



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

4 Feb 2022

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 2022 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 2021 actuals to date.

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 vital support and funding we receive from the City of Belleville.

Please let me know if any questions come up regarding our 2022 grant request submission.

Sincerely,

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

REVENUE	2021 Actuals are not final - as of Feb 1st	2021 Budget	2021 Actuals	2022 Budget	% Change
MUNICIPAL GRANT					
3-7-3100100-3010	Operating Grant	2,342,000	2,342,000	2,451,500	4.68%
	TOTAL MUNICIPAL GRANT	2,342,000	2,342,000	2,451,500	
	Increase over previous year			109,500	
PROVINCIAL GRANTS					
3-7-3100102-3030	Provincial Grant	85,000	87,655	87,000	2.35%
3-7-3100102-3035	Pay Equity Grant	4,000	3,857	4,000	0.00%
3-7-3100102-3040	Technology Grant	2,000	0	0	-100.00%
3-7-3100102-3051	Summer Work Grant	0	0	0	
3-7-3100102-3055	Canada Council Grant	0	0	0	
	TOTAL PROVINCIAL GRANTS	91,000	91,512	91,000	0
HASTINET PARTNERSHIP					
3-7-3100190-3700	Hastinet Revenue	14,000	0	14,500	3.57%
	TOTAL HASTINET PARTNERSHIP	14,000	0	14,500	0
3-7-3100200-3100	Fines	10,000	828	0	-100.00%
3-7-3100200-3101	Damage Fees, Lost Books	1,500	1,404	1,500	0.00%
3-7-3100200-3102	Non Resident Fees	3,000	2,876	3,000	0.00%
3-7-3100200-3120	Program & Event Fees	500	801	500	0.00%
3-7-3100200-3130	Equipment Rental Fees	200	0	500	150.00%
3-7-3100200-3135	Room Rental Fees	4,000	200	3,000	-25.00%
3-7-3100200-3139	Café Rental Fees	2,000	0	0	-100.00%
3-7-3100200-3152	Gallery Commission Fees	4,000	5,314	4,000	0.00%
3-7-3100200-3160	Photocopier Fees	3,500	2,342	3,000	-14.29%
3-7-3100200-3162	Research Fees	300	385	500	66.67%
3-7-3100200-3164	Friends Books Store	13,000	5,538	11,000	-15.38%
3-7-3100200-3168	Other Sales	0	0	0	
3-7-3100200-3170	Cash Over & Short	0	0	0	
	TOTAL USER FEES	42,000	19,688	27,000	-35.71%

2022 Library Operating Budget Finance Committee Approval

REVENUE	2021 Budget	2021 Actuals	2022 Budget	% Change
DONATIONS REVENUE				
3-7-3100300-3300 Donations - General	3,500	4,360	4,000	14.29%
3-7-3100300-3305 Donations - Gallery	1,500	1,060	1,000	-33.33%
3-7-3100300-3310 Donations - Painting Sponsors	0	17	0	
TOTAL DONATIONS REVENUE	5,000	5,437	5,000	0.00%
3-7-3100400-3200 Interest Income - General	0	0		
3-7-3100400-3205 Interest Income - Trust	5,000	3,398	3,500	-30.00%
TOTAL INVESTMENT INCOME	5,000	3,398	3,500	0
3-7-3100600-3910 Library Inventory Sales	500	551	500	0.00%
3-7-3100500-7101 Archives Occupancy Contribution	23,000	13,487	23,000	0.00%
3-7-3100500-3999 Development Charge Funds	30,000	0	40,000	33.33%
3-7-3100500-7100 Other Revenue	0	0	0	
TOTAL OTHER REVENUE	53,500	14,038	63,500	0
RESERVE FUND TRANSFERS				
3-7-3100800-4999 Transfer from Reserves	5,000	0	5,000	0.00%
TOTAL RESERVE FUND TRANSFERS	5,000	0	5,000	0
3-7-3100900-3900 Trust Funds	1,000	0	1,000	0.00%
TOTAL TRUST FUNDS	1,000	0	1,000	0
TOTAL REVENUE	2,558,500	2,476,073	2,662,000	4.05%

Note: Board will be asked to waive some reserve transfers due to overall surplus in 2021

EXPENDITURE	2021 Actuals are not final - as of Feb 1st	2021 Budget	2021 Actuals	2022 Budget	% Change
LIBRARY LABOUR - REGULAR					
3-8-3100100-0010	Library Service - Salaries & Wages	1,560,000	1,440,041	1,575,000	0.96%
3-8-3100100-0012	Sick Leave Payout	5,000	19,104	5,000	0.00%
3-8-3100100-0020	Library Service - Benefits	240,000	265,911	245,000	2.08%
3-8-3100100-0030	Library Service - Pensions	160,000	161,015	165,000	3.13%
3-8-3100100-0990	Library Service - Recovered	0	0	0	
	TOTAL LIBRARY LABOUR - REGULAR	1,965,000	1,886,071	1,990,000	1.27%
GALLERY OPERATION					
3-8-3100160-3501	Gallery Operation	2,000	1,859	2,000	0.00%
3-8-3100160-3502	Collection Development and Maintenance	1,000	5,536	3,500	250.00% <small>2021 includes painting</small>
	TOTAL GALLERY OPERATION	3,000	7,395	5,500	83.33%
	Cost of sales - Inventory	0	0	0	
LIBRARY MATERIALS - BOOKS					
3-8-3200100-3005	Books - Adult Fiction	24,000	23,813	24,000	0.00%
3-8-3200100-3010	Books - Adult Non Fiction	17,000	16,863	20,000	17.65%
3-8-3200100-3015	Books - Adult French	1,000	623	1,000	0.00%
3-8-3200100-3030	Books - Children Fiction	6,000	6,029	6,000	0.00%
3-8-3200100-3031	Books - Children Non-Fiction	5,000	5,586	6,000	20.00%
3-8-3200100-3032	Books - Children Picture	8,000	7,417	8,000	0.00%
3-8-3200100-3035	Books - Children French	500	2,586	500	0.00%
3-8-3200100-3050	Books - Young Adult	3,500	4,257	5,000	42.86%
3-8-3200100-3051	Books - Adult Multilingual	500	0	500	0.00%
3-8-3200100-3070	Books - Children Multilingual	500	592	500	0.00%
3-8-3200100-3071	Books - Large Print	5,000	5,083	7,000	40.00%
3-8-3200100-3075	Books - Literacy	0	0	500	
3-8-3200100-3095	Processing & Binding Supplies	5,000	7,099	5,000	0.00%
	TOTAL LIBRARY MATERIALS - BOOKS	76,000	79,948	84,000	0

2022 Library Operating Budget Finance Committee Approval

EXPENDITURE	2021 Actuals are not final - as of Feb 1st	2021 Budget	2021 Actuals	2022 Budget	% Change
LIBRARY MATERIALS - PERIODICALS					
3-8-3200150-3451 Newspapers	1,500	2,974	3,000	100.00%	
3-8-3200150-3455 Periodicals	1,000	1,763	1,500	50.00%	
TOTAL LIBRARY MATERIALS - PERIODICALS	2,500	4,737	4,500	1	
LIBRARY MATERIALS - DISC MEDIA					
3-8-3200250-3201 CD Audiobooks	8,500	8,734	10,000	17.65%	
3-8-3200250-3230 DVD Movies	17,000	15,788	18,000	5.88%	
3-8-3200250-3280 CD Music	500	547	0	-100.00%	
TOTAL LIBRARY MATERIALS - DVD	26,000	25,069	28,000	7.69%	
LIBRARY MATERIALS - TOTAL PHYSICAL COLLECTIONS	104,500	109,754	116,500	11.48%	
LIBRARY MATERIALS - ELECTRONIC RESOURCES					
3-8-3200270-3379 Research Databases (formerly electronic database)	15,000	16,034	15,000	0.00%	
3-8-3200270-3383 Flipster	8,000	5,911	5,500		
3-8-3200270-3380 Overdrive	15,000	19,204	18,000	20.00%	
3-8-3200270-3381 Hoopla (formerly in Hastinet)	44,000	45,485	48,000	9.09%	
3-8-3200270-3382 Kanopy	4,000	4,052	5,000	25.00%	
TOTAL LIBRARY MATERIALS - ELECTRONIC	86,000	90,686	91,500	6.40%	
TOTAL COLLECTION BUDGET	190,500	200,440	208,000	9.19%	
				<small>Pre-covid year amount \$200,000</small>	
LIBRARY MATERIALS - MICROFILM					
3-8-3200300-3401 Microfilm	2,500	0	2,500	0.00%	
3-8-3200300-3402 Circulation supplies	2,000	2,416	2,500		
TOTAL LIBRARY MATERIALS - MICROFILM	4,500	2,416	5,000	11.11%	
LIBRARY MATERIALS - PROGRAMS					
3-8-3300100-0220 Programs	4,000	3,115	5,000	25.00%	
TOTAL LIBRARY MATERIALS - PROGRAMS	4,000	3,115	5,000	25.00%	

EXPENDITURE	2021 Actuals are not final - as of Feb 1st	2021 Budget	2021 Actuals	2022 Budget	% Change
FACILITY OPERATION					
3-8-4000100-0040	Facility - Heat	17,000	15,052	17,500	2.94%
3-8-4000100-0041	Facility - Hydro	90,000	68,736	90,000	0.00%
3-8-4000100-0042	Facility - Water	3,000	2,920	3,500	16.67%
3-8-4000100-0043	Facility - Sewer	2,500	2,091	2,500	0.00%
3-8-4000100-0080	Facility - Repairs & Maintenance	40,000	19,751	35,000	-12.50%
3-8-4000100-0082	Facility - Maintenance Supplies	12,000	8,206	12,000	0.00%
3-8-4000100-0086	Facility - Security System	1,000	512	1,000	0.00%
3-8-4000100-0087	Facility - Service Agreements	28,000	31,093	35,000	25.00%
3-8-4000100-0955	Facility - Property Taxes	2,500	1,929	0	-100.00%
	TOTAL FACILITY OPERATION	196,000	150,290	196,500	0.26%
ADMINISTRATION					
3-8-4500100-0050	Administration - Telephone	4,000	10,351	11,000	175.00%
3-8-4500100-0051	Administration - Internet	3,000	3,055	3,000	0.00%
3-8-4500100-0060	Administration - Office Supplies	4,000	4,612	4,500	12.50%
3-8-4500100-0063	Administration - Security Services	50,000	52,252	75,000	50.00%
3-8-4500100-0061	Administration - Postage	3,000	2,980	3,000	0.00%
3-8-4500100-0090	Administration - Insurance	7,500	7,765	8,000	6.67%
3-8-4500100-0110	Administration - Travel and meal expenses	2,500	120	1,500	-40.00%
3-8-4500100-0111	Administration - Staff Recognition	1,500	1,555	2,000	33.33%
3-8-4500100-0120	Administration - Advertising & Promotion	2,500	4,272	3,000	20.00%
3-8-4500100-0150	Administration - Contingency	0	0	0	
3-8-4500100-0180	Administration - Furniture & Equipment	3,000	3,517	3,000	0.00%
3-8-4500100-0190	Administration - Staff Training	6,000	4,420	7,000	16.67%
3-8-4500100-0210	Administration - Memberships	2,000	2,132	2,000	0.00%
3-8-4500100-0510	Administration - IT Contract Fee	25,000	25,000	25,000	0.00%
3-8-4500100-0511	Administration - IT Equipment	10,000	17,477	10,000	0.00%
3-8-4500100-0516	Administration - Web Site	1,000	814	1,000	0.00%
3-8-4500100-0520	Administration - Consulting Fees EAP	2,000	806	14,500	625.00%
3-8-4500100-0530	Administration - Legal	5,000	1,511	5,000	0.00%
3-8-4500100-0540	Administration - Audit	4,500	4,477	4,500	0.00%
3-8-4500100-0550	Administration - Photocopying	8,500	10,261	10,000	17.65%
3-8-4500100-0567	Administration - Meeting Expense	1,000	813	1,000	0.00%
3-8-4500100-0720	Administration - Bank Charges	1,500	1,388	1,500	0.00%
	TOTAL ADMINISTRATION	147,500	159,578	195,500	32.54%

2022 Library Operating Budget Finance Committee Approval

EXPENDITURE	2021 Actuals are not final - as of Feb 1st	2021 Budget	2021 Actuals	2022 Budget	% Change
3-8-4600150-0925	Award - Delaney Award	0	0	0	0
HASTINET	Approved by Hastinet Board				
3-8-5000100-0010	Hastinet - Labour	11,000	11,474	12,000	9.09%
3-8-5000100-0020	Hastinet - Benefits	2,500	1,810	2,500	0.00%
3-8-5000100-0030	Hastinet - Pensions	1,000	658	1,000	0.00%
3-8-5000100-0061	Hastinet - Courier Service	13,000	12,600	14,500	11.54%
3-8-5000100-0087	Hastinet - Contract	27,000	25,702	40,000	48.15%
3-8-5000100-0511	Hastinet - IT Software/Hardware	9,500	9,134	10,000	5.26%
3-8-5000100-0540	Hastinet - Audit Fees	2,000	1,679	3,000	50.00%
3-8-5000100-9900	Hastinet - Recovered	-33,000	-17,866	-41,500	25.76%
	TOTAL HASTINET	33,000	45,191	41,500	25.76%
LIBRARY FUND					
3-8-6000100-0830	Transfer - Sick Leave Payout Reserve	5,000	5,000	5,000	0.00%
3-8-6000100-0983	Transfer - Equipment Reserve	0	0	0	
3-8-6000100-0984	Transfer - Capital Reserve	10,000	10,000	10,000	0.00%
	TOTAL TRANSFERS TO RESERVES	15,000	15,000	15,000	0.00%
	TOTAL EXPENDITURES	2,558,500	2,469,496	2,662,000	4.05%
	SURPLUS / (DEFECIT)	0	6,577	0	

Reserve transfers
2021 subject to Board
review / approval

BELLEVILLE POLICE SERVICES BOARD



JACK MILLER
CHAIR

COUNCILLOR KELLY MCCAW
VICE CHAIR

459 SIDNEY STREET
BELLEVILLE, ON K8P 3Z9

BPS.BOARD@BELLEVILLEPS.CA

March 2, 2022

Ms. Carol Hinze, CPA/CGA
Director of Finance/Treasurer
The Corporation of the City of Belleville
169 Front Street
Belleville, Ontario K8N 2Y8

Dear Ms. Hinze:

Re: Belleville Police Service 2022 Operating Budget

This is to advise that the Belleville Police Services Board at its March 2, 2022 Special General Meeting approved the following resolution.

“THAT the Belleville Police Services Board approve and forward the 2022 Belleville Police Service Operating Budget to City Council for consideration during its upcoming Budget deliberations, and;

THAT Chair Miller and Chief Callaghan be authorized to present the 2022 Operating Budget to City Council.”

Please find attached a copy of the subject Operating Budget.

Yours truly,



Councillor Kelly McCaw
A/Chair
Belleville Police Services Board

Attach.

pc: Chief of Police
Deputy Chief of Police
Director of Human Resources and Finance

**THE BELLEVILLE POLICE SERVICES BOARD
SPECIAL GENERAL MEETING AGENDA
Wednesday, March 2, 2022
City Hall, Council Chamber
4th Floor, 10:00 a.m.**

It is noted that there will be a Police Services Board Special In Camera (closed session) Meeting at 9:00 a.m. At 9:00 a.m. the Board will be requested to consider approval of the following resolution. This will take place in a very brief Open session, immediately prior to entering into In Camera session.

“THAT the Belleville Police Services Board enter into In Camera session to consider the following item, pursuant to Subsection 35(4) of the Police Services Act.

