	-40.00%
EXPENDITURE RECOVERIES	(72,500)	(121,410)	(72,500)	0.00%
UNIT TOTAL	\$1,126,937	\$961,513	\$1,107,842	-1.69%
<u>COVID EXPENSES</u>				
SALARIES		643,427	408,000	
FRINGE BENEFITS		97,444	93,840	
EQUIPMENT - MEDICAL		1,168		
EQUIPMENT - IT		3,318		
EQUIPMENT - OTHER		49,627	77,940	
CLEANING SUPPLIES		3,469		
SUPPLIES PPE		40,904	40,000	
OTHER EXPENSES		32,592	15,000	
UNIT TOTAL	\$0	\$871,949	\$634,780	
TOTAL OPERATING EXPENDITURES	10,232,451	10,880,228	11,035,118	7.84%

Hastings Manor 2021 Capital Budget

Project: Hand Rail Replacement & Wall Protection

Budget Amount: \$300,000.00

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

Project: Building Automation System Upgrade

Budget Amount: \$175,000.00

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

Project: Tile Floor Replacement 2nd Floor

Budget Amount: \$150,000

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

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

Project: Phone System Replacement

Budget Amount: \$100,000.00

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

Project: Air Conditioners in Serveries Rooms

Budget Amount: \$90,000.00

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

Project: Tub Replacement & Tub Room Makeover

Budget Amount: \$52,000.00

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

Project: Diesel Fuel Tank Replacement

Budget Amount: \$34,000.00

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

HASTINGS MANOR 2021 CAPITAL EXPENDITURE PLAN

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

RESERVE

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

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

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

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

Centennial Manor 2021 Capital Budget

Project: Air Conditioning – Common Areas

Budget Amount: \$1,025,000

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

Project: Resident Park Fencing

Budget Amount: \$80,000.00

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

Project: Resident Room Floor Replacements

Budget Amount: \$40,000.00

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

Project: Auditorium Floor Replacement

Budget Amount: \$32,900

Justification: The existing auditorium is located in the North Hastings Profession Building, the floor has many cuts and tears. The above cost represents the Home's 47% share of the cost of replacing this floor. The remaining 53% of the cost is covered by the NHPB budget.

Project: Tub Replacement & Tub Room Makeover

Budget Amount: \$52,000.00

Justification: For the past few years the Home has been replacing 1 of the Arjo resident bathtubs and renovating the tub room into more of a spa atmosphere for the residents. This includes the installation of a wall mural and repainting and decorating the room. These changes have resulted in a more relaxed bathing time for the residents and reduced incidents of conflict.

Project: LED Lighting Upgrades

Budget Amount: \$50,000.00

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

Project: Toilet Replacements

Budget Amount: \$45,000.00

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

Project: Washer Replacement

Budget Amount: \$25,000.00

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

Project: Resident Park Enhancement

Budget Amount: \$25,000

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

CENTENNIAL MANOR 2021 CAPITAL EXPENDITURE PLAN

Project	2021 Projects	Justification/ Comments	Priority Level
Air Conditioning	1,025,000		P1
Resident park fencing	80,000	Resident Park fencing security enhancements	P1
Resident Room Floors	40,000	15 rooms per year	P1
Auditorium floor	32,900	47% of the cost (53% paid by NHPB)	P1
Tub Replacement and Tub Room makeover	52,000		P2
LED Lighting upgrade	50,000		P2
Toilet Replacements	45,000	15 Rooms per year	P2
Washer Replacement	25,000		P2
Resident Park Enhancement	25,000		P2
Total	\$ 1,374,900		
2021 Capital Budget			
	1,177,900	P1 - Legislated/mandate, Health & Safety, operational failure	
	197,000	P2 - Lifecycle Management; cost reduction if completed	
	-	P3 - Lifecycle Replacement, Scheduled End of Life	
	-	P4 - Service Enhancement	
	\$ 1,374,900		

RESERVE
 Opening Reserve 504,142
 2021 Contribution 120,324
 Grants / Donations: ICIP application 982,375
 Debt Financing
 Current Year Capital Projects (1,374,900)
 Closing Reserves **231,941**

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

Project	2022	2023	2024	2025	2026	Priority
Resident Park Enhancement	300,000					P2
Bedpan Flusher	18,000					P2
Dryer Replacement	10,000					P2
Resident Wing Washer & Dryers	10,000		10,000			P3
Resident Shower Room Upgrade	25,000	25,000	25,000	25,000		P3
10 Resident Beds & Mattress		20,000		20,000		P2
Portable Lifts X2		28,000		28,000		P2
Parking Lot Paving			312,000			P3
Freight Elevator Refurbishment				115,000		P3
Tub Replacement				35,000		P2
Flooring Repair and Replacemen	40,000	40,000	40,000	40,000	40,000	P1
Toilet Replacements	45,000	45,000	45,000	45,000	45,000	P2
NHPB Roof Replacement					322,000	P3
	\$ 448,000	\$ 158,000	\$ 432,000	\$ 308,000	\$ 407,000	
Opening Reserve	231,941	179,265	521,265	589,265	781,265	
Contribution	395,324	500,000	500,000	500,000	500,000	
Grants	(448,000)	(158,000)	(432,000)	(308,000)	(407,000)	
Expenditures	179,265	521,265	589,265	781,265	874,265	
Closing Reserve						



MUNICIPAL PROPERTY ASSESSMENT CORPORATION

December 15, 2020

City of Belleville
Attention: Susan Howard
Manager of Revenue & Taxation
169 Front Street
Belleville, ON K8N 2Y8

Subject: 2021 Municipal Levy Letter

In support of your fiscal planning during these unprecedented times, this letter is to advise that the Municipal Property Assessment Corporation (MPAC) Board of Directors has approved the corporation's 2021 budget with a total municipal levy that remains unchanged from last year. This 0% levy increase maintains service levels while providing stability and support to our municipal partners.

Like many businesses, MPAC responded to the uncertainty created by COVID-19 by reviewing expenses and implementing organizational wide constraints. We have strictly managed our cash flow and have worked to identify efficiencies and cost reductions to maintain our budget at the current level for 2021 despite rising labour costs that are required to fund contractual obligations and maintain service levels.

We will continue to work with our municipal partners to find new and efficient ways to provide our services as we begin to emerge from the pandemic and look to the future.

The annual 2021 levy amount for your municipality will be approximately \$639,327.26, or a 0.06% increase.

Your first bill will be mailed in early January 2021, followed by equal quarterly installments.

Under the *Municipal Property Assessment Corporation Act*, funding requirements are distributed to each municipality based on their total assessed values and property counts, as compared to all of Ontario. You can find details of your levy requirement in the enclosed calculation document. An explanation of how the municipal levy is calculated is [available here](#).

If you have any questions about:

- MPAC's funding requirements, please contact Mary Meffe; or
- Assessment services provided to your municipality, please contact Carmelo Lipsi.

Mary's Contact info:
Vice-President,
Corporate and Information Services
and Chief Financial Officer
289.539.0306
Mary.Meffe@mpac.ca

Carmelo's Contact info:
Vice-President,
Valuation and Customer Relations
and Chief Operating Officer
289.317.0881
Carmelo.Lipsi@mpac.ca

Yours truly,



Nicole McNeill,
President and Chief Administrative Officer

Attachment

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



MUNICIPAL PROPERTY ASSESSMENT CORPORATION

**SUPPORTING INFORMATION FOR THE CALCULATION OF 2021
PROPERTY ASSESSMENT SERVICES AND SUPPORT COSTS**

Municipality **City of Belleville**

Legislated Cost Recovery = $\frac{(A+B)}{2} \times C$
Formula

	City of Belleville	Province	Municipality's Share	% Change
Assessment Value (A)				
2021	\$6,436,051,336	\$3,001,138,839,510	0.2145%	
2020	\$6,328,145,636	\$2,963,462,699,661	0.2135%	0.43%
Property Count (B)				
2021	20,645	5,425,834	0.3805%	
2020	20,428	5,360,528	0.3811%	-0.15%
MPAC Cost Recovery (C)				
Average of (A) and (B)	2021 \$214,918,653.61 0.2975%	2020 \$214,918,653.61 0.2973%	% Change 0.00% 0.06%	
Municipality's Share of Levy	\$639,327.26	\$638,975.47	0.06%	
Quarterly Payment	\$159,831.82			

- * **A** is the Municipality's share of the total province's assessment value.
- * **B** is the Municipality's share of the total province's property count.
- * **C** is the total amount required by MPAC from all municipalities in the province as a payment for service.



HASTINGS PRINCE EDWARD
Public Health

Main Office – Belleville

179 North Park Street, Belleville, ON K8P 4P1
T: 613-966-5500 | 1-800-267-2803 | F: 613-966-9418
TTY: 711 or 1-800-267-6511
hpePublicHealth.ca

January 27, 2021

Mr. Rod Bovay,
Chief Administrative Officer
Corporation of the City of Belleville
169 Front Street
Belleville, ON K8N 2Y8

Via email: rbovay@belleville.ca

Dear Mr. Bovay:

Re: 2021 Health Unit Budget and Municipal Levy Assessment

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

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

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

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

Based on the most current 2016 Statistics Canada population figures, your share of the 2021 levy is \$1,099,574. Invoices are attached for the quarterly payments.

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

Yours sincerely,

Valerie R. Dunham
Director of Corporate Services/Associate CEO

VRD

cc: Carol Hinze, Director Finance
Via email: chinze@belleville.ca

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

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

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

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

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

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

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



Quinte Arts Council
36 Bridge St E Belleville ON
613 962 1232

w: quinteartscouncil.org

fb: [@QuinteArtsCouncil](https://www.facebook.com/QuinteArtsCouncil)

insta: [@qac1967](https://www.instagram.com/qac1967)

tw: <https://twitter.com/QAC1967>

February 18, 2021

Your worship, Mayor Mitch Panciuk
Belleville City Hall
169 Front Street
Belleville, Ontario K8N 2Y8

Re: Annual Funding Quinte Arts Council

It was a pleasure to have you present at a meeting with the Quinte Arts Council Board of Directors this past January.

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

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

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

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

The QAC values its partnership with the City of Belleville, including the annual funding it receives in support of its programs and services. As noted in January, this \$32,500 amount has remained the same for over **30 years**. In order for QAC to continue to support our Quinte-based artists and the 192,000+ residents of this community as the leading agent for arts and cultural

growth, we request an extra \$1,000 per year, retroactively, beginning at the previous 30-year funding freeze, for a total funding amount of \$65,000 annually, starting in 2021.

Mayor Panciuk: you said that you want the QAC to survive. Our role in the community requires us to thrive:

- We publish the only magazine dedicated to celebrating our local arts and culture, promoting artists, art events, galleries, supporters and high-profile community members. Support from the City of Belleville, Canadian Heritage, Ontario Arts Council, the Parrott Foundation, McDougall Insurance, Bay of Quinte Regional Marketing Board and Belleville Downtown District BIA ensures this publication will continue.
- Since 1991, Umbrella has distributed on average 20,000 copies annually - that's **600,000** since its inception- mailed direct to members, national archives and arts organizations throughout Quinte
- The societal impact of arts education is well-established (fosters critical thinking, problem solving and creativity) and since 2002, our arts education program has invested close to **\$100,000** in providing quality visual, performing and classical music arts training in local classrooms and to students graduating from secondary schools in HPESD
- We promote and support local artists through gallery exhibitions, such as the juried Expressions, as well as medium-specific (photography, self-portrait) or thematic (mental health, LGBTQ2s+) shows, which support artists' advancement in their work and contributes to Quinte's unique cultural identity
- We are the recognized authority on local arts and culture: our weekly articles in the Belleville Intelligencer, combined with our active and engaged social media channels and subscriber services, have a combined reach of 100,000 people (and growing)
- We offer professional development workshops and webinars to artists, supporting their career growth and elevating art as a viable path, as well as Quinte's creative sector
- We are the acting lead on the current Cultural Plan to strategically plan and leverage our community assets for the economic and cultural benefits as a whole.

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

In return for this increased funding from the City of Belleville, we see opportunities for increased collaboration. Namely, we see tremendous opportunity in spearheading the Belleville Performing and Cultural Arts Centre: a legacy project for this administration, cementing Belleville's reputation as a destination for arts and culture. In the shorter term, the QAC has the experience and capacity to administer the Community Arts and Culture grants offered by the City of Belleville: we have a grant committee for the collection of materials, scoring by rubric, responding to recipients, and can offer follow-up support and feedback to

improve future applicants. In turn, this frees up City human resources and keeps the City at arm's length. And, of course, there is the Mayor's Week for the Arts, that offers opportunities to recognize and celebrate this "new renaissance" of arts and culture in Belleville -- together.