- Discussion regarding confidential financial matters (Pursuant to Subsection 35(4)(b) of the Police Services Act)”

1. CALL TO ORDER

PAGE

2. DECLARATION OF INTEREST

DISPENSE WITH THE FOLLOWING ITEMS OF BUSINESS

- 3. RECOGNITIONS
- 4. DEPUTATIONS, PRESENTATIONS OR APPOINTMENTS
- 5. MINUTES
- 6. BUSINESS ARISING FROM THE MINUTES
- 7. CORRESPONDENCE

8. REPORTS FOR DECISION

- (a) 2022 Operating Budget (Chair Miller)

1

RESOLUTION

“THAT the Belleville Police Services Board approve and forward the 2022 Belleville Police Service Operating Budget to City Council for consideration during its upcoming Budget deliberations, and;

THAT Chair Miller and Chief Callaghan be authorized to present the 2022 Operating Budget to City Council.”

DISPENSE WITH THE FOLLOWING ITEMS OF BUSINESS

- 9. NEW BUSINESS
- 10. INFORMATION

11. NEXT MEETING DATE

Date: March 17, 2022
Place: City Hall, Council Chamber
Time: 10:00 a.m.

12. ADJOURNMENT



.....
Jack Miller, Chair
Belleville Police Services Board

City of Belleville
 2022 Budget
 Protective Services
 Police Services as of Feb 22, 2022

	2019		2020		2021		2022 Budget			Final	% + or (-)
	Actual		Actual	Actual YTD	Budget	Adjustments	Base Budget	Base Budget			
7000102											
1-7-7000102-0347	-	-	-	40,421	35,000	5,200	40,200	40,200	40,200	40,200	14.86%
	\$	\$	\$	\$ 40,421	\$ 35,000	\$ 5,200	\$ 40,200	\$ 40,200	\$ 40,200	\$ 40,200	14.86%
7000103											
1-7-7000103-0156	38,414	27,717	23,667	\$	29,000		\$ 29,000	\$	29,000	\$ 29,000	0.00%
1-7-7000103-0301	993	15,841	11,689		15,600		15,600		15,600	15,600	0.00%
1-7-7000103-0312	1,345,904	1,384,291	1,460,326		1,371,500	88,500	1,460,000		1,460,000	1,460,000	6.45%
1-7-7000103-0343	161,657	-	14,737		-		-		-	-	0.00%
1-7-7000103-0344	-	282,000	188,000		188,000		188,000		188,000	188,000	0.00%
1-7-7000103-0348	-	-	8,000		8,000		8,000		8,000	8,000	0.00%
1-7-7000103-0349	-	-	12,473		12,800	(300)	12,500		12,500	12,500	-2.34%
1-7-7000103-0351	-	-	17,400		17,400	(17,400)	-		-	-	-100.00%
1-7-7000103-0352	-	-	-		-	100,000	100,000		100,000	100,000	
	\$	\$ 1,546,969	\$ 1,709,849	\$ 1,736,291	\$ 1,642,300	\$ 170,800	\$ 1,813,100	\$ 1,813,100	\$ 1,813,100	\$ 1,813,100	10.40%
7000104											
1-7-7000104-0173	138,639	87,649	114,868		143,100		\$ 143,100		143,100	\$ 143,100	0.00%
1-7-7000104-0269	48,363	69,661	118,015		97,700	20,300	118,000		118,000	118,000	20.78%
1-7-7000104-0306	7,500	800	-		10,000	(2,500)	7,500		7,500	7,500	-25.00%
1-7-7000104-0313	67,701	67,701	67,701		73,700	12,900	86,600		86,600	86,600	17.50%
1-7-7000104-0330	6,100	5,350	5,550		8,400	(1,200)	7,200		7,200	7,200	-14.29%
	\$	\$ 268,303	\$ 306,134		\$ 332,900	\$ 29,500	\$ 362,400	\$ 362,400	\$ 362,400	\$ 362,400	8.86%
7000105											
1-7-7000105-0350	123,513	125,807	69,069		102,300	22,700	125,000		125,000	125,000	22.19%
	\$	\$ 123,513	\$ 125,807	\$ 69,069	\$ 102,300	\$ 22,700	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	22.19%
7000106											
1-7-7000106-0155	53,309	-	-		-		\$		\$	\$	
1-7-7000106-0164	-	-	19,000		-		-		-	-	
1-7-7000106-0310	12,839	-	-		-		-		-	-	
1-7-7000106-0321	1,200	1,200	-		-		-		-	-	
1-7-7000106-0331	1,958	1,917	1,917		2,000	15	2,015		2,015	2,015	0.75%
1-7-7000106-4999	1,104,608	49,352	-		-		-		-	-	
	\$	\$ 1,173,915	\$ 52,469	\$ 20,917	\$ 2,000	\$ 15	\$ 2,015	\$ 2,015	\$ 2,015	\$ 2,015	0.75%
	\$	\$ 3,112,699	\$ 2,119,285	\$ 2,172,833	\$ 2,114,500	\$ 228,215	\$ 2,342,715	\$ 2,342,715	\$ 2,342,715	\$ 2,342,715	10.79%

TOTAL POLICE SERVICES REVENUE

City of Belleville
 2022 Budget
 Protective Services
 Police Services as of Feb 22, 2022

	2019		2020		2021		2021		2022 Budget		
	Actual		Actual		Actual YTD	Budget	Adjustments	Base Budget	Final	% + or (-)	
7000360											
EXPENDITURES											
POLICE GENERAL											
Heat	\$ 12,161	\$ 8,800	\$ 77,028	\$ 41,500	\$ 44,500	\$ 86,000	\$ 86,000	\$ 86,000	86,000	107.23%	
Electricity	72,414	101,242	184,887	195,000	10,000	205,000	205,000	205,000	205,000	5.13%	
Water	1,538	4,001	6,696	2,400	3,900	6,300	6,300	6,300	6,300	162.50%	
Sewer	984	2,616	5,119	2,800	3,900	6,700	6,700	6,700	6,700	139.29%	
Telephone/Fax & Internet Services	105,222	124,561	103,319	107,500	2,500	110,000	110,000	110,000	110,000	2.33%	
Photocopy Service	22,524	24,262	22,281	22,300		22,300	22,300	22,300	22,300	0.00%	
Office Supplies	28,619	19,831	19,049	22,500	(4,400)	18,100	18,100	18,100	18,100	-19.56%	
Postage & Courier	6,759	5,866	2,025	6,000	(4,000)	2,000	2,000	2,000	2,000	-66.67%	
Building Insurance	45,092	44,935	52,286	49,200	7,185	56,385	56,385	56,385	56,385	14.60%	
Insurance Claims	2,745	13,956	9,084	16,000	(6,000)	10,000	10,000	10,000	10,000	-37.50%	
Contract Work					100,000	100,000	100,000	100,000	100,000		
Equipment					140,000	140,000	140,000	140,000	140,000		
Clothing	264,023	287,863	305,429	270,000	(140,000)	130,000	130,000	130,000	130,000	-51.85%	
Training	136,105	91,715	149,750	115,000	32,000	147,000	147,000	147,000	147,000	27.83%	
Transferred to Fixed Assets											
	\$ 698,187	\$ 729,645	\$ 936,953	\$ 850,200	\$ 189,585	\$ 1,039,785	\$ 1,039,785	\$ 1,039,785	\$ 1,039,785	22.30%	

2

City of Belleville
 2022 Budget
 Protective Services
 Police Services as of Feb 22, 2022

	2019		2020		2021		2021		2022 Budget			% + or (-)
	Actual		Actual		Actual YTD	Budget	Base Adjustments	Base Budget	Final			
ADMINISTRATION DIVISION												
7000361												
1-8-7000361-0010	\$ 2,744,093	\$ 2,716,652	\$ 2,609,249	\$ 2,643,400	\$ 141,100	\$ 2,784,500	\$ 2,784,500	\$ 2,784,500	\$ 2,784,500	5.34%		
1-8-7000361-0020	443,940	470,352	470,684	445,000	129,700	574,700	574,700	574,700	574,700	29.15%		
1-8-7000361-0030	374,341	354,592	335,027	320,800	45,900	366,700	366,700	366,700	366,700	14.31%		
1-8-7000361-0060												
1-8-7000361-0071	236,752	211,194	211,986	231,000	(31,000)	200,000	200,000	200,000	200,000	-13.42%		
1-8-7000361-0076	164,131	149,395	193,651	150,000	30,000	180,000	180,000	180,000	180,000	20.00%		
1-8-7000361-0079	76,355	70,072	88,409	73,400	19,500	92,900	92,900	92,900	92,900	26.57%		
1-8-7000361-0080	94,021	100,229	175,837	90,000	30,000	120,000	120,000	120,000	120,000	33.33%		
1-8-7000361-0110	7,248	4,639	675	2,500		2,500	2,500	2,500	2,500	0.00%		
1-8-7000361-0141	16											
1-8-7000361-0142	1,223			60,300	51,700	112,000	112,000	112,000	112,000	85.74%		
1-8-7000361-0230	53,431	89,011	69,412	298,000	10,000	308,000	308,000	308,000	308,000	3.36%		
1-8-7000361-0511	219,048	271,694	275,992									
1-8-7000361-9999	(13,579)											
	\$ 4,401,019	\$ 4,437,830	\$ 4,430,921	\$ 4,314,400	\$ 426,900	\$ 4,741,300	\$ 4,741,300	\$ 4,741,300	\$ 4,741,300	9.89%		
SUPPORT DIVISION												
7000362												
1-8-7000362-0010	\$ 2,658,295	\$ 2,806,771	\$ 3,181,452	\$ 2,977,400	\$ 38,500	\$ 3,015,900	\$ 3,015,900	\$ 3,015,900	\$ 3,015,900	1.29%		
1-8-7000362-0020	352,149	378,655	404,617	366,200	91,900	458,100	458,100	458,100	458,100	25.10%		
1-8-7000362-0030	351,181	394,435	409,124	461,900	(52,200)	409,700	409,700	409,700	409,700	-11.30%		
1-8-7000362-0100	35,378	29,558	48,196	22,400	7,600	30,000	30,000	30,000	30,000	33.93%		
1-8-7000362-0110	9,892	3,402	4,651	5,500		5,500	5,500	5,500	5,500	0.00%		
1-8-7000362-0130	59,357	62,040	75,999	64,400	45,600	110,000	110,000	110,000	110,000	70.81%		
1-8-7000362-9999												
	\$ 3,466,253	\$ 3,674,860	\$ 4,124,040	\$ 3,897,800	\$ 131,400	\$ 4,029,200	\$ 4,029,200	\$ 4,029,200	\$ 4,029,200	3.37%		
OPERATIONS DIVISION												
7000363												
1-8-7000363-0010	\$ 7,500,388	\$ 7,801,688	\$ 8,491,972	\$ 7,929,500	\$ 659,700	\$ 8,589,200	\$ 8,589,200	\$ 8,589,200	\$ 8,589,200	8.32%		
1-8-7000363-0020	2,243,466	1,956,411	1,305,383	1,344,500	56,700	1,401,200	1,401,200	1,401,200	1,401,200	4.22%		
1-8-7000363-0030	1,031,225	1,028,559	1,097,530	1,057,100	195,800	1,252,900	1,252,900	1,252,900	1,252,900	18.52%		
1-8-7000363-0110	16,385	10,674	4,375	9,400		9,400	9,400	(48,600)	(48,600)	-617.02%		
1-8-7000363-0130	8,135	5,379	5,724	8,500	(2,000)	6,500	6,500	6,500	6,500	-23.53%		
1-8-7000363-9999												
	\$ 10,799,599	\$ 10,802,711	\$ 10,904,984	\$ 10,349,000	\$ 910,200	\$ 11,259,200	\$ 11,259,200	\$ 11,201,200	\$ 11,201,200	8.23%		
EXECUTIVE SERVICES												
7000364												
1-8-7000364-0010	\$ 764,050	\$ 882,480	\$ 914,302	\$ 914,500	\$ 35,600	\$ 950,100	\$ 950,100	\$ 950,100	\$ 950,100	3.89%		
1-8-7000364-0020	133,917	129,873	135,172	134,800	16,200	151,000	151,000	151,000	151,000	12.02%		
1-8-7000364-0030	87,484	91,961	102,853	135,800	(26,300)	109,500	109,500	109,500	109,500	-19.37%		
1-8-7000364-0110	19,690	6,890	10,596	11,000		11,000	11,000	11,000	11,000	0.00%		
1-8-7000364-0130	25,449	10,417	9,382	20,000		20,000	20,000	20,000	20,000	0.00%		
1-8-7000364-0150	122,987	188,280	461,996	465,300	(194,400)	270,900	270,900	270,900	270,900	-41.78%		
1-8-7000364-0520		225	30,698	22,000	8,000	30,000	30,000	30,000	30,000	36.36%		
1-8-7000364-0980												
	\$ 1,153,576	\$ 1,310,126	\$ 1,664,999	\$ 1,703,400	\$ (160,900)	\$ 1,542,500	\$ 1,542,500	\$ 1,542,500	\$ 1,542,500	-9.45%		

City of Belleville
 2022 Budget
 Protective Services
 Police Services as of Feb 22, 2022

	2019 Actual	2020 Actual	2021 Actual YTD	2021 Budget	2022 Budget			% + or (-)
					Base Adjustments	Base Budget	Final	
POLICE SERVICES BOARD								
7000365 1-8-7000365-0010 Member Honorarium	\$ 26,420	\$ 27,148	\$ 23,539	\$ 23,200		\$ 23,200	\$ 23,200	0.00%
1-8-7000365-0110 Travel & Memberships	-	-	5,346	13,900		13,900	13,900	0.00%
1-8-7000365-0530 Legal costs	49,843	77,841	137,629	20,000		20,000	20,000	0.00%
NEW: Interest on Long-Term Debt	16	-	-	-	266,600	266,600	266,600	
NEW: Principal on Long-Term Debt	1,223	-	-	-	223,100	223,100	223,100	
MODIFY: Contribution to Reserve	1,000,000	1,000,000	1,000,000	1,000,000	(489,700)	510,300	510,300	-48.97%
	\$ 1,077,501	\$ 1,104,989	\$ 1,166,514	\$ 1,057,100	\$ -	\$ 1,057,100	\$ 1,057,100	0.00%
TOTAL POLICE EXPENDITURES	\$ 21,586,135	\$ 22,060,160	\$ 23,228,411	\$ 22,171,900	\$ 1,497,185	\$ 23,669,085	\$ 23,611,085	6.49%
NET POLICE OPERATING BUDGET	\$ 18,483,436	\$ 19,940,875	\$ 21,055,579	\$ 20,057,400	\$ 1,268,970	\$ 21,326,370	\$ 21,268,370	6.04%
POLICE SERVICES CAPITAL								
7000366 1-7-7000366-4999 Contribution from Capital Reserve	1,415,800	614,300	43,400	43,400		43,400	43,400	0.00%
TOTAL POLICE CAPITAL REVENUE	\$ 1,415,800	\$ 614,300	\$ 43,400	\$ 43,400	\$ -	\$ 43,400	\$ 43,400	0.00%
Capital Projects - Police Services	2,097,900	1,414,800	632,600	632,600		632,600	632,600	0.00%
TOTAL POLICE CAPITAL EXPENDITURES	\$ 2,097,900	\$ 1,414,800	\$ 632,600	\$ 632,600	\$ -	\$ 632,600	\$ 632,600	0.00%
NET POLICE CAPITAL BUDGET	\$ 682,100	\$ 800,500	\$ 589,200	\$ 589,200	\$ -	\$ 589,200	\$ 589,200	0.00%
TOTAL POLICE BUDGET	\$ 19,165,536	\$ 20,741,375	\$ 21,644,779	\$ 20,646,600	\$ 1,268,970	\$ 21,915,570	\$ 21,857,570	5.87%
				104.83%				
BELLEVILLE POLICE SERVICES EXPENDITURES								
Annual Operating Requisition	\$ 18,483,436	\$ 19,940,875	\$ 21,055,579	\$ 20,057,400	\$ 1,268,970	\$ 21,326,370	\$ 21,268,370	6.04%
Annual Capital Requisition	682,100	800,500	589,200	589,200	-	589,200	589,200	0.00%
TOTAL POLICE SERVICES EXPENDITURES	\$ 19,165,536	\$ 20,741,375	\$ 21,644,779	\$ 20,646,600	\$ 1,268,970	\$ 21,915,570	\$ 21,857,570	5.87%



BAY OF QUINTE

ECONOMIC DEVELOPMENT

March 11, 2022

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

Re: Quinte Economic Development Commission Funding Request

Dear Karen:

Thank you for your continued support of the Quinte Economic Development Commission (QEDC). As the regional economic development office representing the City of Belleville, the City of Quinte West and the Municipality of Brighton, QEDC is committed to supporting the existing industrial companies in our communities, as well as marketing and promotion of our communities on behalf of our member municipalities to attract new companies to the region.