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

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

We look forward to continuing this important relationship.

Best regards,

Janet Jarrell
Executive Director

Andrea Kerr
Chair of the Board

BDIA - 2021 City of Belleville Funds Requested

Amount	Description	Type	Season
\$14,650	Fresco	In Kind Services	Fall Winter
\$9,000	Street Closure Tear down	In Kind Services	Fall
\$2,750	Planting and watering of Troughs Al Fresco	In Kind Services	Summer/Fall
\$8,500	Light Standards wrapped in Christmas lights & Garland	In Kind Services	Winter
\$8,500	Christmas Light Standards tear down stored	In Kind Services	Winter
\$17,500	Art installation Al Fresco	Rental	Summer
\$24,000	RED Funding Co-Applicant street furniture	Grant co-applicant	Summer
\$84,900	Total		



City of Belleville
169 Front Street
BELLEVILLE, Ontario K8N 2Y8

Dear Karen:

RE: Visitor Services provided under contract with the Belleville Chamber of Commerce

As required under the terms of the 2019 – 2022 contract, I submit the attached report listing the supports and services the Chamber provided to residents and visitors through 2020.

We met the deadline to have 15,000 copies of the Discover Belleville guide printed in time for the March Sportsmen & RV Show, a key annual milestone and with great intentions of converting the www.visitbelleville.ca site over to a new domain – DiscoverBelleville.ca and rebuilding the site to an experience-focused story/blog environment when the pandemic hit.

With the shutdown of the office in mid-March, and the staff departure of our Visitor Services coordinator coinciding with the closure, we were about 6 weeks with very little activity. We went back to the applications from November and with suggestions from the Board (specifically Karen Poste), reached out to Anna Fraiberg who joined us in May. Anna brings combined education as a graduate of the PR/Communications post-diploma program from Loyalist College and an internship with the City of Quinte West.

The staff position supported by the Visitor Services contract has evolved to include digital communications and promotions, a timely move as more and more of what we could share with visitors and locals moved into a virtual space. Work on the website resumed and we initiated conversion of followers on Facebook & Instagram over to the DiscoverBelleville brand almost immediately. The new site was launched in late August.

We successfully applied for two student positions and opened the Log Cabin to the public on July 1st with the required safety protocol in place. We adjusted access to materials in the Cabin, hung plexiglass to protect staff from incoming visitors and applied an entry system to limit numbers.

While we did have some visitors into the Log Cabin, tourism traffic was limited overall though we did benefit from the overflow of the influx of visitors to the County. We had hoped to initiate a “Stay another Day” component to our promotional materials, but increasing pressure



to discourage people from “hot-spot” areas from coming to our region overshadowed all of our initiatives and we focused on discovering your own backyard, targeting locals to rediscover their community.

We continue to work closely with the City’s Economic Development & Tourism department, the Bay of Quinte Regional Marketing Board, the Downtown District and Belleville Chamber of Commerce. Our role is defined at the will of the City but our interpretation has been we fit into the promotional space as the place that welcomes locals and visitors once they’ve arrived. The BoQMB is generally tasked with the promotion of the area outside the region, the Log Cabin restricts its promotions to smaller, more local publications and supporting the content of all the partners.

With the City building a new website, the importance of the DiscoverBelleville site to accompany/support the tourism information hopefully alleviated both budgetary and content development resources as this was supported through the contract with the Chamber. Snap360 was able to update within the budget assigned for 2020 and we very much appreciate the partnership we’ve developed there as well. Visitor Services staff, in communication with the City, is also responsible for updating the site ensuring that all information is correct and relevant, as well as creating interesting and appealing content such as blogs to encourage return visitors to the site and increase SEO.

We have developed a Discover Belleville newsletter to support both website and social media followers and once we move out of the pandemic, this should be a weekly feature filled with community events and initiatives that will also support the shared calendar that lives with bayofquinte.ca

Along with the new website and social media platforms the Chamber also continues to explore funding opportunities and applications as a means to provide funding for additional support services. This includes but is not limited to Federal and Provincial Summer Student grants.

The Chamber also continues to work with the City to create and improve content for the annual visitor information guide. Distribution in 2020 was impacted heavily. Many visitor centres remained closed or were not accepting material from out-of-town; we continue to identify potential markets for the distribution of the guide both locally and throughout the province, though we anticipate a third of the distribution for 2021. We will continue to use our online presence to ensure those who live here and are considering visiting can easily obtain information.



We are exploring alternatives for the printing budget, including the possibility of placing a staffed visitor kiosk in a Waterfront Popup location if one is available in 2021.

In the past years, we've also had repeated requests for local branded merchandise from t-shirts to post cards we'd like to explore providing if that's of interest to the City.

Thank you for the continued support of our endeavours and we seek to provide alternate ways to ensure the value for the contract is received, even during a pandemic. We continue to connect with the people who want to know us and invite people who didn't to learn more. We will be well positioned to attract the tourism market once travel is supported by the government and locals again.

Sincerely,

Jill Raycroft
Chief Executive Officer



Visitor Information Services for 2020

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Overview

A key component of the contract is to ensure information on City events and attractions are readily available to visitors and local residents alike. 2020 presented a variety of challenges to meeting this with traditional means of distribution of materials and displays as many City buildings were closed to the general public. We did explore as many alternatives and sought out new partners for our visitor guides; information was made available through:

- Chamber of Commerce (Log Cabin)
- Local hotels (where available)
- Glanmore National Historic Site
- The Belleville Public Library
- The Quinte Mall
- Local stores and restaurants in the Downtown (where available – expanded this with the offer of an included display stand)
- A variety of AirBNB's, B&B's & real estate offices throughout the city.

The Log Cabin was staffed for extended week day hours, with additional hours added to Saturday and Sunday as outlined in the contract starting July 1st. We had two 8 week positions funded and staggered their tenure to allow for weekend coverage throughout the summer.

Chamber staff ensured City promotional materials were present at the following events but the lack of public gatherings limited this significantly in 2020.

- February 23 – Savour the Chill & Stay Awhile
- March 8-10 – Quinte Sportsman Boat & RV Show
- July 11 - 14 – Curbside Culture - Fairgrounds

Chamber staff also actively promoted the City through the following outlets:

- Discoverbelleville.ca website/calendar and the process of sharing has been helpful and continues to grow the partnership between Downtown, BoQMB and the Chamber/Visitor Services.
- Feed information (attractions and events) into a number of other websites/calendars (i.e. InQuinte.ca, Festivals & Event Ontario, BOQ, Intelligencer, etc)
- Development of discoverbelleville on social media platforms (Facebook & Instagram) to promote events, attractions, things occurring throughout the city.
- City Events promotion through a variety of Facebook pages and websites inherent to large events (Waterfront & Canada Day)
- Continued support from the Belleville Chamber social media outlets

VISITOR INFORMATION SERVICES REPORT - 2020

- Development of the DiscoverBelleville newsletter for the purpose of attracting an audience most engaged in knowing what is happening here (launched in September – issued bi-weekly for now with limited events)
- Maintain a New TripAdvisor & Google page for Belleville Visitor Information Centre

The Chamber & Discover Belleville websites include a section on how to request visitor information. We have prepared Visitor Information Packages in response to those requests either by phone, mail or e-mail. This was reduced in 2020 due to the pandemic though we did have a number of inquiries from people moving to the area.

Guide Distribution

As stated above the Chamber worked with City staff to develop, print and distribute a high quality Visitor Information Guide. It was expected we would distribute up to 15,000. Distribution was to designated tourism centers as well as upon request.

- 1705 guides to Visitor Information Centres
- Close to 800 guides to local hotels, Airbnbs, B&B's/Inns, Quinte Mall and various businesses in the City
- 225 total guides to local real estate offices to be given to clients who are moving to the area

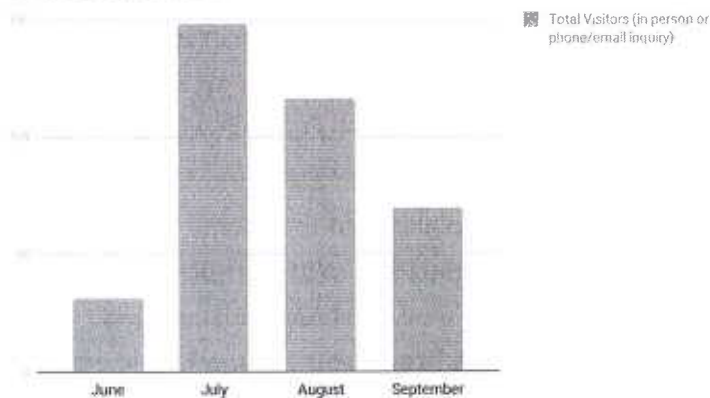
The Discover Belleville guides were available at the Quinte Sportsman Boat & RV Show, plus the previous Visitor Services Coordinator may have sent more out/delivered more that cannot be found on record. There have also been many guides taken by visitors in the Visitor Information Centre. It is estimated we have roughly 8,900 copies of the 2020 Discover Belleville guide remaining in the Cabin and are currently thinking of alternate ways to distribute. When we reached out to contacts on our distribution list from 2019, we found that many tourism offices/visitor information centres were either closed to the public or limiting their selection to only accept guides coming from within their region. For those who did place orders, they ordered a lot less than they would have in previous years because their visitor counts have been so low this year.

We also reached out to some of the larger bed and breakfasts in Prince Edward County this summer in an attempt to distribute more guides locally and encourage these visitors to come explore Belleville while they're here. We were able to send some guides to a couple locations, so should 2021 tourism look very similar to 2020 that may be an avenue we should pursue further to encourage PEC visitors to make sure they stop in Belleville during their visit.

Visitors in the Log Cabin

The Log Cabin was closed to the public from March 16 to June 25. Prior to reopening, we rearranged the front desks and information racks to provide better space for physical distancing and reduce the amount of touching of products by only putting the essential local guides and maps out for visitors to take and keeping the rest behind the desks so we could hand the visitors the items they needed. We also ensured we had a good stock of hand and surface sanitizers, with frequent cleaning of high-touch surfaces. Large sheets of plexiglass were installed to create a barrier between staff and visitors. We purchased disposable masks to have on hand when they became mandatory indoors so that we could provide them to any visitors who did come with their own. The Log Cabin's summer hours were 8:30-6 Monday to Friday and 10-4 on weekends from July 4 to September 6 (10-4 on holidays).