2021 saw several economic successes in our region and 2022 is also shaping up to be a good year for the region's industrial sector. We appreciate the partnership we have with you and your team.

Our 2022 budget was approved at the Quinte Economic Development Commission Annual General Meeting on February 24th. The 2022 per capita rate is \$4.24 which is an increase of just over 2% from 2021. In calculating the payment we will continue to use the same population figures as last year. The 2021 and 2022 contributions are as follows:

2021 Belleville contribution: \$210,471
2022 Belleville contribution: \$215,036

You have copies of the 2022 budget, 2022 Workplan and 2021 yearend report. Please let me know if you require anything else.

Best Regards,

Sincerely,

Chris King, Ec.D.
Chief Executive Officer

QEDC							
	Budget 4.15	31-Dec	Budget	MRC only Financials	2021	31-Dec	2022
	2021	Final	2022	Revenue	Budget	Final	Budget
REVENUE	\$4.15/capita		\$4.24 per capita				
Sales Revenue				ECIF support			
Quinte West - 43,577	180,845	180,845	184,766				
Belleville - 50716	210,471	210,471	215,036	LMP	192,000	57,779	217,625
Brighton (11844-611)	46,617	46,617	47,628	LMP Coordination	18,750	18,749	25,000
Total Municipal Funding	437,933	437,933	447,430	Tech adoption fund	30,000	-	53,000
Net Directory Revenue	50	50	50	Elevate Military	615,300	541,303	340,000
Interest	800	438	450	EP Military Admin	60,000	65,750	40,000
Province-OMAFRA RED	47,600	47,539		Elevate Plus Mfg	1,229,155	1,107,524	500,000
CanExport	21,500	21,750	24,000	EP Mfg Admin	87,000	82,815	30,250
Misc. Revenue	-	4,178		MRC other revenue			
Technology Adoption Program			53,000				
LMP	260,750	76,528	342,625	Net Revenue	2,152,205	1,871,023	1,511,875
Elevate Plus - Manufacturing	1,229,155	1,107,524	500,000				
EP-Mfg Admin	87,000	82,815	36,250				
Elevate Plus - Military	615,300	541,303	340,000				
EP Military Admin	60,750	65,750	40,000				
Total MRC Revenue	2,252,955	1,873,921	1,311,875				
MRC Training Flow Through							
QBDC / Incubator							
				Expenses			
TOTAL REVENUE	2,760,838	2,385,808	1,783,805	MRC wage & benefits	90,842	91,193	94,721
EXPENSE							
Wages & Salaries	236,654	236,307	246,120	MRC website	500	36	500
EI Expense	3,491	3,491	3,708	MRC tours, events, workshops	4,000	3,560	4,000
CPP Expense	8,798	8,612	9,680	MRC office, travel, admin	10,000	10,532	16,000
Health Plan	13,500	12,113	13,500	Tech adoption program	700,000	22,368	53,000
OMERS	25,120	25,006	26,031	Elevate expenses	1,229,155	881,147	500,000
EHT Expense	3,753	3,623	3,903	LMP	192,000	57,707	117,625
other				MRC other - Jobs data base			
Total Payroll Expense	291,315	289,151	302,943	Elevate Military	615,300	757,680	340,000
Overhead & Admin				MRC Total Costs	2,247,257	1,836,273	1,125,846
Accounting & Legal	6,500	5,571	6,500				
Office Expenses	5,000	6,940	5,500	Net Expenses	2,247,257	1,836,273	1,125,846
Courier & postage	1,400	1,469	1,400				
Computer Expenses	5,000	3,431	5,000	Net Income	4,608	37,647	13,971
Fees, Registrations Professional	9,000	5,032	9,000				
Insurance	7,800	8,470	8,700				
Interest & Bank Charges	120	11	50				
Meetings Expenses	5,000	2,385	5,000				
Rent	15,000	15,084	15,000				
Telephone	4,700	4,483	4,800				
Total Overhead & Admin	59,520	52,878	60,950				
Marketing and Projects							
Advertising & Promotions	50,000	60,234	60,000				
Trade Shows / Missions	20,000	7,840	25,000				
Target Market Study							
Covid-19 Recovery expense							
Ont East Sector Partnerships	9,000	9,599	9,599				
Small Business Centre	6,000	6,000	7,500				
Travel	4,000	2,172	6,000				
Special Projects/QBAA	1,000	1,000	1,000				
Manufacturing Resource Centre	2,247,797	1,836,273	1,325,846				
RED -PMBQ	68,000	67,907	-				
Total Marketing and Projects	2,405,797	1,991,026	1,434,945				
Amortization	3,300	1,989	2,000				
TOTAL EXPENSE	2,759,933	2,335,044	1,800,838				
NET INCOME	905	50,764	17,033				
Opening Balance	244,429	244,429	295,193				
Closing Balance	245,334	295,193	278,161				



BAY OF QUINTE ECONOMIC DEVELOPMENT

DRAFT 2022 PLAN

QUINTE ECONOMIC DEVELOPMENT COMMISSION

Contents

EXECUTIVE SUMMARY	1
BACKGROUND	2
HUMAN RESOURCES	2
QEDC OFFICE LOCATION	3
PURPOSE, MISSION, VISION AND VALUES	4
ORGANIZATIONAL STRUCTURE	5
ROLES AND RESPONSIBILITIES	6
THE ECONOMY- BELLEVILLE, QUINTE WEST AND BRIGHTON	7
FUNDING	10
GOVERNANCE	10
PARTNERS	10
BUSINESS DIRECT INVESTMENT - TARGET MARKET STUDY AND STRATEGIC PLAN	11
INDUSTRIAL LAND INVENTORY	12
PROACTIVE TARGETING PROGRAM	13
INDIRECT CHANNELS TO INVESTORS	14
SITE SELECTORS	14
INFLUENCERS AND INTERMEDIARIES	14
ECONOMIC DEVELOPMENT TWINNING	15
MARKETING AND PROMOTION	16
AUDIENCES:	16
CONTENT DEVELOPMENT	16
BRAND	17
WEBSITES	18

SOCIAL MEDIA.....	19
INVESTMENT ATTRACTION PARTNERSHIPS.....	20
TRADE SHOWS AND EVENTS.....	21
OTHER MARKETING TOOLS.....	22
VIDEOS.....	22
BROCHURES, DOCUMENTS AND OTHER COLLATERAL.....	22
EXTERNAL ADVERTISING.....	23
NEWSLETTER.....	23
LOCAL ADVERTISING.....	23
SUPPORTING LOCAL BUSINESSES.....	24
INDUSTRY SUPPORT.....	24
MANUFACTURING RESOURCE CENTRE.....	25
QUINTE MANUFACTURERS ASSOCIATION AND QUINTE TECHNOLOGY ASSOCIATION.....	26
PROUDLY MADE IN THE BAY OF QUINTE.....	27
LOYALIST COLLEGE.....	28
ELEVATE PLUS – JOBS FOR PEOPLE, PEOPLE FOR JOBS.....	29
OTHER WORKFORCE DEVELOPMENT.....	30
STUDIES.....	31
ENTREPRENEURS & SMALL BUSINESS.....	32

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 follow the recommendations from the latest target market study and industry outreach meetings. Regular adjustments to the plan 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 continues to force the QEDC to change how it traditionally conducts business and this is anticipated to continue in 2022. Investment attraction and retention 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 \$4.24 per capita for 2022. Additional funding is raised through other provincial and federal programs and through the delivery programs including Elevate Plus which supports some of our internal costs to deliver the project. Outside funding is critical in maintaining the current level of staffing and activity however funding program availability and criteria change over time. 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 investigate ongoing funding programs that help to deliver meaningful programming to local industry and stakeholders. Collaboration 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 ongoing requirement for 2022 as businesses in the identified target sectors have articulated their need for workers and skills upgrading. QEDC will continue to lead and partner on programs that support workforce development.

BACKGROUND

HUMAN RESOURCES

<p>CHRIS KING CHIEF EXECUTIVE OFFICER</p>	<p>MIKE HEWITT MANUFACTURING RESOURCE CENTRE COORDINATOR</p>	<p>VICKI BRISTOW FERGUSON BUSINESS DEVELOPMENT OFFICER</p>	<p>RACHAEL LAMB ADMINISTRATIVE ASSISTANT</p>
<p>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</p>	<p>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.</p>	<p>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</p>	<p>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.</p>

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 2022. Safety protocols, directions from health authorities may require staff to work from remotely 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 planning 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

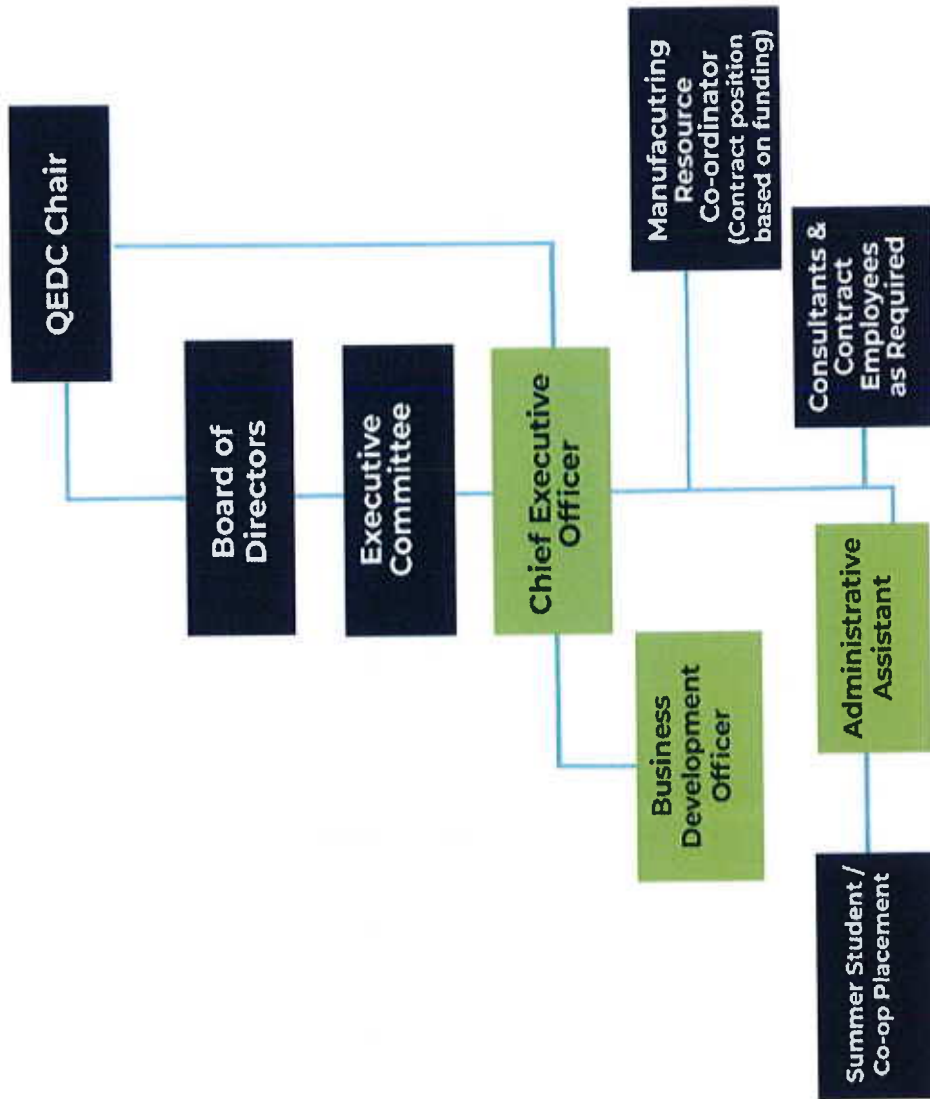
Coordinated QEDC represents municipalities working together as a region

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.

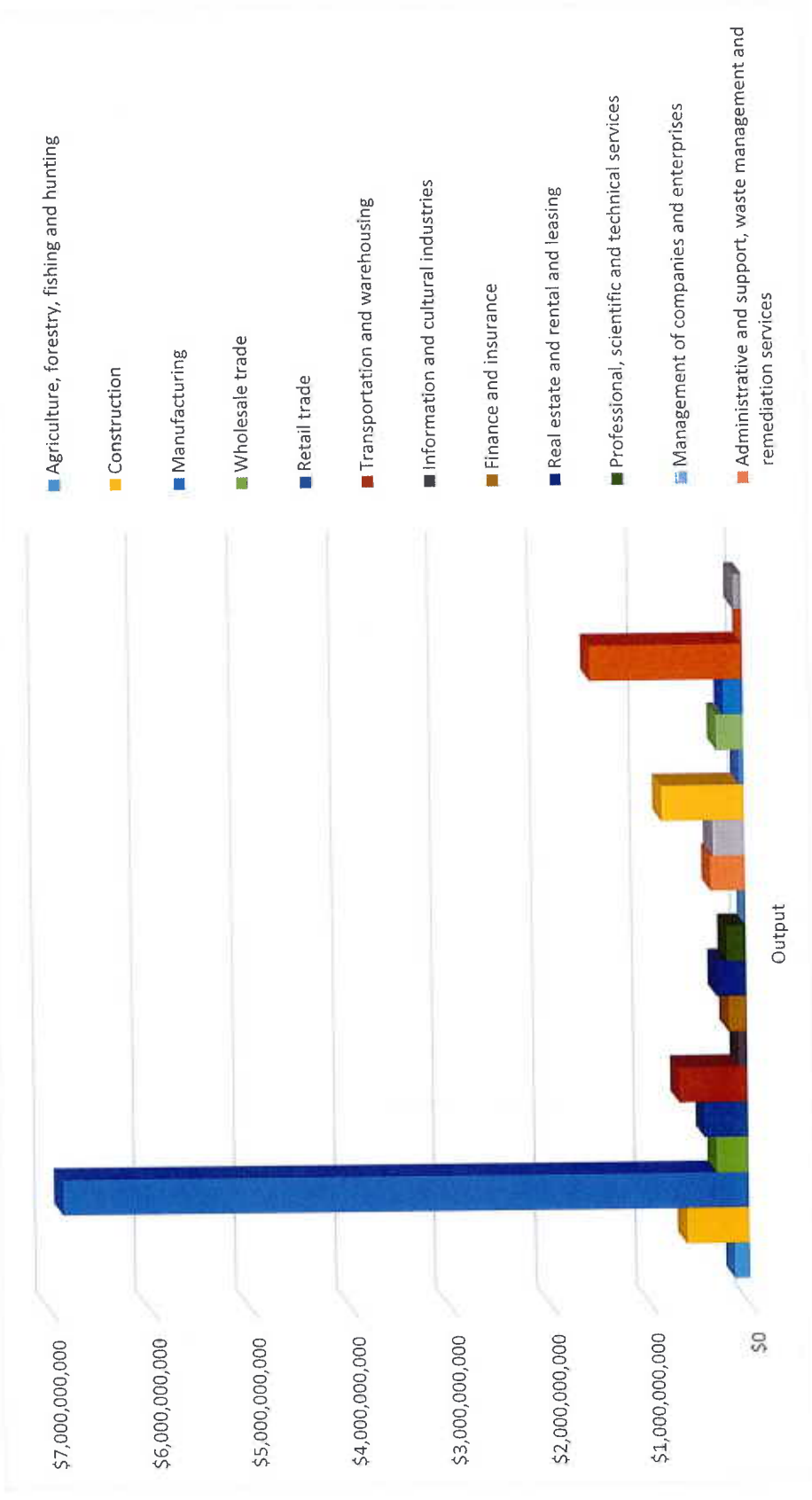
QEDC is focused on high-value, wealth-creating sectors including manufacturing, logistics and technology-based companies. Activities include investment attraction initiatives to attract new businesses to the region, as well as support to retain and grow existing target business sectors in the region.