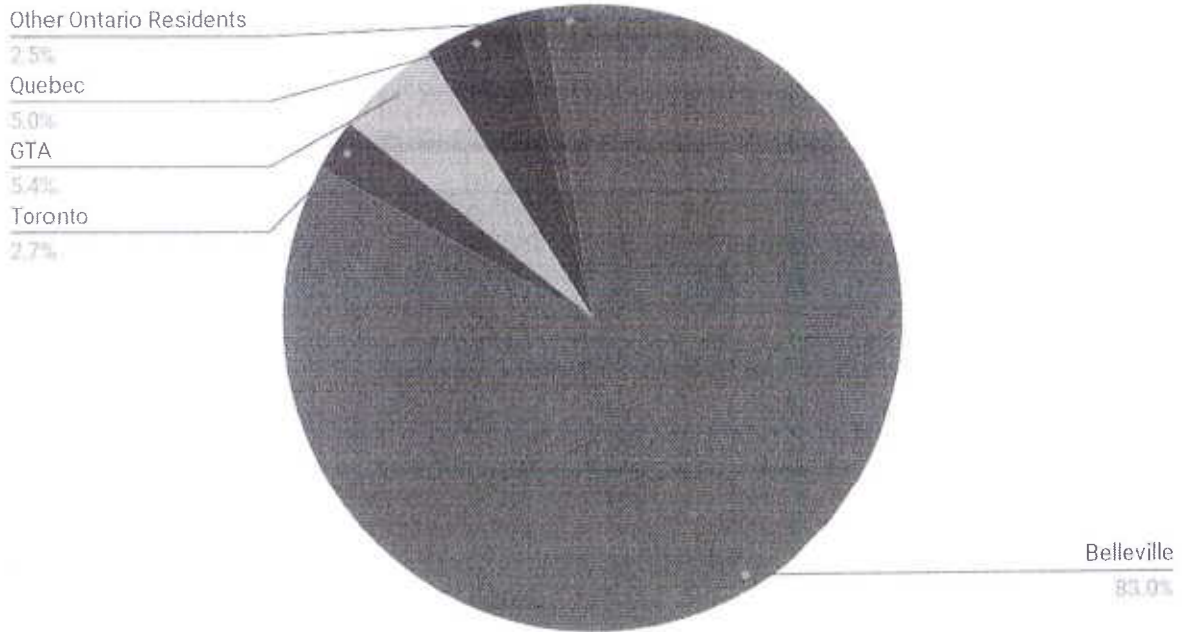
Visitor Count - Monthly



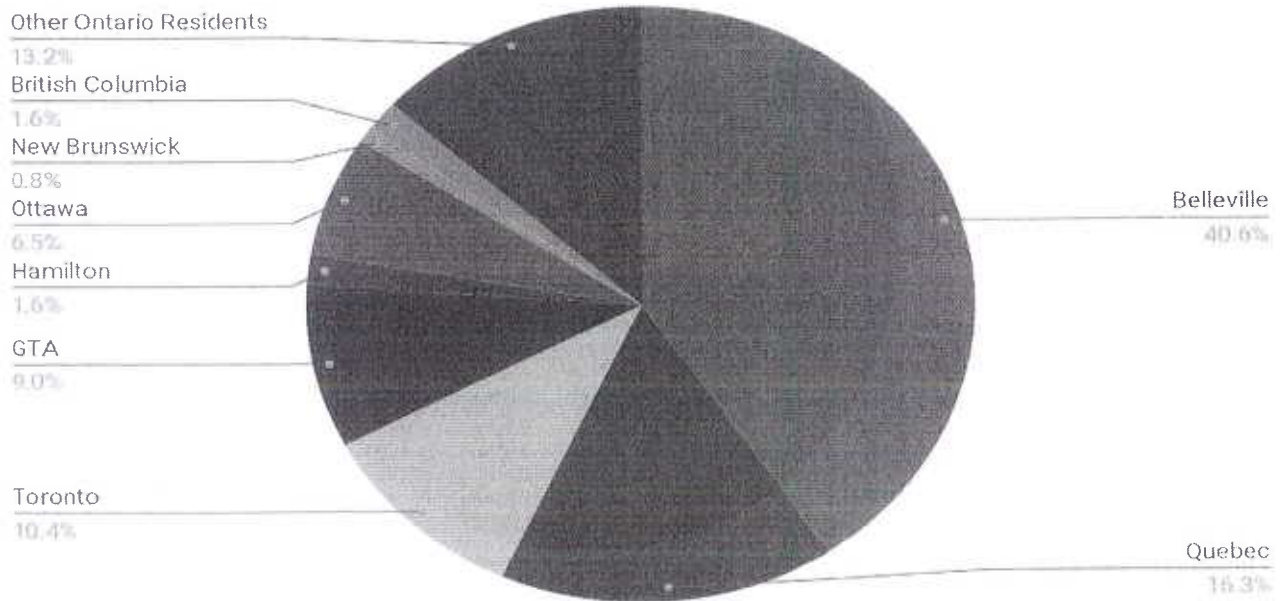
Travel Origin

The following two charts show the origin of travel from our visitors in July and August, which were the two busiest months here in the cabin. This includes both in-person visits as well as phone and email inquiries. We started to see some diversity in the origin of travel of our visitors after we entered phase three of reopening in July, with a much wider range in August as people began to feel more comfortable travelling around. The "Other Ontario Residents" represents travelers from various towns and cities that were mostly within 2-3 hours of Belleville.

July Origin of Travel



August Origin of Travel



Feedback/trends from Visitors

June and July were mostly local residents looking for information about our region or nearby places that they felt they could visit safely. There was a slow start to our visitor traffic before we entered Stage 3 of the Province’s reopening plan on July 17. As reflected in the numbers

shown in the charts, the majority of our visitors in July were actually local residents, compared to August where those numbers evened out as more people were travelling within 4-6 hours from where they live.

The biggest trend of the season was that many visitors were staying in hotels or Airbnbs in Belleville while visiting Prince Edward County – they came to us for wine maps and directions, but also wanted to learn more about Belleville while they were here. Common inquiries included: what is there to do on a rainy day, what landmarks or attractions are in Belleville, where can they explore when they are in Belleville and where should they go for meals? These are questions that should also influence information in the Discover Guide and website/social media content.

Most visitors we spoke to in the month of August seemed to be visiting PEC at some point during their stay in the area.

We also had a significant number of people call, email or visit the Log Cabin who are considering moving to Belleville in the near future. We provided information packs with guides, maps and relevant information for Belleville and the Bay of Quinte. When asked why they are interested in this area, the responses ranged from looking for a lifestyle change to moving here for their retirement. Many who are still working say that being able to work from home has influenced their decision to leave a big city.

Discover Belleville Website

Our new Discover Belleville (discoverbelleville.ca) website launched at the end of August. The updates to this website allow it to be more functional and user-friendly compared to the previous Visit Belleville website. The new website is more photo-driven, allowing us to provide a good visual representation of the City. Going forward, we plan to update content quarterly with spotlights, stories and experiences that are perfect for each season.

Another marketing tool we just launched is our Discover Belleville Newsletter. Currently, we are looking at producing it bi-weekly. This will allow us to keep local residents and visitors updated on events in the City, as well as inspire them with activities and places to explore (pulling from our website content). We sent information about the newsletter encouraging people to sign up, as well as the first newsletter, to contacts we already had from the Chamber Chat who wanted to receive community updates. The Discover Belleville website also has a signup form and we are actively promoting it on social media.

The visitbelleville.ca site had built an audience we reported at 3,700 visits and over 8,800 page at the end of summer 2019. In May, the domain was changed to discoverbelleville.ca though the content remained the same as the original site until the relaunch at the end of August. As of December, 2020 there have been 18,551 visits and 40,639 page views.

In 18 months, that approximates 1,000/month. More specifically...

Summer 2020: May 1 – Sept 30

5,677 users and 13,262 page views, so traffic continued to grow from the first summer the site was active.

- 90.7 % were new site visitors
- 9.3 % returning visitors.

The new design for discoverbelleville.ca was launched in late August. From September 1 to December 2 we added 982 users and 2,768 pageviews; returning visitors is now up to 10.6%.

A goal for 2021 will be to build on the number of returning visitors as we encourage people to visit often - drive them to the site through social media posts featuring fresh content and generally begin to see the site as THE place to discover Belleville.

Social Media

We have been steadily growing our audience on our Discover Belleville social media platforms. This included the implementation of a content calendar to plan high quality content that is consistent, relevant and engaging. By having an active presence on social media we are able to create a positive and exciting representation of the City of Belleville while staying connected with local residents, businesses, tourism operators and prospective visitors.

The visitbelleville “brand” generated 226 followers on Facebook and over 650 followers on Instagram in its first 6 months.

After being mostly inactive for several months (November – April) due to changes in staff, we have been reviving the Discover Belleville social media. Our numbers show that we have had steady growth in both our follower count and engagement. Instagram is currently our strongest social platform, so we can leverage that to get more newsletter signups and website traffic. It is currently one of our best ways to reach people.

Social media growth

Facebook: <ul style="list-style-type: none">- May 11, 2020:<ul style="list-style-type: none">- 348 likes- 380 followers- September 28, 2020<ul style="list-style-type: none">- 651 likes- 726 followers	Instagram: <ul style="list-style-type: none">- May 11, 2020:<ul style="list-style-type: none">- 1,118 followers- 64 posts- September 29, 2020:<ul style="list-style-type: none">- 1,671 followers- 109 posts
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- Expanded reach: posts used to get 200-400 impressions, now 500-1,000+
- Engagement has also generally increased: more likes, comments, shares are always going up (more so on Instagram than Facebook)
- More people are starting to use #discoverbelleville

Audiences

Facebook

- Women aged 25-44 make up 37% of our entire audience, compared to men aged 25-44 making up 10% of our audience
- Women aged 45-64 make up 28%, compared to men of that age who make up 9%
- Approximately 53% of our audience is in Belleville, with many more in smaller towns nearby. Kingston, Toronto and Ottawa account for roughly 2-3% each

Instagram

- 56% of the Instagram audience is in Belleville, 6% in Toronto, 5% in Trenton, 4% in Kingston and 3% in Ottawa
- 73% women
 - 39% ages 25-34
 - 27% ages 35-44
 - 16% ages 45-54
 - 7% ages 55-65
 - 2% ages 65+
- 27% men
 - 33% ages 25-34
 - 31% ages 35-44
 - 13% ages 45-54
 - 9% ages 55-64
 - 4% ages 65+
- Weekly accounts reached: approximately 1,200
- Weekly impressions: 5,700

Summer Students

We had two summer students who each worked with us for 8 weeks at 35 hours/week. The first student started mid-June and the second started the second week of July to carry them through to Labour Day. Their tasks and responsibilities included:

- Organizing and maintaining our inventory of guides and maps
- Tracking visitors, their origin of travel and their inquiries

VISITOR INFORMATION SERVICES REPORT - 2020

- Assisting visitors in the Log Cabin by answering all inquiries about Belleville and surrounding area, giving directions, providing information through guides and brochures
- Answering the phone and responding to inquiries
- Reaching out to local hotels, Airbnbs and real estate offices to send or deliver our Discover Belleville Guide (also assisted with these deliveries)
- Researching to stay on top of any upcoming events and attractions that opened up as Covid restrictions began to lift; this ensured we had up-to-date information to provide our visitors and local residents looking for activities
- Sourcing new maps and guides to have in the Log Cabin based on common requests
- Ordering new editions of maps and guides that were in stock but were outdated
- Scanning old documents, archives and newspaper clippings to add to our digital records



February 12, 2021

Ms. Karen Poste
Manager of Economic Development
City of Belleville
169 Front Street
BELLEVILLE, Ontario
K8N 2Y8

RE: City Special Events Contract 2020 Review/2021 Projection

Dear Ms. Poste,

As required by our contract with the City of Belleville, I am submitting our annual report summarizing the activities and financial records associated with this contract.

We would generally provide two separate reports, one as a summary of the past year and one outlining upcoming plans. Because our plans for last year were compromised significantly through the transformation of our traditional events, I have included 2020's report as background and then outline the details and budget allocations for 2021, including reserves we deferred to the upcoming year.

In 2019, the fixed costs for five city events totaled over \$100,000. We clearly do not have the capacity with the existing budget to manage the infrastructure of the traditional events and don't anticipate being able to do so; however, to attempt to coordinate gated events that require ticketing, surveillance, sanitization, etc would put us far outside our reach.

The goal for 2021 is to provide as much in-person entertainment within the guidelines of compliance as often as possible. Rather than six "dates" for specific events, we are working on general themes of entertainment and providing support to at least 6 community partners/events in combination. The production of virtual or hybrid events presents unknown expenses but we continue to source potential partners if we need to manage them in this way.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Jill Raycroft', with a horizontal line extending to the right.

Jill Raycroft
Chief Executive Officer

2020 City Events

In 2020, the coronavirus pandemic had a significant impact on the planning and execution of events in their traditional way. We were able to have our winter festival as scheduled, and with some planning underway for spring and summer events we continued to hope for the best, but by early May, we were forced to cancel plans for ArtFest and by early June, confirmed that Canada Day and the Belleville Waterfront and Multicultural Festival could not go ahead as usual. These events have always been a hallmark of music and food.

Rather than cancel all initiatives, we first met with the Lions Club and proposed we partner to help them take their summer Concerts on the Bay virtual. In collaboration with YourTV who filmed and edited the performances, the Lions Club who coordinated and paid for the musicians and the Chamber, who coordinated the recordings and covered sound and technical costs – the Lions Club were able to broadcast almost all their scheduled concerts through both Cogeco and a YouTube link made available to the general public. YourTV's willingness to share their broadcast to the general public was in special consideration of the unprecedented times we found ourselves in and we were most grateful for their show of community support. They are not able within their mandate to repeat this for 2021.

For Canada Day, we presented a Community Heroes procession of 25 vehicles that wound their way through the City, passing by our health care, long term care and retirement home facilities ending at Meyer's Pier where a group of community nominated individuals and businesses were presented with certificates from the City, MPP & MPs office.

We also reinvented the food feature of the Multicultural Festival portion of Waterfront by reviving the passport program in a throwback to the festival's origins. "Curbside Culture" took advantage of the takeout options available from restaurants and we were able to include 11 different countries (along with a Canadian menu) in our passport program. It was interesting to note that many of the restaurants participating got their start in our community as volunteer groups that represented the diversity of our multicultural community back in the eighties.

We hoped again for an event in September that would feature the Waterfront Pop-Ups, buskers and a "Market in the Park" to coincide with the Kiwanis Kite Fest. At the last minute, that was cancelled by the health unit out of concern for gathering limits that would exceed COVID restrictions.