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.

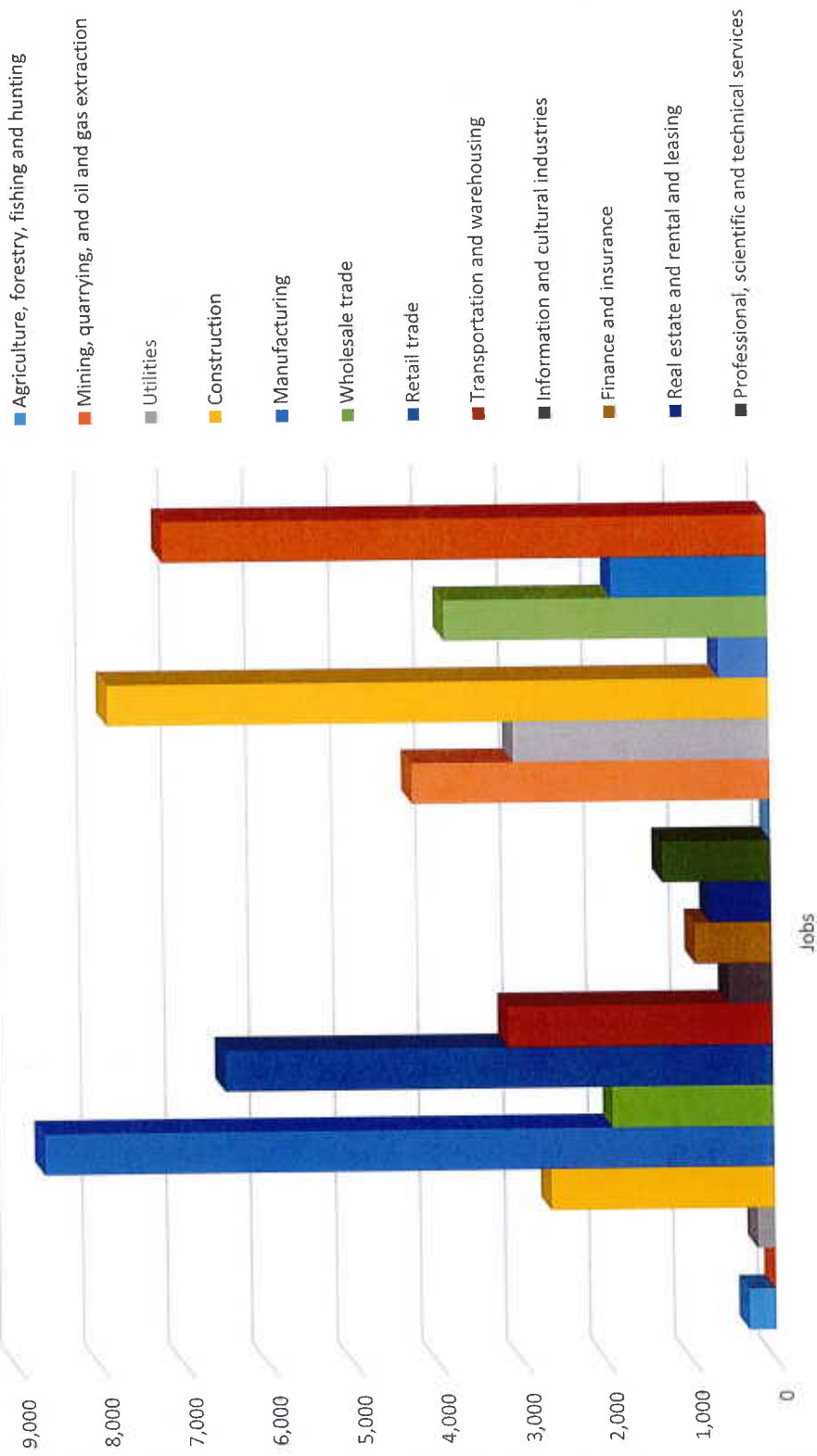
THE ECONOMY- BELLEVILLE, QUINTE WEST AND BRIGHTON

QEDC LMI Inquiry

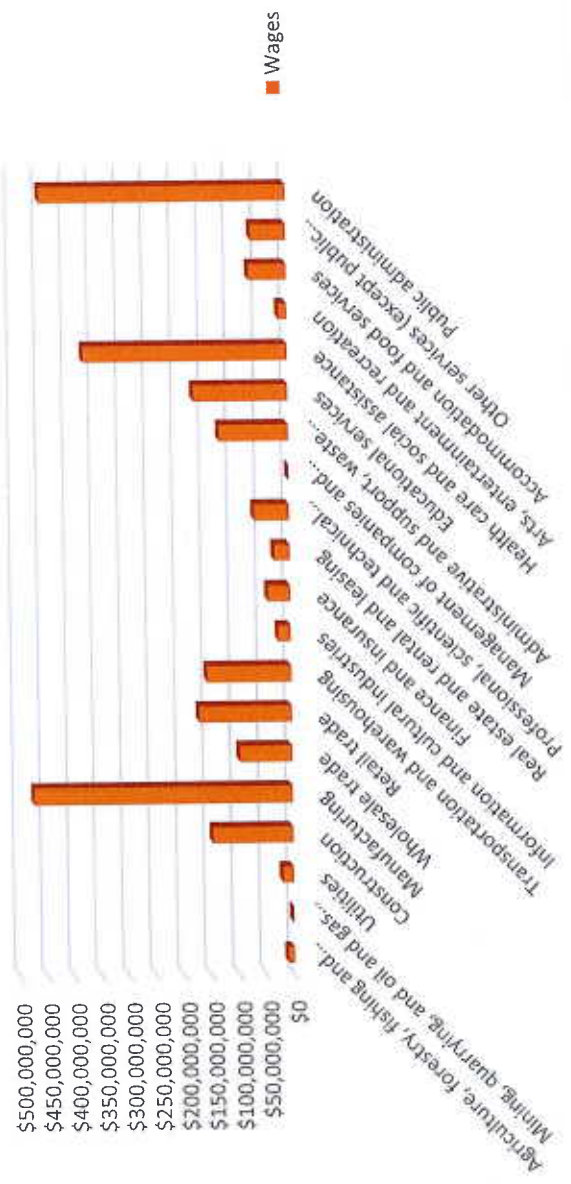
Total annual Economic Output \$13,563,890,632



QEDC region – Jobs



Total Wages by Sector



FUNDING

QEDC's core funding is provided by the member municipalities based on a per capita funding formula. The 2022 municipal funding formula is \$4.24 per capita. QEDC applies for funding from Federal and Provincial funding programs, when available, to create more value in the economic development program and leverage the 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 2021 non-municipal funding was 82% 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 and adjust spending and activities accordingly.

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 the 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. In Particular, the collaboration of organizations at the Quinte Business Development Centre at Loyalist College continues to be an effective partnership that QEDC will maintain.

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).



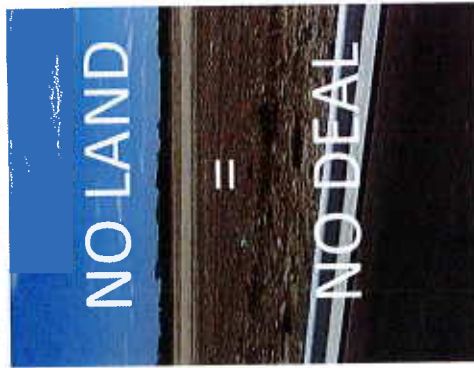
INDUSTRIAL LAND INVENTORY

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. The high level of interest and demand for industrial land further heightens the need for a plan to develop industrial land for future development.

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. As municipal industrial land continues to be sold and the long lead time to develop new industrial land it is more important than ever that municipalities plan for future industrial park development. QEDC will continue to encourage its municipal partners to develop new industrial land.

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.
 - 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 including lead generation services 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. 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.

Depending on travel restrictions caused by the Covid-19 pandemic the 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 primarily due to the Covid-19 pandemic. In 2022 QEDC staff will revisit this and other opportunities. Finally, the QEDC will look for opportunities to leverage and support the sister or twin City relationships of the QEDC member Municipalities when they align with QEDC strategies.

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 was completed 2021. The new site provides 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 manufacturing 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 through the Ontario East Economic Development Commission (OEEDC) 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 OEEDC 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 strategy and is Co-Chair the Ontario Food Cluster.

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

These two pan Ontario partnerships 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 due to the on-going pandemic. QEDC staff will evaluate participation with in-person events when they are available and when it is acceptable and safe to travel and participate.

Shows to attend

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 shows being considered for attendance.

- Partner with the Ontario Food Cluster
- PLMA – Private Label Manufacturers Association
- IFT – Institute of Food Technologists
- SIAL Europe
- Supply Side West

Target Sectors – Food Processing, Manufacturing, Logistics & Technology

QEDC will participate in select Site Location consultant events including Area Development Fall Forum
Site Selectors Guild

OTHER MARKETING TOOLS

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 AND OTHER COLLATERAL

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



\$54 million

in funding secured by local
industry with QEDC
assistance

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.



**QUINTE
TECHNOLOGY
ASSOCIATION**

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. This program is supported by the Labour Market Partnership program.

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 manufacturers 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 – JOBS FOR PEOPLE, PEOPLE FOR JOBS

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. This program is scheduled to be completed on March 31, 2022 however the agreement was amended and a timeline extension was given to May 31, 2022. Elevate Plus was funded under the Skills Advance Ontario (SAO) program through the Ministry of Labour Training and Skills Development. SAO program will not be taking new applications. QEDC is working to secure funding for 2022/2023 through an alternative funding source.

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. This program was scheduled to be completed on March 31, 2022, however, the agreement was amended and a timeline extension was given to September 30, 2022.

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 identify other barriers or opportunities for growth for local industry. Information will be collected and tracked in our CRM system. The Ontario Labour Market Partnership funding secured in 2021 is in place until March 31, 2023 and provides funding to support the industry outreach as well promotion of the manufacturing sector.

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.

ENTREPRENEURS & SMALL BUSINESS

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 assists 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



March 24, 2021

City of Belleville
169 Front St
Belleville, ON
K8N 2Y8

Attention Jennifer Knight:

In November of 2015 Volunteer Information Centre HPE (VIQ) approached Council regarding a sustainable funding request of \$10,000 per year for a 5-year term. In 2016 we began to receive this funding with the final payment received in 2020. Over the past 5 years the funding has assisted our agency in providing, information and volunteer programs and services making our communities healthy and sustainable. we continue promote citizen participation and volunteerism, we enhance the quality of life for all residents and respond to the community needs and interests. We are a multi-purpose agency focusing on volunteer recruitment and agency assistance, as well as a local information centre for human and social services and data provider for 2-1-1 Ontario.

It is our hope that City of Belleville will extend this agreement for a 5-year term at \$10,000 per year to assist with cost associated with providing regular volunteer and information programing within the municipality. The sustainable funding allows us to continue programs and meet the needs of community agencies and individuals ensuring the longevity of essential services and maintaining a healthy community. Our new information platform also has the capabilities to track both met and unmet needs to assist municipalities in determining priorities. In the past year, our agency has completed 579 volunteer referrals in the Belleville area to over 36 essential service agencies. We have answered 240 information calls in the past nine months providing information direction and support. 2-1-1 is has experienced a 200% increase in calls the past two months from Belleville residents. VIQ maintains a ICarol information database containing over 1,450 records, we have over 275 agencies listed on our volunteer recruitment database and over 4,000 registered volunteers on our Volunteer Attract database. We provide presentations to all local high schools and Loyalist College programs promoting volunteerism and educating students on the values and benefits, building our future generation of volunteers.

Thank you for your consideration, if you have any questions please feel free to contact me at 613-847-9723.

Sincerely,

Brenda Snider
Executive Director,
volunteer@viq.ca



17 February 2022

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

RE: 2022 QUINTE CONSERVATION BUDGET

Dear Mr. MacDonald,

At the October 21st Board Meeting, the Executive of Quinte Conservation approved a preliminary 2022 budget (Motion QC-21-108). The purpose of this letter is to communicate early with our municipal partners regarding the 2022 budget forecast. We will be taking into consideration all municipal comments prior to our November meeting where the 2022 Budget will be officially presented for the weighted vote. The details for your municipality are enclosed.

Recent changes to the Conservation Authorities Act (CAA) including the posting of three new regulations will have impacts to our operations. Over the next 2 years there will be considerable change made to our program and service delivery, interactions with our municipal partners and budgeting process. My colleagues from the Eastern Ontario conservation authorities have been meeting regularly to discuss implementation strategies for the proposed changes. Due to that late release of the new regulations, we will be keeping changes to a minimum for 2022. Our priority will be maintaining a consistent and seamless transition throughout the region so that our watershed residents are not negatively impacted.

The 2022 proposed budget has an increase to the municipal levy of \$69,461.37 and an option for a \$25,000 reserve build (budget summary attached). We have incorporated and increased many other revenue streams for the 2022 proposed budget. Predicted increases in visitor revenue, increased planning and regulations fees and inclusion of revenue from carbon sales have assisted in maintaining our annual budget below the Cost-of-Living-Allowance (COLA) (posted in August at 4.1%). The operating budget will be shared among our 18 municipalities in accordance with the levy distribution (see attached General Levy distribution). We are proposing to continue with the special levy to support conservation area upgrades and watershed management (attached) to allow for 2022 Water and Erosion Control Infrastructure (WECI) applications to proceed.

Quinte Conservation (QC) will be preparing a management plan to account for all our assets (water management structures, landholdings, buildings, staff, equipment, etc.). This initiative started in 2021 and will be presented to the board for approval in 2022, and implementation in 2023. Requirements set in the new regulations will require a complete inventory and management plan for each parcel of land owned by QC, development of Core Watershed-based Resource Management Strategies, Transition plans, inventory of programs and services, multiple agreements with our municipal partners and several other deliverables on a relatively short timeframe.

Our strategic plan developed in 2021 has laid out an important path for our organization for the next 10 years. Implementation of the plan will be an important step in 2022. Our key drivers are accelerating advocacy, boosting well-being, advancing environmental science, and strengthening brand recognition.

QC continues to invest in our aging water management infrastructure. Our 10-Year Capital Maintenance Plan prepared by D.M. Wills Associates outlined several projects that require attention. Staff will continue to work with Ministry of Natural Resources and Forestry (MNRF) and Conservation Ontario to ensure we access WECl funding. We have reached out to all our municipal partners and identified the need for building reserve accounts for future investments into our water control structures. As part of this outreach, we have made recommendations regarding the annual amounts to build these reserve accounts. Building our reserve accounts for our water control infrastructure will allow QC to prepare for the larger priority projects within the capital asset management plan.

QC staff will continue to provide a level of excellence in our programs and services that our watershed residents deserve. The recent compensation review outlined some requirements to ensure we maintain a high standard of retention and investment into our staff. 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;
- Land management;
- Conservation stewardship

We must continue to deliver watershed-based programs and services to the benefit of our residents, municipalities and partnering agencies. We have heard from many residents and groups that see conservation authority programming as a vital piece in protecting the environment. We need to invest in additional enforcement staff to deal with those that do not value the importance of our natural environment. Having additional staff resources for the enforcement of Section 29 of the CAA and ability to lay charges for misuse of Conservation Authority owned/managed land is a priority. There continues to be destruction of wetlands, alterations to shorelines and development in areas that have negative impacts on the environment. Improving and enhancing our capabilities for enforcement under section 28 of the CAA is a priority. We have gone through several years of “soft selling” the importance of environmental features and proper use of conservation areas. Unfortunately, this message is not being adhered to by all and there is a significant need to better patrol our region.

Covid-19 will continue to persist into 2022 causing disruption and challenges to our workforce and workplace. A recent poll of the executive committee regarding future board meetings will require some creative planning and ability to offer hybrid meeting for the next several months. Changes to our office will be required to ensure the health and safety of our employees. Having the ability to allow access to the building for the public will be an important step in 2022 but limitations will be required as to where and how the public access. QC will do what is necessary to ensure that we continue to meet service standards, accountability and transparency initiatives set forth in 2021 by Conservation Ontario.

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 2022 proposed budget with a levy of \$1,915,744. That number would be disbursed amongst the watershed's 18 member municipalities in accordance with the Conservation Authorities Act.

The City of Belleville proposed general levy for 2022 operations is:

- \$743,884 (an increase of \$36,680)
- \$66,133 (Special Levy for Preventative Maintenance at the Belleville Ice Control Structures)

The capital levy portion of the budget, regarding Watershed Management and Conservation Areas, has been received at \$100,000 each. In addition, the capital reserve for water and erosion control infrastructure assets outlined in the October 27, 2021, letter has also been included. For the City of Belleville, the portion of the costs are:

- \$38,830 (Watershed Management)
- \$38,830 (Conservation Area Major Upgrades)
- \$62,790 (Capital Reserve for Water & Erosion Control Infrastructure Asset Management)

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 me 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 2022 Budget

Summary Sheet

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Watershed Science, Monitoring & Reporting (WSMR) Expenditures			
1a Program Management & Operations	\$ 414,512.00	\$ 527,474.00	\$ 112,962.00
1b Watershed Planning & Operations	\$ 414,512.00	\$ 527,474.00	\$ 112,962.00
1c Climate Change	\$ 106,011.05	\$ 110,357.00	\$ 4,345.95
1d Flood Forecasting	\$ 144,362.00	\$ 140,400.00	\$ (3,962.00)
1e GIS Services	\$ 67,889.84	\$ 70,672.45	\$ 2,782.61
1f Watershed Data Management & Reporting	\$ 108,345.00	\$ 111,924.00	\$ 3,579.00
1g Water Control Operations	\$ 161,580.25	\$ 166,170.25	\$ 4,590.00
Total WSMR Expenditures	<u>\$ 1,417,212.14</u>	<u>\$ 1,654,471.70</u>	<u>\$ 237,259.56</u>
Watershed Science, Monitoring & Reporting (WSMR) Revenue			
1h Provincial	\$ 123,312.61	\$ 123,312.61	\$ -
1i Municipal Levy	\$ 970,908.59	\$ 1,053,190.92	\$ 82,282.33
1j Special Levy	\$ 68,804.69	\$ 75,857.17	\$ 7,052.48
1k Other Revenue	\$ 254,186.25	<u>\$ 402,111.00</u>	<u>\$ 147,924.75</u>
Total WSMR Revenue	<u>\$ 1,417,212.14</u>	<u>\$ 1,654,471.70</u>	<u>\$ 237,259.56</u>
Planning Advisory & Regulatory Services (PARS) Expenditures			
2a Program Management & Operations	\$ 370,817.71	\$ 525,158.00	\$ 154,340.29
2b Program Costs	\$ 27,000.00	\$ 32,550.00	\$ 5,550.00
2c Legal Costs	<u>\$ 16,000.00</u>	<u>\$ 16,000.00</u>	<u>\$ -</u>
Total PARS Expenditures	<u>\$ 413,817.71</u>	<u>\$ 573,708.00</u>	<u>\$ 159,890.29</u>
Planning Advisory & Regulatory Services (PARS) Revenue			
2d Provincial	\$ 34,243.50	\$ 34,243.50	\$ -
2e Municipal Levy	\$ 209,574.21	\$ 369,464.50	\$ 159,890.29
2f Special Levy	\$ -	\$ -	\$ -
2g Other Revenue	<u>\$ 170,000.00</u>	<u>\$ 170,000.00</u>	<u>\$ -</u>
Total PARS Revenue	<u>\$ 413,817.71</u>	<u>\$ 573,708.00</u>	<u>\$ 159,890.29</u>
Corporate Services (CS) Expenditures			
3a Management & Members	\$ 184,261.78	\$ 201,825.97	\$ 17,564.19
3b Operation of Office	\$ 210,990.88	\$ 219,678.88	\$ 8,688.00
3c Operation of Vehicles and Equipment	\$ 74,338.00	\$ 56,234.00	\$ (18,104.00)
3d Equipment Acquisition	\$ 60,000.00	\$ 60,000.00	\$ -
3e Communications	<u>\$ 41,320.00</u>	<u>\$ 41,320.00</u>	<u>\$ -</u>
Total CS Expenditures	<u>\$ 570,910.66</u>	<u>\$ 579,058.85</u>	<u>\$ 8,148.19</u>
Corporate Services (CS) Revenue			
3f Provincial	\$ 8,561.00	\$ 8,561.00	\$ -
3g Municipal Levy	\$ 385,190.33	\$ 359,462.85	\$ (25,727.48)
3h Special Levy	\$ -	\$ -	\$ -
3i Other Revenue	<u>\$ 177,159.33</u>	<u>\$ 211,035.00</u>	<u>\$ 33,875.67</u>
Total CS Revenue	<u>\$ 570,910.66</u>	<u>\$ 579,058.85</u>	<u>\$ 8,148.19</u>

Summary Sheet

	2021 Preliminary Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Conservation Land Mangement (CLM) Expenditures			
4a Program Management & Operations	\$ 74,569.00	\$ 83,699.00	\$ 9,130.00
4b Property Taxes	\$ 80,000.00	\$ 85,000.00	\$ 5,000.00
4c-m Conservation Area Maintenance	\$ 137,100.00	\$ 117,500.00	\$ (19,600.00)
4n Conservation Area Major Upgrades	\$ 20,980.08	\$ 21,840.00	\$ 859.92
4o Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
Total CLM Expenditures	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
Conservation Land Mangement (CLM) Revenue			
4o Provincial	\$ -	\$ -	\$ -
4p Municipal Levy	\$ 162,149.08	\$ 156,391.00	\$ (5,758.08)
4q Special Levy	\$ -	\$ -	\$ -
4r Other Revenue	\$ 153,000.00	\$ 154,148.00	\$ 1,148.00
Total CLM Revenue	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
Stewardship Services (SS) Expenditures			
5a Program Management & Operations	\$ 42,242.49	\$ 46,715.00	\$ 4,472.51
5b Reforestation	\$ 64,218.17	\$ 73,663.00	\$ 9,444.83
5c Conservation Education & Outdoor Program	\$ 15,500.00	\$ 15,500.00	\$ -
Total SS Expenditures	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Stewardship Services (SS) Revenue			
5d Provincial	\$ -	\$ -	\$ -
5e Municipal Levy	\$ 68,460.66	\$ (47,765.00)	\$ (116,225.66)
5f Special Levy	\$ -	\$ -	\$ -
5g Other Revenue	\$ 53,500.00	\$ 183,643.00	\$ 130,143.00
Total SS Revenue	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Quinte Conservation Program Summary for Expenditures			
WSMR	\$ 1,417,212.14	\$ 1,654,471.70	\$ 237,259.56
PARS	\$ 413,817.71	\$ 573,708.00	\$ 159,890.29
CS	\$ 570,910.66	\$ 579,058.85	\$ 8,148.19
CLM	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
SS	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Total Expenditures	\$ 2,839,050.25	\$ 3,253,655.55	\$ 414,605.30
Quinte Conservation Program Summary for Revenue			
WSMR	\$ 1,417,212.14	\$ 1,654,471.70	\$ 237,259.56
PARS	\$ 413,817.71	\$ 573,708.00	\$ 159,890.29
CS	\$ 570,910.66	\$ 579,058.85	\$ 8,148.19
CLM	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)
SS	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34
Total Revenue	\$ 2,839,050.25	\$ 3,253,655.55	\$ 414,605.30
Total Surplus / Deficit	\$ -	\$ -	\$ -
Total Surplus to be carried to 2021	\$ -	\$ -	\$ -
Actual 2021 Municipal Levy	\$ 1,796,283.00		
2021 Reserve Build	\$ 25,000.00		
Total 2021 Actual Levy	\$ 1,821,283.00		
Total Preliminary 2022 Levy	\$ 1,890,744.27		
Increase / Decrease in Levy	\$ 69,461.27	Option 1	
2022 Reserve Build	\$ 25,000.00		
Increase / Decrease in Levy	\$ 94,461.27	Option 2	

Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
1a Program Management & Operations	414,512.00	527,474.00	\$ 112,962.00
1b Watershed Planning & Operations	\$414,512.00	527,474.00	\$ 112,962.00
1c Climate Change	\$ 106,011.05	\$ 110,357.00	\$ 4,345.95

Flood Forecasting

Operation of MRW Workshop

Fuel for Furnace	\$ 4,000.00	\$ 2,500.00	\$ (1,500.00)
Maintenance & Rental of Welding Equipment	\$ 800.00	\$ 800.00	\$ -
Hydro	\$ 1,900.00	\$ 1,400.00	\$ (500.00)
Telephone	\$ 1,900.00	\$ 1,900.00	\$ -
Miscellaneous Purchases	\$ 1,500.00	\$ 1,500.00	\$ -
Fire Exting. Maintenance	\$ 100.00	\$ 100.00	\$ -
Computer Maintenance & Upgrade	\$ 1,700.00	\$ 1,700.00	\$ -
Insurance	\$ 1,530.00	\$ 1,600.00	\$ 70.00
Repairs & Maintenance to Building	\$ 2,800.00	\$ 3,000.00	\$ 200.00
Snowplowing	\$ 800.00	\$ 3,000.00	\$ 2,200.00
Sanding	\$ 300.00	\$ 1,000.00	\$ 700.00
Purchase of Small Tools	\$ 100.00	\$ 100.00	\$ -
Total Operation of MRW Workshop	\$ 17,430.00	\$ 18,600.00	\$ 1,170.00

Operation of NRW Workshop

Telephone	\$ 1,000.00	\$ 1,000.00	\$ -
Hydro	\$ 2,400.00	\$ 2,400.00	\$ -
Computer Purchase	\$ 1,500.00	\$ -	\$ (1,500.00)
Miscellaneous Purchases	\$ 200.00	\$ 200.00	\$ -
Sanding & Snowplowing	\$ 100.00	\$ 3,000.00	\$ 2,900.00
Insurance	\$ 1,020.00	\$ 1,200.00	\$ 180.00
Purchase of Small Tools	\$ 100.00	\$ 100.00	\$ -
Total Operation of NRW Workshop	\$ 6,320.00	\$ 7,900.00	\$ 1,580.00

Operation of PERW Workshop

Telephone	200.00	200.00	\$ -
Utilities	2,500.00	800.00	\$ (1,700.00)
Insurance	612.00	1,000.00	\$ 388.00
Furnace Fuel	-	-	\$ -
Total Operation of PERW Workshop	\$ 3,312.00	\$ 2,000.00	\$ (1,312.00)

Communications Equipment

Bell Mobility	\$ 9,500.00	\$ 8,000.00	\$ (1,500.00)
Internet	\$ 3,000.00	\$ 4,000.00	\$ 1,000.00
Cell Phone Maintenance & Upgrade	\$ 1,800.00	\$ 1,800.00	\$ -
Total Communications Equipment	\$ 14,300.00	\$ 13,800.00	\$ (500.00)

Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Snow Sampling	\$ 2,300.00	\$ 2,300.00	\$ -
Ice Monitoring	\$ 1,700.00	\$ 1,700.00	\$ -
Operation and Maintenance of Gauges	\$ 8,000.00	\$ 3,100.00	\$ (4,900.00)
Flood Watch	\$ 4,000.00	\$ 4,000.00	\$ -
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	\$ -
1d Total Flood Forecasting	\$ 144,362.00	\$ 140,400.00	\$ (3,962.00)
1e GIS Services	\$ 67,889.84	\$ 70,672.45	\$ 2,782.61
Wages, Benefits and Expenses for GIS Assistant			
Watershed Data Management & Reporti	\$ 87,295.00	\$ 90,874.00	\$ 3,579.00
Miscellaneous			
Technical Equipment upgrades and replacemen	\$ 16,000.00	\$ 16,000.00	\$ -
Mapping & Air Photos	\$ 450.00	\$ 450.00	\$ -
Security at Napanee Sub-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	\$ -
1f TOTAL Watershed Data Managemen	\$108,345.00	\$111,924.00	\$ 3,579.00

Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Water Controls Operations			
Property Insurance	\$ 91,800.00	\$ 96,390.00	\$ 4,590.00
Boiler & Machinery, Errors & Omissions Liability, Umbrella Liability			
Telephone			
Belleville office	\$ 1,000.00	\$ 1,000.00	\$ -
Call forward from Napanee	\$ <u>650.00</u>	\$ <u>650.00</u>	\$ -
Total Telephone	\$ 1,650.00	\$ 1,650.00	\$ -
Community Development	\$ 5,000.00	\$ 5,000.00	\$ -
TOTAL Insurance & Utilities & Marketing	\$ 98,450.00	\$ 103,040.00	\$ 4,590.00
Flood Control Operations for Moira Watershed			
Skootamatta Dam	\$ 2,500.00	\$ -	\$ (2,500.00)
Lingham Lake Dam	\$ 2,500.00	\$ 2,500.00	\$ -
Caton's Weir	\$ 3,200.00	\$ 3,200.00	\$ -
Wishart Dam	\$ 5,000.00	\$ 5,000.00	\$ -
Yardman Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Lott Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Deerock Dam	\$ 1,400.00	\$ 1,400.00	\$ -
Total Downey's Rapids	\$ 3,000.00	\$ 3,000.00	\$ -
Holgate Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Mullhall Dam	\$ 7,180.00	\$ 7,180.00	\$ -
Deloro Dam - Security Checks	\$ 2,000.00	\$ 2,000.00	\$ -
Flinton Dam - Security and Maintenance	\$ 3,500.00	\$ 3,500.00	\$ -
Miscellaneous	\$ <u>110.25</u>	\$ <u>2,610.25</u>	\$ <u>2,500.00</u>
Total Dam Maintenance for MRW	\$ 51,930.25	\$ 51,930.25	\$ -
Flood Control Operations for Napanee Watershed			
Second Depot Lake Dam	\$ 1,000.00	\$ 1,000.00	\$ -
Third Depot Lake Dam	\$ 2,300.00	\$ 2,300.00	\$ -
Varty Lake Dam	\$ 500.00	\$ 500.00	\$ -
Upper Arden Dam	\$ 1,000.00	\$ 1,000.00	\$ -
Middle Arden Dam	\$ 200.00	\$ 200.00	\$ -
Lower Arden Dam	\$ 100.00	\$ 100.00	\$ -
Laraby Rapids Dam	\$ 300.00	\$ 300.00	\$ -
Woods Dam	\$ 50.00	\$ 50.00	\$ -
Breeze Dam	\$ 200.00	\$ 200.00	\$ -
Kingsford Weir	\$ 400.00	\$ 400.00	\$ -
James Lazier Dam	\$ 500.00	\$ 500.00	\$ -
Bellrock Dam	\$ 2,000.00	\$ 2,000.00	\$ -
Hardwood Creek Dam	\$ 100.00	\$ 100.00	\$ -
Springside Park Dam	\$ 200.00	\$ 200.00	\$ -
Thirteen Island Lake Dam	\$ 100.00	\$ 100.00	\$ -
Colebrook Dam	\$ 100.00	\$ 100.00	\$ -
Lonsdale Dam	\$ 200.00	\$ 200.00	\$ -
Miscellaneous	\$ <u>1,000.00</u>	\$ <u>1,000.00</u>	\$ -
Total Dam Maintenance in NRW	\$ 10,250.00	\$ 10,250.00	\$ -

Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Flood Control Operations for Prince Edward Watershed			
Demorestville Dam	\$ 750.00	\$ 750.00	\$ -
Miscellaneous	\$ 200.00	\$ 200.00	\$ -
Total Dam Maintenance in PERW	\$ 950.00	\$ 950.00	\$ -
1g Total Water Controls Operations	\$161,580.25	\$166,170.25	\$ 4,590.00
Provincial Reveune			
Program Mangement & Operations	\$ 38,226.91	\$ 38,226.91	\$ -
Climate Change	\$ -	\$ -	\$ -
Watershed Planning & Operations	\$ 24,662.52	\$ 24,662.52	\$ -
Flood Forecasting	\$ 24,662.52	\$ 24,662.52	\$ -
Water Control Operations	\$ 35,760.66	\$ 35,760.66	\$ -
1h Total Provincial Revenue	123,312.61	123,312.61	-
Municipal Levy			
Program Management & Operations	\$ 315,525.58	\$ 395,852.34	\$ 80,326.76
Watershed Planning & Operations	\$ 326,302.92	\$ 402,283.73	\$ 75,980.81
SWP, SWM & Climate Change	\$ 103,224.00	\$ 103,224.00	\$ -
Flood Forecasting	\$ 56,152.92	\$ 15,209.73	\$ (40,943.19)
GIS Services	\$ 67,889.84	\$ 70,672.45	\$ 2,782.61
Watershed Data Management & Reporting	\$ 108,345.00	\$111,924.00	\$ 3,579.00
Water Control Operations	\$ (6,531.66)	\$ (45,975.33)	\$ (39,443.67)
1i Total Municipal Levy	\$ 970,908.59	\$ 1,053,190.92	\$ 82,282.33

Watershed Science, Monitoring & Reporting (WSMR) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
City of Belleville (50% of Regular Dam Maint.)	\$ 59,984.69	\$ 66,133.12	\$ 6,148.43
Municipality of Tweed & Madoc	\$ 8,820.00	\$ 9,724.05	\$ 904.05
1j Total Special Levy	\$ 68,804.69	\$ 75,857.17	\$ 7,052.48
Other Revenue			
Program Management & Operations			
Permits	\$ 26,046.56	\$ 47,652.50	\$ 21,605.94
Fee for Tech Services	\$ 37,500.00	\$ 52,875.25	\$ 15,375.25
Sub-total	\$ 63,546.56	\$ 100,527.75	\$ 36,981.19
Watershed Planning & Operations			
Permits	\$ 26,046.56	\$ 47,652.50	\$ 21,605.94
Fee for Tech Services	\$ 37,500.00	\$ 52,875.25	\$ 15,375.25
Sub-total	\$ 63,546.56	\$ 100,527.75	\$ 36,981.19
Flood Forecasting			
Permits	\$ 26,046.56	\$ 47,652.50	\$ 21,605.94
Fee for Tech Services	\$ 37,500.00	\$ 52,875.25	\$ 15,375.25
Sub-total	\$ 63,546.56	\$ 100,527.75	\$ 36,981.19
GIS Services	\$ -	\$ -	\$ -
Water Control Structures			
	\$ 26,046.56	\$ 47,652.50	\$ 21,605.94
	\$ 37,500.00	\$ 52,875.25	\$ 15,375.25
Sub-total	\$ 63,546.56	\$ 100,527.75	\$ 36,981.19
1k Total Other Revenue	\$254,186.25	\$402,111.00	\$ 147,924.75
Total WSMR Revenue	\$ 1,417,212.14	\$ 1,654,471.70	\$ 237,259.56

Planning Advisory & Regulatory Services (PARS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
2a Program Management & Operation	\$ 370,817.71	\$ 525,158.00	\$ 154,340.29
Regulations Expenses -Equipment Rental	\$ 19,450.00	\$ 25,000.00	\$ 5,550.00
Community Development	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Total Planning Expenses</i>	<u>\$ 2,550.00</u>	<u>\$ 2,550.00</u>	<u>\$ -</u>
2b Total Program Costs	\$ 27,000.00	\$ 32,550.00	\$ 5,550.00
2c Legal Costs	\$ 16,000.00	\$ 16,000.00	\$ -
Total Expenditures	\$ 413,817.71	\$ 573,708.00	\$ 159,890.29
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	\$ 176,574.24	\$ 320,914.50	\$ 144,340.26
Program Costs	\$ 17,000.00	\$ 32,550.00	\$ 15,550.00
Legal Costs	<u>\$ 16,000.00</u>	<u>\$ 16,000.00</u>	<u>\$ -</u>
2e Total Municipal Levy	\$ 209,574.24	\$ 369,464.50	\$ 159,890.26
Special Levy			
Program Management & Operations	\$ -	\$ -	\$ -
Program Costs	\$ -	\$ -	\$ -
Legal Costs	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
2f Total Special Levy	\$ -	\$ -	\$ -
Other Revenue			
<i>Program Management & Operations</i>			
Plan Review	<u>\$ 170,000.00</u>	<u>\$ 170,000.00</u>	<u>\$ -</u>
<i>Total Program Management & Operations</i>	<u>\$ 70,000.00</u>	<u>\$ 170,000.00</u>	<u>\$ -</u>
Program Costs	\$ -	\$ -	\$ -
Legal Costs	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
2g Total Other Revenue	\$ 70,000.00	\$ 170,000.00	\$ -

Corporate Services (CS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Management & Members			
<i>Total Wages & Benefits</i>	\$ 176,261.78	\$ 193,825.97	\$ 17,564.19
<i>Members Expenses</i>			
Executive meetings \$1,900 x 7 meeting	\$ 6,000.00	\$ 6,000.00	\$ -
Advisory Board meetings \$500 x 3 meetings	\$ 1,500.00	\$ 1,500.00	\$ -
Expenses for meetings	\$ <u>500.00</u>	\$ <u>500.00</u>	\$ -
<i>Total Members Expenses</i>	\$ 8,000.00	\$ 8,000.00	\$ -
3a Total Management & Members	\$ 184,261.78	\$ 201,825.97	\$ 17,564.19
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	\$ <u>500.00</u>	\$ <u>500.00</u>	\$ -
Total Corporate Services Expenses	\$ 2,500.00	\$ 2,500.00	\$ -
Conservation Ontario Levy	\$ 29,290.00	\$ 24,478.00	\$ (4,812.00)
Annual Computer Upgrade	\$ 25,000.00	\$ 25,000.00	\$ -
Lease of Networking	\$ 21,000.00	\$ 21,000.00	\$ -
Miscellaneous re:Furniture	\$ <u>1,200.00</u>	\$ <u>1,200.00</u>	\$ -
Total Office Equipment Purchase	\$ 47,200.00	\$ 47,200.00	\$ -
Postage meter Rental	\$ 1,000.00	\$ 1,000.00	\$ -
Postage			
Courier	\$ 1,000.00	\$ 1,000.00	\$ -
Canada Post	\$ <u>3,000.00</u>	\$ <u>3,000.00</u>	\$ -
Total Postage	\$ 4,000.00	\$ 4,000.00	\$ -
Office Supplies			
General everyday working supplies	\$ 9,000.00	\$ 9,000.00	\$ -
Stationery Replenishment	\$ <u>1,000.00</u>	\$ <u>1,000.00</u>	\$ -
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)	\$ <u>2,500.00</u>	\$ <u>2,000.00</u>	\$ (500.00)
Total Office Equipment Maintenance	\$ 14,500.00	\$ 14,000.00	\$ (500.00)

Corporate Services (CS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
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	\$ 10,000.00	\$ 4,500.00
Cleaning of Mat @ entrance	\$ 1,000.00	\$ 1,000.00	\$ -
Snow Plowing	\$ 4,000.00	\$ 4,000.00	\$ -
Sand & Salt parking lot	\$ 1,200.00	\$ 1,200.00	\$ -
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	\$ 1,000.00	\$ 500.00
Total Office Maintenance	\$ 32,000.88	\$ 37,000.88	\$ 5,000.00
Snowplowing at Picton Office	\$ -	\$ -	\$ -
Utilities at Belleville Office			
Service to Furnace & Air conditioning	\$ 1,500.00	\$ 1,500.00	\$ -
Sewer & Water	\$ 500.00	\$ 500.00	\$ -
Gas for Furnace	\$ 3,500.00	\$ 3,500.00	\$ -
Hydro	\$ 14,000.00	\$ 10,000.00	\$ (4,000.00)
Total Utilities at Belleville Office	\$ 19,500.00	\$ 15,500.00	\$ (4,000.00)
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	\$ -
Insurance			
Group Accident Insurance for volunteers			
Crime			
Directors & Officer Liability			
25% of Errors & Omissions Liability			
15% of Umbrella Liability			
Property Insurance for Belleville Office			
Property Insurance for Picton Office	\$ 15,000.00	\$ 25,000.00	\$ 10,000.00
General Expenses			
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	\$ 10,000.00	\$ 3,000.00
3b Total Operation of Office	\$ 210,990.88	\$ 219,678.88	\$ 8,688.00

Corporate Services (CS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Operation of Vehicles and Equipment			
2008 Ford 3 Ton			
Gas & Oil	\$ 2,000.00	\$ 2,000.00	\$ -
Repairs & Insurance	\$ 3,000.00	\$ 3,000.00	\$ -
	\$ 5,000.00	\$ 5,000.00	\$ -
2008 Dodge			
Gas & Oil	\$ 6,000.00	\$ -	\$ (6,000.00)
Repairs & Insurance	\$ 3,000.00	\$ -	\$ (3,000.00)
	\$ 9,000.00	\$ -	\$ (9,000.00)
2017 Ford Electric Car			
Hydro Power	\$ 500.00	\$ 500.00	\$ -
Repairs & Insurance	\$ 2,000.00	\$ 2,000.00	\$ -
	\$ 2,500.00	\$ 2,500.00	\$ -
2012 Honda			
Gas & Oil	\$ 1,500.00	\$ 1,500.00	\$ -
Repairs & Insurance	\$ 2,000.00	\$ 2,000.00	\$ -
	\$ 3,500.00	\$ 3,500.00	\$ -
2014 Jeep Cherokee			
Gas & Oil	\$ 1,500.00	\$ 2,000.00	\$ 500.00
Repairs & Insurance	\$ 2,000.00	\$ 3,000.00	\$ 1,000.00
	\$ 3,500.00	\$ 5,000.00	\$ 1,500.00
2016 Ford			
Gas & Oil	\$ 4,000.00	\$ 4,000.00	\$ -
Repairs & Insurance	\$ 2,000.00	\$ 2,000.00	\$ -
	\$ 6,000.00	\$ 6,000.00	\$ -
2015 Dodge			
Gas & Oil	\$ 1,500.00	\$ 1,500.00	\$ -
Repairs & Insurance	\$ 2,040.00	\$ 2,000.00	\$ (40.00)
	\$ 3,540.00	\$ 3,500.00	\$ (40.00)
2008 Ford			
Gas & Oil	\$ 1,500.00	\$ -	\$ (1,500.00)
Repairs & Insurance	\$ 4,590.00	\$ -	\$ (4,590.00)
	\$ 6,090.00	\$ -	\$ (6,090.00)
2011 Chev Silverado			
Gas & Oil	\$ 5,000.00	\$ 4,000.00	\$ (1,000.00)
Repairs & Insurance	\$ 2,040.00	\$ 1,500.00	\$ (540.00)
	\$ 7,040.00	\$ 5,500.00	\$ (1,540.00)

Corporate Services (CS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
2012 Dodge Caravan			
Gas & Oil	\$ 2,000.00	\$ 2,000.00	\$ -
Repairs & Insurance	\$ 1,734.00	\$ 1,734.00	\$ -
	\$ 3,734.00	\$ 3,734.00	\$ -
2009 Ford Escape			
Gas & Oil	\$ 2,000.00	\$ -	\$ (2,000.00)
Repairs & Insurance	\$ 2,040.00	\$ -	\$ (2,040.00)
	\$ 4,040.00	\$ -	\$ (4,040.00)
New Holland TN65			
Gas & Oil	\$ 500.00	\$ 500.00	\$ -
Repairs & Insurance	\$ 4,500.00	\$ 3,000.00	\$ (1,500.00)
	\$ 5,000.00	\$ 3,500.00	\$ (1,500.00)
Miscellaneous Equipment			
Gas & Oil	\$ 3,000.00	\$ 3,000.00	\$ -
Repairs & Insurance	\$ 12,394.00	\$ 15,000.00	\$ 2,606.00
	\$ 15,394.00	\$ 18,000.00	\$ 2,606.00
3c Total Vehicle & Equ Operation	\$ 74,338.00	\$ 56,234.00	\$ (18,104.00)
3d Vehicle & Equ. Acquisition	\$ 30,000.00	\$ 30,000.00	\$ -
3d Office Equipment Acquisition	\$ 30,000.00	\$ 30,000.00	\$ -
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	\$ -

Corporate Services (CS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Advertising	\$ 17,220.00	\$ 17,220.00	\$ -
Resources	\$ 16,000.00	\$ 16,000.00	\$ -
Marketing	\$ 2,500.00	\$ 2,500.00	\$ -
Miscellaneous Special Projects	\$ 2,000.00	\$ 2,000.00	\$ -
3e Total Conservation Information	\$ 41,320.00	\$ 41,320.00	\$ -
Provincial			
Management & Members	\$ 8,561.00	\$ 8,561.00	\$ -
Operation of Office	\$ -	\$ -	\$ -
Operation of Vehicles and Equipment	\$ -	\$ -	\$ -
Equipment Acquisition	\$ -	\$ -	\$ -
Communications	\$ -	\$ -	\$ -
3f Total Provincial	\$ 8,561.00	\$ 8,561.00	\$ -
Municipal Levy			
Management & Members	\$ 157,144.78	\$ 166,598.30	\$ 9,453.52
Operation of Office	\$ 192,374.21	\$ 193,012.21	\$ 638.00
Operation of Vehicles and Equipment	\$ (42,032.00)	\$ (69,801.00)	\$ (27,769.00)
Equipment Acquisition	\$ 55,000.00	\$ 55,000.00	\$ -
Communications	\$ 22,703.33	\$ 14,653.33	\$ (8,050.00)
3g Total Municipal Levy	\$ 385,190.33	\$ 359,462.85	\$ (25,727.48)
Special Levy			
Management & Members	\$ -	\$ -	\$ -
Operation of Office	\$ -	\$ -	\$ -
Operation of Vehicles and Equipment	\$ -	\$ -	\$ -
Equipment Acquisition	\$ -	\$ -	\$ -
Communications	\$ -	\$ -	\$ -
3h Total Special Levy	\$ -	\$ -	\$ -

Corporate Services (CS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Other Revenue			
<i>Management & Members</i>			
Investment Income	\$ 8,000.00	\$ 15,000.00	\$ 7,000.00
Miscellaneous Income	\$ 5,020.00	\$ 10,000.00	\$ 4,980.00
Admin fee for Capital Projects	\$ 17,000.00	\$ 20,000.00	\$ 3,000.00
Summer Student Granted income	\$ 21,648.00	\$ 30,000.00	\$ 8,352.00
Donations	\$ 4,000.00	\$ 5,000.00	\$ 1,000.00
<i>Total Management & Members</i>	\$ 18,556.00	\$ 26,666.67	\$ 8,110.67
<i>Operation of Office</i>			
Investment Income	\$ 8,000.00	\$ 15,000.00	\$ 7,000.00
Miscellaneous Income	\$ 5,202.00	\$ 10,000.00	\$ 4,798.00
Admin fee for Capital Projects	\$ 17,000.00	\$ 20,000.00	\$ 3,000.00
Summer Student Granted income	\$ 21,648.00	\$ 30,000.00	\$ 8,352.00
Donations	\$ 4,000.00	\$ 5,000.00	\$ 1,000.00
<i>Total Operation of Office</i>	\$ 18,616.67	\$ 26,666.67	\$ 8,050.00
<i>Operation of Vehicles and Equipment</i>			
Use of Authority Owned Vehicles for Programs	\$ 116,370.00	\$ 126,035.00	\$ 9,665.00
<i>Total Operation of Vehical & Equipment</i>	\$ 116,370.00	\$ 126,035.00	\$ 9,665.00
<i>Equipment Acquisition</i>			
QC Vehicle Rental and Sales	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Total Equipment Acquisition</i>	\$ 5,000.00	\$ 5,000.00	\$ -
<i>Communciations</i>			
Investment Income	\$ 8,000.00	\$ 15,000.00	\$ 7,000.00
Miscellaneous Income	\$ 5,202.00	\$ 10,000.00	\$ 4,798.00
Admin fee for Capital Projects	\$ 17,000.00	\$ 20,000.00	\$ 3,000.00
Summer Student Granted income	\$ 21,648.00	\$ 30,000.00	\$ 8,352.00
Donations	\$ 4,000.00	\$ 5,000.00	\$ 1,000.00
<i>Total Communications</i>	\$ 18,616.67	\$ 26,666.67	\$ 8,050.00
3i Total Other Revenue	\$ 177,159.33	\$ 211,035.00	\$ 33,875.67
Total Corporate Services (CS) Revenue	\$ 570,910.66	\$ 579,058.85	\$ 8,148.19