We were able to provide an alternate to the Santa Claus Parade with a Holiday Drive-By Celebration and we coordinated a community Home for the Holidays Light Tour, with prizes sponsored by the City of Belleville and CrimeStoppers Quinte.

**BELLEVILLE CHAMBER OF COMMERCE
CITY EVENTS REPORT**

Financial Summary:

The City of Belleville provides the Belleville Chamber of Commerce with two payments annually in return for the planning and execution of six free, family focused events. In 2019, the contract was valued at \$120,000 and the Chamber generated over \$205,000 in sponsorships, grants and event revenue (parking, vendor booths, midway sales).

Up to 2020, the City Events Coordinator (through the Chamber) has routinely doubled the money the City provides in cash to put on the events.

In 2020, all revenue streams were lost as a result of the pandemic restrictions. These are not expected to return in 2021.

2019

The retained earnings for the events in 2019 was almost \$10,000 and the cost of events, (not including salary and operating costs) was nearly \$250,000. The City also provides additional site services that are provided in-kind and therefore do not show a cash value on our financial statement.

2019 EVENTS CONTRACT DISTRIBUTION					
	\$ 120,000.00	Contract Value			
	\$ 69,815.90	Salary (combined)			
	\$ 5,000.00	Operating			
	\$ 45,184.10	Contract Contribution to Events			
	\$ 247,959.25	Total Cost of Events			
Event	Contract Contribution	Revenue/ Sponsorship	Fixed	Variable	TOTAL
Savour the Chill	\$ 4,034.29	\$ -	\$ 963.33	\$ 5,800.00	\$ (2,729.04)
Artfest	\$ 4,034.29	\$ 500.00	\$ 3,645.00	\$ 9,199.25	\$ (8,309.96)
Canada Day	\$ 4,841.15	\$ 49,425.50	\$ 10,979.69	\$ 40,375.07	\$ 2,911.89
Waterfront	\$ 29,853.78	\$ 151,795.15	\$ 86,645.40	\$ 75,354.91	\$ 19,648.62
Flavours of Fall	\$ 4,034.29	\$ 4,000.00	\$ 1,957.17	\$ 5,541.13	\$ 535.99
Santa Claus Parade	\$ 2,420.58	\$ -	\$ 1,957.17	\$ 5,541.13	\$ (5,077.72)
		\$ 205,720.65	\$ 106,147.76	\$ 141,811.49	\$ 9,708.83

Salary is a combination of the group of employees at the Chamber who participate in the planning and execution of these events and supports the City Events Coordinator's salary.

Operating cost allocation covers overhead for the Log Cabin. We have adjusted the distribution over the past couple years but propose to have the city contract's share for these costs come from the Visitor Services contract in 2021 to allow for increased cash for events (in the absence of additional revenue from sponsorships, parking, vendor booths or midway).

2020

2020 presented a significant challenge in terms of the City Events coordinator capacity to secure sponsorship (no promotional capacity to feature sponsor support) and all

**BELLEVILLE CHAMBER OF COMMERCE
CITY EVENTS REPORT**

revenue streams (parking, vendors, midway) were unavailable. This was the first year the Chamber depended almost solely on the city's stipend to execute the alternative events created.

We did receive \$25,500 in sponsorship and carry this forward into 2021.

Also carried forward to 2021 are \$13,600 paid in deposits (for anticipated performances in 2021).

Gross profit from the 2020 City Events contract is approximately \$12,000 but with committed expenses of \$11,250 the net profit is about \$500.

2020 EVENTS CONTRACT DISTRIBUTION		
\$	125,000.00	Contract Value
\$	64,241.93	Salary (Proportionate distribution among all staff)
\$	12,500.00	Operating (25% Log Cabin)
\$	48,258.07	Contract Contribution to Events
\$	36,545.72	2020 Cost of Events (including deposits paid)
\$	11,712.35	Remaining from Contract Contribution
\$	11,250.00	Balances owing from deposits (for performances expected in 2021)
\$	462.35	
\$	25,500.00	Reserved Sponsorship
\$	25,962.35	Carryover to 2021

COVID (June 2020)	CONTRACT \$/EVENT	Reserve 2021	Fixed 2020	Variable 2020	Total Events
Savour the Chill	\$ 3,955.58	\$ -	\$ 484.88	\$ 5,133.20	\$ (1,662.50)
COVID #Artfest (Cancelled)	\$ 3,955.58	\$ -	\$ -	\$ -	\$ 3,955.58
COVID #Canada Day	\$ 4,746.70	\$ 10,000.00	\$ -	\$ 1,200.00	\$ 3,546.70
COVID #Waterfront - Curbside/	\$ 29,271.29	\$ 14,500.00	\$ 11,275.64	\$ 12,400.00	\$ 5,595.65
Flavours of Fall (Cancelled)	\$ 3,955.58	\$ 1,000.00	\$ -	\$ 2,600.00	\$ 1,355.58
Santa Claus Parade	\$ 2,373.35	\$ 580.00	\$ 1,902.00	\$ 1,550.00	\$ (498.65)
TOTAL	\$ 48,258.07	\$ 25,500.00	\$ 13,662.52	\$ 22,883.20	\$ 11,712.35

The 2019 and 2020 snapshots identify both fixed and variable costs for events.

Fixed costs are those we pay for the infrastructure of the park or venue to support a large gathering. They are the cost of holding an event and we dedicate the city funds and revenue from parking, midway & vendor booths to support these first.

Variable costs are those we pay for entertainment & attractions and they are supported by our community sponsors or grants.

2021 Approach to Events

Anticipating that gathering limits will not allow for open access admission to major events, we are approaching 2021 as a series of smaller instalments of entertainment around the city at a variety of times.

We continue to explore community partnerships where we can combine and connect our limited resources to other organizations. This proved successful last year and we are already seeing opportunities to improve on last year's efforts.

The City Events coordinator has considered a list of entertainment and attraction components for each of these concepts – some of which may extend beyond a single day or may be repeated as required.

In general, we are considering the following list as a guide to our activity:

Quintelicious (Downtown District)
Concert Series (Lions)
Buskers by the Bay (PopUps)
Canada Day (City)
Curbside Culture (Restaurants/Vendors)
Market in the Park/Midway
Holiday Events

The following overview is provided:

Quintelicious:

We would typically host an event for families during the traditional Savour the Chill Soup Tasting contest. With the 2021 version of Quintelicious happening the month of March, we are reaching out to people who could provide a virtual event (via Zoom) to accompany the “live” food experience that will have families gather for a cooking lesson with a local chef, or undertake learning a new skill (art/magic).

Concert Series:

We have already been approached by the Lions Club of Belleville to consider a partnership with them again to produce a virtual concert series and we already have committed to four performances with entertainers from last year. The Chamber is prepared to produce these in some capacity but we are seeking additional technical support. YourTV was an integral component to the filming/editing of the performances; they are not able to do this again for public broadcast so we are considering the expense of a production company to manage this portion of the virtual event. We are reaching out to Loyalist College and have contacted other production companies to assess possible costs. A “drive-in” approach might also be an option later in the season.

Buskers by the Bay:

Buskers and shows were becoming a favourite attraction at our events and we would apply this budget to creating more regular feature performances. This might be through events coordinated by the Downtown District or with the Waterfront Pop-ups and we have allocated a significant portion of the budget to this entertainment. We did spend approximately \$33,000 in 2019 to cover 6 days of busker entertainment; if we are also able to include stage shows/displays, we could easily put another \$20,000 to attractions that were well received by our audiences. This is one area where additional sponsor dollars may be allocated if the opportunity is available to do so. We are also considering this would be a regular feature through the summer.

Canada Day:

The transformation to a “non-gathering” event was well received and we will continue with the procession and Community Hero recognition celebration.

Depending on gathering limits, we may expand this ceremony to a drive by celebration with static displays, with buskers and other entertainment people can enjoy from their vehicles.

If larger limits are allowed, this could also move to Zwick’s Park where it may be a ticket-required admission event (free) and include musical entertainment and fireworks. If fireworks are allowed, we would submit a request to the City to cover this expense as they have in the past.

Waterfront/Curbside Culture:

We don’t anticipate being able to return to the event as we’ve known it, but hopefully can bring a few food vendors to Zwick’s Park and continue with the Curbside Culture passport. Food vendors at the Pop-Ups would be included. We would also provide culturally significant entertainment at a few locations and encourage others to create displays if permitted. At this point, we have allocated some money to this purpose in the budget.

Market in the Park:

Our plan for September 2020 moved the “Flavours of Fall” event to Zwick’s Park to coincide with the Kiwanis’ Kids Kite Festival. We were looking forward to expanding this partnership and had confirmation from a number of Waterfront Pop-Ups they would extend their opening to support the event as well. Over 40 local vendors and artisans were also prepared to join us for the day (similar to the sidewalk market that had been ongoing through the summer in the Downtown District).

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Holiday events:

The Holiday drive-by celebration was a huge hit, but we would consider an alternate approach if a standard parade gathering would not be allowed. If a standard parade is going to be permitted, we will need to confirm staging areas (the race track at the fairgrounds is the ideal location in the City).

Building on the Home for the Holidays light tour and Festival of Lights would also be a cost-effective way to engage the community and we plan to work closely with the Downtown District/City lighting committee to coordinate this for 2021.

2021 EVENTS CONTRACT DISTRIBUTION		
\$	13,600.00	Deferred Deposits
\$	462.35	Total Reserve from Contract 2020
\$	25,500.00	Deferred Sponsorship
\$	130,000.00	Contract Value
\$	155,962.35	
\$	65,079.62	Salary (Proportionate distribution among all staff)
\$	90,882.73	GROSS 2021 Events Budget
\$	11,250.00	Balances owing from deposits (for performances expected in 2021)
\$	79,632.73	TOTAL Events Budget
		PROJECTED
		Contract Contribution
2021 Events/(Partners)		
Concert Series (Lions)	27%	\$ 21,500.84
Quintelicious (Downtown District)	3%	\$ 1,990.82
Buskers by the Bay (PopUps)	40%	\$ 31,853.09
Canada Day (City)	10%	\$ 7,963.27
Curbside Culture (Restaurants/Vendors)	10%	\$ 7,963.27
Market in the Park	5%	\$ 3,981.64
Holiday Events	5%	\$ 3,981.64
TOTAL	100%	\$ 79,632.73

We have transferred operating cost contributions to the Visitor Services contract for this year, in order to allocate as much as possible to the events.

NOTE: We typically use sponsorship dollars to support the costs of entertainment and attractions as “variable” costs and use the city funds to cover the fixed costs of the events to cover site services. We have allocated very little for site services anticipating that the small scale approach won’t require supporting infrastructure and are designating city funds directly towards the entertainment features (and their presentation). If gathering limits are increased, and there is interest in putting large groups together, additional funding will be required to support fencing, toilets, lighting, security, sanitization, etc.

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If we are able to secure any sponsorship dollars, we will enhance the entertainment and attractions accordingly.

If there is, by any chance, leftover money due to outright cancellation of activities, this will be held in reserve for 2022 – as we did between 2020 and 2021.

Unplanned but under consideration

Midway:

We are in communication with our midway suppliers, hoping we may be able to incorporate some of their entertainment at some point through the summer. They may be able to participate as part of the Curbside Culture event or we are prepared to meet with the Belleville Agricultural society to see if we can be of any assistance as they prepare for their event. This is a revenue generating activity and hasn't been included in the costs above; certainly confirmation of their ability to participate might allow us to enhance other entertainment when they are in town.

Spectator events

Canine Watersports, Ultimutts, the Wild Wild West Show (among others) have been huge crowd gatherers in the past. If capacity limits for existing indoor seated venues will allow for this type of event to be staged, we would actively work with both entertainers and available space to support bringing these back as possible.

2022

If we are able to return to the “events” with normal gathering limits, we certainly hope to bring back the midway and feature live entertainment in the park again. There may be some elements of the repurposed events we will keep based on public reaction and we are always open to feedback.

We will also move forward with the rebranding of the three seasonal family days under a single umbrella – and leave the “savour” and “flavour” brandings for the Downtown district to build on with their members (such as the soup tasting contest).

We will continue to work with the Downtown District – as they focus on connecting with the target market for downtown stores/restaurants while we continue to support activities most enjoyed by families with children under 10. We have grown the partnership actively by coordinating our timing and believe by directing our efforts to the primary target market identified by the city (family focused), we thus serve multiple markets, create “buzz” and have people excited to see so much activity within the City.

We look forward to the return to our regularly scheduled programming.