Conservation Land Management (CLM) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
4a Program Management & Operations	\$ 74,569.00	\$ 83,699.00	\$ 9,130.00
4b Property Taxes	\$ 80,000.00	\$ 85,000.00	\$ 5,000.00
4c Vanderwater Conservation Area	\$ 3,600.00	\$ 8,000.00	\$ 4,400.00
4d Deerock Conservation Area	\$ 1,500.00	\$ 1,500.00	\$ -
4e Potters Creek Conservation Area	\$ 7,200.00	\$ 7,200.00	\$ -
Other Conservation Area's MRW			
Price Conservation Area	\$ 1,000.00	\$ -	\$ (1,000.00)
Frink Centre	\$ 600.00	\$ -	\$ (600.00)
O'Hara Mill Pioneer Homestead & CA	\$ 21,000.00	\$ 21,000.00	\$ -
Sidney Conservation Area	\$ 700.00	\$ 700.00	\$ -
Flinton Conservation Area	\$ 700.00	\$ -	\$ (700.00)
Sheffield Conservation Area	\$ 3,000.00	\$ 1,500.00	\$ (1,500.00)
Miscellaneous Maintenance	\$ 1,000.00	\$ 1,000.00	\$ -
General Expenses	\$ 2,000.00	\$ 2,000.00	\$ -
4f Total Other Conservation Area's MR	\$ 30,000.00	\$ 26,200.00	\$ (3,800.00)
Depot Lakes Conservation Area & Campground			
Sign Development & Maintenance	\$ 1,200.00	\$ 1,200.00	\$ -
Office Supplies	\$ 200.00	\$ -	\$ (200.00)
Security	\$ 200.00	\$ 5,000.00	\$ 4,800.00
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	\$ 600.00	\$ 100.00
Summer Wages granted Income	\$ 40,800.00	\$ 21,000.00	\$ (19,800.00)
Miscellaneous	\$ 200.00	\$ 200.00	\$ -
Preventative Maintenance	\$ 12,200.00	\$ 12,200.00	\$ -
4g Total Depot Lk CA & Campground	\$ 67,200.00	\$ 50,600.00	\$ (16,600.00)

Conservation Land Management (CLM) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Other Conservation Area's NRW			
Newburgh Conservation Area	\$ 500.00	\$ -	\$ (500.00)
Kingsford Conservation Area	\$ 1,000.00	\$ -	\$ (1,000.00)
Forest Mills Conservation Area	\$ 500.00	\$ -	\$ (500.00)
Camden East Conservation Area	\$ 100.00	\$ -	\$ (100.00)
Portland Conservation Area	\$ 1,000.00	\$ 1,000.00	\$ -
Miscellaneous Maintenance	\$ 1,000.00	\$ 1,000.00	\$ -
General Expenses	\$ 1,500.00	\$ 1,500.00	\$ -
4h Total Other Conservation Area's NF	\$ 5,600.00	\$ 3,500.00	\$ (2,100.00)
4i McFarland Conservation Area	\$ 2,700.00	\$ -	\$ (2,700.00)
4j Macaulay Mountain Conservation Area	\$ 7,500.00	\$ 5,500.00	\$ (2,000.00)
4k Massassauga Point	\$ 2,000.00	\$ 3,000.00	\$ 1,000.00
4l Little Bluff	\$ 3,500.00	\$ 10,000.00	\$ 6,500.00
Other Conservation Area's PEW			
Beaver Meadow Conservation Area	\$ 1,300.00	\$ -	\$ (1,300.00)
Rutherford Stevens Conservation Area	\$ 500.00	\$ -	\$ (500.00)
Milford Millpond Conservation Area	\$ 1,500.00	\$ -	\$ (1,500.00)
Harry Smith Conservation Area	\$ 1,000.00	\$ -	\$ (1,000.00)
Miscellaneous Maintenance	\$ 500.00	\$ 500.00	\$ -
General Expenses	\$ 1,500.00	\$ 1,500.00	\$ -
4m Total Other CA's PEW	\$ 6,300.00	\$ 2,000.00	\$ (4,300.00)
4n CA Major Upgrades	\$ 20,980.08	\$ 21,840.00	\$ 859.92
4o Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
Total CLM Expenditures	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)

Conservation Land Management (CLM) Revenue

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Provincial			
Program Management & Operations	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -
Vanderwater Conservation Area	\$ -	\$ -	\$ -
Deerrock Conservation Area	\$ -	\$ -	\$ -
Quinte Conservtion Area	\$ -	\$ -	\$ -
Other Conservation Area's MRW	\$ -	\$ -	\$ -
Depot Lakes Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's NRW	\$ -	\$ -	\$ -
McFarland Conservation Area	\$ -	\$ -	\$ -
MacAulay Mountain Conservation Area	\$ -	\$ -	\$ -
Massassauga Conservation Area	\$ -	\$ -	\$ -
Little Bluff Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's PEW	\$ -	\$ -	\$ -
Conservation Area Major Upgrades	\$ -	\$ -	\$ -
Community Development	\$ -	\$ -	\$ -
4p Total Provincial Revenue	\$ -	\$ -	\$ -
Municipal Levy			
Program Management & Operations	\$ 46,569.00	\$ 54,551.00	\$ 7,982.00
Property Taxes	\$ 80,000.00	\$ 85,000.00	\$ 5,000.00
Vanderwater Conservation Area	\$ 3,600.00	\$ 8,000.00	\$ 4,400.00
Deerrock Conservation Area	\$ (3,500.00)	\$ 1,500.00	\$ 5,000.00
Quinte Conservtion Area	\$ 7,200.00	\$ 7,200.00	\$ -
Other Conservation Area's MRW	\$ 15,000.00	\$ 26,200.00	\$ 11,200.00
Depot Lakes Conservation Area	\$ (37,800.00)	\$ (74,400.00)	\$ (36,600.00)
Other Conservation Area's NRW	\$ 5,600.00	\$ 3,500.00	\$ (2,100.00)
McFarland Conservation Area	\$ 2,700.00	\$ -	\$ (2,700.00)
MacAulay Mountain Conservation Area	\$ 7,500.00	\$ 5,500.00	\$ (2,000.00)
Massassauga Conservation Area	\$ 2,000.00	\$ 3,000.00	\$ 1,000.00
Little Bluff Conservation Area	\$ 3,500.00	\$ 10,000.00	\$ 6,500.00
Other Conservation Area's PEW	\$ 6,300.00	\$ 2,000.00	\$ (4,300.00)
Conservation Area Major Upgrades	\$ 20,980.08	\$ 21,840.00	\$ 859.92
Community Development	\$ 2,500.00	\$ 2,500.00	\$ -
4q Total Municipal Levy Revenue	\$ 162,149.08	\$ 156,391.00	\$ (5,758.08)

Conservation Land Management (CLM) Revenue

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Special Levy			
Program Management & Operations	\$ -	\$ -	\$ -
Property Taxes	\$ -	\$ -	\$ -
Vanderwater Conservation Area	\$ -	\$ -	\$ -
Deerock Conservation Area	\$ -	\$ -	\$ -
Quinte Conservtion Area	\$ -	\$ -	\$ -
Other Conservation Area's MRW	\$ -	\$ -	\$ -
Depot Lakes Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's NRW	\$ -	\$ -	\$ -
McFarland Conservation Area	\$ -	\$ -	\$ -
MacAulay Mountain Conservation Area	\$ -	\$ -	\$ -
Massassauga Conservation Area	\$ -	\$ -	\$ -
Little Bluff Conservation Area	\$ -	\$ -	\$ -
Other Conservation Area's PEW	\$ -	\$ -	\$ -
Conservation Area Major Upgrades	\$ -	\$ -	\$ -
Community Development	\$ -	\$ -	\$ -
4r Total Special Levy Revenue	\$ -	\$ -	\$ -
Other Revenue			
Program Management & Operations			
<i>Property Rental for hunting</i>	\$ 28,000.00	\$ 29,148.00	\$ 1,148.00
<i>Deerock Gate Receipts</i>	\$ 5,000.00	\$ -	\$ (5,000.00)
<i>O'Hara Mill Summer Students</i>	\$ 15,000.00	\$ -	\$ (15,000.00)
<i>Revenue from Campground Operation</i>	\$ 105,000.00	\$ 125,000.00	\$ 20,000.00
4s Total Other Revenue	\$ 153,000.00	\$ 154,148.00	\$ 1,148.00
Total CLM Revenue	\$ 315,149.08	\$ 310,539.00	\$ (4,610.08)

Stewardship Services (SS) Expenditures

	2021 Approved Budget	2022 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
5a Program Mngement & Operations	\$ 42,242.49	\$ 46,715.00	\$ 4,472.51
<i>Wages & Benefits for the for the following positions:</i>			
Education Coordinator 64%			
Communications Specialist 5%			
5b Reforestation	\$ 64,218.17	\$ 73,663.00	\$ 9,444.83
<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	\$121,960.66	\$135,878.00	\$13,917.34

Stewardship Services (SS) Revenue

	2021 Preliminary Budget	2021 Preliminary Budget	2022 Preliminary Budget Increase /Decrease
Provincial Reveune			
Program Management & Operations	\$ -	\$ -	\$ -
Reforestation	\$ -	\$ -	\$ -
Conservation Education & Outdoor Program	\$ -	\$ -	\$ -
5d Total Provincial Revenue	\$ -	\$ -	\$ -
Municipal Levy			
Program Management & Operations	\$ 42,242.49	\$ 46,715.00	\$ 4,472.51
Reforestation	\$ 34,218.17	\$ (106,337.00)	\$ (140,555.17)
Conservation Education & Outdoor Program	\$ (8,000.00)	\$ 11,857.00	\$ 19,857.00
5e Total Municipal Levy	\$ 68,460.66	\$ (47,765.00)	\$ (116,225.66)
Special Levy			
Program Management & Operations	\$ -	\$ -	\$ -
Reforestation	\$ -	\$ -	\$ -
Conservation Education & Outdoor Program	\$ -	\$ -	\$ -
5f Total Special Levy	\$ -	\$ -	\$ -
Other Revenue			
Program Management & Operations	\$ -	\$ -	\$ -
Reforestation -Timber sales	\$ 30,000.00	\$ 30,000.00	\$ -
Reforestation -Carbon Offsets	\$ -	\$ 150,000.00	\$ 150,000.00
<i>Fees for Outdoor Program</i>	\$ 3,500.00	\$ 3,643.00	\$ 143.00
<i>Fees from BofQ RAP Program</i>	\$ 20,000.00	\$ -	\$ (20,000.00)
5g Total Other Revenue	\$ 53,500.00	\$ 183,643.00	\$ 130,143.00
Total SS Revenue	\$ 121,960.66	\$ 135,878.00	\$ 13,917.34

Quinte Consolidation
General Levy to Support Operations

City/Township	2020 CVA (Modified) in Watershed	2021 Current Value Assessment (CVA)	2021 CVA (Modified) in Watershed	Difference in CVA in Watershed 2020 over 2021	% Difference in CVA in Watershed 2020 over 2021	CVA Based Apportionment Percentage	2021 Actual Levy	Option 1 2022		Option 2 2022	
								Preliminary Levy	Increase	Preliminary Levy	Increase
City of Belleville	100	7,746,254,840	7,746,254,840	122,850,938	1.61%	58.83	707,204	734,176	26,972	743,884	36,680
Centre Hastings	56	546,328,626	546,328,626	4,810,921	1.80%	1.33	27,866	28,928	1,062	29,311	1,445
Twp. of Madoc	100	237,635,200	237,635,200	5,876,160	2.54%	1.19	21,491	22,500	1,009	22,797	1,306
Marmora & Lake	22	143,379,718	145,876,571	2,498,853	1.74%	0.73	13,295	13,802	507	13,985	690
City of Quinte West	23	1,334,908,532	1,365,867,001	25,948,469	1.94%	6.82	123,847	128,949	5,102	130,654	6,807
Stirling/Ravelin	17	86,521,583	87,179,873	658,291	0.76%	0.44	8,014	8,319	305	8,429	415
Tuscar & Castlet	48	171,928,055	182,525,466	1,000,723	1.20%	0.41	7,549	7,752	203	7,855	306
Municipality of Tweed	100	670,674,214	673,223,389	2,549,175	0.38%	3.37	62,288	63,718	1,430	64,561	2,273
Twp. of Tyendinaga	100	465,009,745	469,641,835	4,632,090	1.00%	2.35	43,164	44,432	1,268	45,020	1,856
Adolphingen Highlands	44	267,808,760	269,641,835	1,833,075	0.67%	1.20	22,038	22,689	651	22,989	951
Town of Greater Napanee	53	1,230,048,189	1,245,145,052	15,096,863	1.22%	6.26	114,012	118,361	4,349	119,923	5,914
Twp. of Stone Mills	100	935,052,804	954,012,634	18,959,830	2.03%	4.78	86,693	90,378	3,685	91,573	4,890
Twp. of North Frontenac	1	9,370,849	9,454,813	83,964	0.90%	0.05	911	945	34	956	47
Twp. of South Frontenac	21	720,093,766	731,343,561	11,249,795	1.56%	3.67	66,841	69,390	2,549	70,308	3,467
Twp. of Central Frontenac	46	447,313,229	452,459,757	5,146,528	1.15%	2.27	41,525	42,920	1,395	45,487	1,962
Town of Deseronto	100	126,570,650	128,389,640	1,818,990	1.44%	0.64	11,656	12,101	445	12,261	605
Corp. of Loyalist Twp.	3	69,214,181	70,547,402	333,221	0.48%	0.36	6,374	6,807	433	6,897	523
Prince Edward County	100	4,920,768,174	5,007,284,715	86,528,541	1.75%	25.10	458,415	474,577	18,162	490,852	24,437
TOTAL OC LEVIES		19,694,503,784	19,950,885,481	316,381,706	1.61%	100.00	1,821,283	1,890,744	69,461	1,915,744	94,461

Quinte Conservation
Capital Levy to Support Watershed Management

	% in CA	2020 CVA (Modified) in Watershed	2021 Current Value Assessment (CVA)	2021 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2021 Capital Levy	2022 Preliminary Capital Levy	\$ increase
City of Belleville	100	7,746,294,840	7,746,294,840	7,746,294,840	38.83	\$ 38,826.87	\$ 38,830	\$ 3
Centre Hastings	56	305,832,626	546,129,689	305,832,626	1.53	\$ 1,530.00	\$ 1,530	\$ -
Twp. Of Madoc	100	237,635,200	237,635,200	237,635,200	1.19	\$ 1,180.00	\$ 1,190	\$ 10
Marmora & Lake	22	663,084,867	663,084,867	145,878,671	0.73	\$ 730.00	\$ 730	\$ -
City of Quinte West	23	1,360,857,031	5,916,769,701	1,360,857,031	6.82	\$ 6,800.00	\$ 6,820	\$ 20
Stirling/Rawdon	17	86,521,583	512,822,785	87,179,873	0.44	\$ 440.00	\$ 440	\$ -
Tudor & Cashel	48	81,524,743	171,928,055	82,525,466	0.41	\$ 420.00	\$ 410	\$ (10)
Municipality of Tweed	100	673,223,389	673,223,389	673,223,389	3.37	\$ 3,420.00	\$ 3,370	\$ (50)
Twp. of Tyendinaga	100	469,641,835	469,641,835	469,641,835	2.35	\$ 2,370.00	\$ 2,350	\$ (20)
Addington Highlands	44	237,808,760	543,558,955	239,165,940	1.20	\$ 1,210.00	\$ 1,200	\$ (10)
Town of Greater Napanee	53	1,249,146,092	2,356,879,419	1,249,146,092	6.26	\$ 6,260.00	\$ 6,260	\$ -
Twp. of Stone Mills	100	954,012,634	954,012,634	954,012,634	4.78	\$ 4,760.00	\$ 4,780	\$ 20
Twp. of North Frontenac	1	9,454,813	945,481,321	9,454,813	0.05	\$ 50.00	\$ 50	\$ -
Twp. of South Frontenac	21	3,482,588,388	3,482,588,388	731,343,561	3.67	\$ 3,670.00	\$ 3,670	\$ -
Twp. of Central Frontenac	46	447,313,229	983,608,168	452,459,757	2.27	\$ 2,280.00	\$ 2,270	\$ (10)
Town of Deseronto	100	128,389,640	128,389,640	128,389,640	0.64	\$ 640.00	\$ 640	\$ -
Corp. of Loyalist Twp.	3	69,214,181	2,351,580,060	70,547,402	0.36	\$ 350.00	\$ 360	\$ 10
Prince Edward County	100	4,920,768,174	5,007,296,719	5,007,296,719	25.10	\$ 25,060.00	\$ 25,100	\$ 40
TOTAL QC LEVIES		19,634,503,784	5,007,296,719	19,950,385,491	100.00	\$ 100,000.00	\$ 100,000	\$ 3

Quinte Conservation
Capital Levy to Support Conservation Area Upgrades

	% in CA	2020 CVA (Modified) in Watershed	2021 Current Value Assessment (CVA)	2021 CVA (Modified) in Watershed	CVA Based Apportionment Percentage	2021 Capital Levy	2022 Preliminary Capital Levy	\$ increase
City of Belleville	100	7,623,463,902	7,746,294,840	7,746,294,840	38.83	38827 \$	38,830 \$	3
Centre Hastings	56	301,021,705	546,129,689	305,832,626	1.53	1530 \$	1,530 \$	-
Twp. Of Madoc	100	231,759,040	237,635,200	237,635,200	1.19	1180 \$	1,190 \$	10
Marmora & Lake	22	143,379,718	663,084,867	145,878,671	0.73	730 \$	730 \$	-
City of Quinte West	23	1,334,908,532	5,916,769,701	1,360,857,031	6.82	6800 \$	6,820 \$	20
Stirling/Rawdon	17	86,521,583	512,822,785	87,179,873	0.44	440 \$	440 \$	-
Tudor & Cashel	48	81,524,743	171,928,055	82,525,466	0.41	420 \$	410 \$	(10)
Municipality of Tweed	100	670,674,214	673,223,389	673,223,389	3.37	3420 \$	3,370 \$	(50)
Twp. of Tyendinaga	100	465,009,745	469,641,835	469,641,835	2.35	2370 \$	2,350 \$	(20)
Addington Highlands	44	237,808,760	543,558,955	239,165,940	1.20	1210 \$	1,200 \$	(10)
Town of Greater Napanee	53	1,230,048,189	2,356,879,419	1,249,146,092	6.26	6260 \$	6,260 \$	-
Twp. of Stone Mills	100	935,052,804	954,012,634	954,012,634	4.78	4760 \$	4,780 \$	20
Twp. of North Frontenac	1	9,370,849	945,481,321	9,454,813	0.05	50 \$	50 \$	-
Twp. of South Frontenac	21	720,093,766	3,482,588,388	731,343,561	3.67	3670 \$	3,670 \$	-
Twp. of Central Frontenac	46	447,313,229	983,608,168	452,459,757	2.27	2280 \$	2,270 \$	(10)
Town of Deseronto	100	126,570,650	128,389,640	128,389,640	0.64	640 \$	640 \$	-
Corp. of Loyalist Twp.	3	69,214,181	2,351,580,060	70,547,402	0.36	350 \$	360 \$	10
Prince Edward County	100	4,920,768,174	5,007,296,719	5,007,296,719	25.10	25060 \$	25,100 \$	40
TOTAL QC LEVIES		19,634,503,784	5,007,296,719	19,950,885,491	100.00	100000 \$	100,000 \$	3

Stirling-Rawdon and District Recreation Centre Draft Proposed 2022 Budget

Account Number/Description	Annual Budget	YTD Actual	2022 Proposed Budget	Comments
0-400 Ice Rentals	\$ 130,000.00	\$ 43,335.04	\$ 161,000.00	
0-401 Ice Family/Pub Skate	\$ 2,500.00	\$ 475.00	\$ 2,500.00	Based on 2020 budget and recommended Youth rate be raised
0-402 Surface	\$ -	\$ 51.00	\$ 4,000.00	
0-403 Hall	\$ -	\$ -	\$ -	
0-404 Canteen	\$ 2,477.00	\$ 1,238.94	\$ 4,336.00	
0-405 Curling Club	\$ 11,000.00	\$ 3,993.15	\$ 25,000.00	
0-406 Room Rental	\$ 5,300.00	\$ 3,666.50	\$ 5,300.00	
0-407 Sign Rental	\$ 12,400.00	\$ 4,511.28	\$ 11,800.00	
0-408 Skate Sharpener	\$ 500.00	\$ -	\$ -	Discussion at Board Meeting
0-409 Phone Receipts	\$ 791.00	\$ -	\$ 791.00	Bell Cellular
0-410 Miscellaneous	\$ -	\$ 7,590.02	\$ -	
0-411 Lions Club	\$ 400.00	\$ 59,808.40	\$ 500.00	
0-412 Municipal Contributions	\$ 307,222.00	\$ 263,609.85	\$ 218,078.00	decrease of approximately 30%
0-413 Investment Income	\$ 500.00	\$ 243.00	\$ -	Bank Interest
0-414 Donations	\$ 1,700.00	\$ 1,000.00	\$ 1,500.00	
0-415 Village Loans	\$ -	\$ -	\$ -	
0-416 Surplus Previous Year	\$ -	\$ -	\$ -	
0-417 Insurance Proceeds	\$ -	\$ -	\$ -	
0-418 Regal Revenue	\$ -	\$ -	\$ -	
0-419 Contributions from Reserve	\$ 25,000.00	\$ -	\$ -	
Total Revenue	\$ 499,790.00	\$ 389,522.18	\$ 434,805.00	
0-500 General Administration	\$ 1,500.00	\$ 1,678.90	\$ -	
0-501 Payroll	\$ 200,000.00	\$ 173,588.28	\$ 2,000.00	
0-502 Hydro	\$ 95,000.00	\$ 43,761.03	\$ 100,000.00	
0-503 Propane	\$ 1,700.00	\$ 1,163.45	\$ 2,000.00	
0-504 Cleaning Supplies	\$ -	\$ -	\$ -	included with maintenance
0-505 Maintenance	\$ 42,000.00	\$ 18,621.24	\$ 42,000.00	
0-506 Alarm System Mtce.	\$ 750.00	\$ 753.00	\$ 755.00	
0-507 Union Gas/Union Energy	\$ 6,500.00	\$ 3,543.97	\$ 6,500.00	
0-508 Miscellaneous	\$ -	\$ -	\$ -	
0-509 Snow Removal	\$ 4,500.00	\$ 1,870.00	\$ 4,500.00	
0-510 Specials	\$ -	\$ 7,590.02	\$ -	
0-511 Capital Expenditures	\$ 25,000.00	\$ 80,060.90	\$ -	
0-512 Insurance	\$ 37,550.00	\$ 37,543.07	\$ 46,950.00	estimated 25% increase
0-513 Cable	\$ 340.00	\$ 101.02	\$ 550.00	
0-514 Working Capital Reserve	\$ 15,000.00	\$ -	\$ 15,000.00	
0-515 Loan Payments	\$ -	\$ -	\$ -	
0-516 Uncollectable Expense	\$ -	\$ -	\$ -	
0-517 Deficit from Previous Year	\$ 45,150.00	\$ -	\$ -	
0-518 Pepsi Expense	\$ -	\$ -	\$ -	
0-519 Phone	\$ 1,000.00	\$ 1,087.57	\$ 1,200.00	
0-520 Audit	\$ 3,000.00	\$ 2,700.00	\$ 3,000.00	
0-521 Training	\$ -	\$ 105.00	\$ 500.00	
0-522 Water/Sewer	\$ 5,500.00	\$ 3,755.13	\$ 5,500.00	
0-523 Memberships/Licensing	\$ 300.00	\$ 325.97	\$ 350.00	
Total Expenditures	\$ 484,790.00	\$ 378,248.55	\$ 434,805.00	

	General Levy	Capital Reserve	2022 Total
Stirling-Rawdon	\$77,819.49	\$5,748.00	\$83,567.49
Quinte West	\$69,980.68	\$5,169.00	\$75,149.68
City of Belleville	\$47,946.72	\$3,541.50	\$51,488.22
Centre Hastings	\$7,331.12	\$541.50	\$7,872.62
	\$203,078.00	\$15,000.00	\$218,078.00
	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

COUNTY OF HASTINGS

EXHIBIT D-2

HASTINGS / QUINTE 911

2022 BUDGET

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
SALARIES	86,700	88,723	88,400	1.96%
FRINGE BENEFITS	20,200	21,596	22,200	9.90%
OFFICE SUPPLIES	50	137	50	0.00%
OFFICE EQUIPMENT	150	113	150	0.00%
MILEAGE & TRAVEL	3,500	-	3,500	0.00%
CONVENTIONS / MEETINGS	6,000	383	6,000	0.00%
EDUCATION	1,000	-	1,000	0.00%
TELEPHONE	1,000	992	1,000	0.00%
PUBLIC EDUCATION	1,000		1,000	0.00%
COMMITTEE FEES	300	776	300	0.00%
MEMBERSHIPS	500	182	250	-50.00%
COMPUTER	250	240	250	0.00%
ADVERTISING	1,000	678	1,000	0.00%
LEGAL	1,000	-	2,000	100.00%
PURCHASED SERVICES	65,500	65,585	65,500	0.00%
INTERDEPARTMENTAL-911 MAPPING / DATA	12,000	12,000	12,000	0.00%
<u>TOTAL EXPENDITURES</u>	<u>200,150</u>	<u>\$191,405</u>	<u>\$204,600</u>	<u>2.22%</u>

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

**SED ON POPULATION FR
MUN DIRECTORY**

<u>MUNICIPALITIES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>	<u>POPULATION</u>
HASTINGS COUNTY	\$55,842	\$53,410	\$57,083	27.90%	37,012
CITY OF BELLEVILLE	\$76,537	\$73,185	\$78,239	38.24%	50,716
CITY OF QUINTE WEST	\$65,749	\$62,883	\$67,211	32.85%	43,577
8 WING CFB TRENTON	\$2,022	\$1,926	\$2,066	1.01%	1,335
<u>TOTAL APPORTIONMENT</u>	<u>\$200,150</u>	<u>191,405</u>	<u>\$204,600</u>	<u>100.00%</u>	<u>132,640</u>

COUNTY OF HASTINGS

EXHIBIT C

PROVINCIAL OFFENCES

2022 OPERATING BUDGET

<u>EXPENDITURES</u>	<u>Preliminary</u>			<u>%</u>
	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGE</u>	
SALARIES	\$426,300	\$391,941	\$442,900	3.89%
FRINGE BENEFITS	123,600	117,729	128,400	3.88%
COMMITTEE FEES	700	1,157	700	0.00%
OFFICE EQUIPMENT	3,000	284	3,000	0.00%
COMMON COSTS	151,700	151,700	157,000	3.49%
ACCOMMODATION COSTS (OFFICE/COURT RENTAL)	133,000	132,769	133,000	0.00%
ADVERTISING	500		500	0.00%
AUDIT COSTS	500	420	400	-20.00%
INSURANCE	500	477	500	0.00%
LEGAL COSTS	5,000	45	5,000	0.00%
POSTAGE	7,500	6,020	7,500	0.00%
PHOTOCOPIER	2,000	1,977	2,000	0.00%
TELEPHONE	1,750	1,393	1,750	0.00%
OFFICE SUPPLIES	10,500	8,314	10,500	0.00%
PAYROLL PROCESSING CHARGES	1,010	1,293	1,500	48.51%
COMPUTER OPERATIONS	15,300	15,547	15,300	0.00%
PURCHASE SERVICES - MINISTRY OF ATTORNEY GE	175,000	209,192	175,000	0.00%
- PROSECUTOR	82,500	82,548	82,500	0.00%
- COLLECTION FEES	500	251	500	0.00%
- OTHER	15,000	21,790	20,000	33.33%
EDUCATION	3,600	563	3,600	0.00%
MILEAGE & TRAVEL / WITNESS FEES	2,500		1,000	-60.00%
SUBSCRIPTIONS	4,900	3,859	4,900	0.00%
BANK CHARGES / POS CHARGES	26,500	33,927	38,000	43.40%
COVID EXPENSES		78,477		
<u>TOTAL EXPENDITURES</u>	<u>\$1,193,360</u>	<u>\$1,261,673</u>	<u>\$1,235,450</u>	<u>3.53%</u>

REVENUE

GROSS TICKET REVENUE	\$1,150,000	\$1,518,273	\$1,600,000	39.13%
MISC REVENUE / BANK INTEREST, ETC...	15,000	11,061	13,000	-13.33%
REVENUE - PURCHASE OF SERVICE AGREEMENTS	15,000	8,704	13,000	-13.33%
SAFE RESTART FUNDING	425,000	78,477	21,000	-95.06%
	<u>\$1,605,000</u>	<u>\$1,616,515</u>	<u>\$1,647,000</u>	<u>2.62%</u>

NET (REVENUE) / COST

(\$411,640) **(\$354,842)** **(\$411,550)** **-0.02%**

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

<u>MUNICIPALITIES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>Apportionmen Percent</u>
HASTINGS COUNTY	(152,307)	(\$120,185)	(123,465)	30.00%
BELLEVILLE	(102,910)	(\$84,807)	(111,119)	27.00%
QUINTE WEST	(156,423)	(\$149,850)	(176,967)	43.00%
<u>TOTAL (REVENUE) / COST APPORTIONMENT</u>	<u>(\$411,640)</u>	<u>(\$354,842)</u>	<u>(411,550)</u>	<u>100.00%</u>

Hastings/Quinte Emergency Services

	<u>2021</u>	<u>2022</u>	
Operating Expenditures	\$23,382,799	\$23,751,436	1.58%
Revenue	<u>\$14,672,334</u>	<u>\$14,914,771</u>	1.65%
Operating Cost	\$ 8,710,465	\$ 8,836,665	1.45%
Capital	<u>\$ 1,100,000</u>	<u>\$ 1,200,000</u>	9.09%
	\$ 9,810,465	\$10,036,665	
Enhancement		<u>\$ 129,314</u>	
Levy	<u>\$ 9,810,465</u>	<u>\$10,165,979</u>	3.62%

As identified in the departmental strategic plan, the 2022 budget includes an enhancement effective September 1st, 2022.

The enhancement will increase the hours of one of the vehicles that currently operates 8 hours per day, 5 days per week to 12 hours per day, 7 days per week. This is an increase in ambulance/service hours of 2,404 annually (800 hours in 2022).

Hastings-Quinte Paramedic Services Overview

	<u>2020</u>	<u>2021</u>	
Code 4 (Emergency)	18,500	20,469	10.6%
Code 1-3 (Non-Emergency)	6,634	7,182	8.3%
Code 8 (Standby)	<u>9,459</u>	<u>10,164</u>	7.5%
Call Volume	<u>34,593</u>	<u>37,815</u>	9.3%
Total Kilometres of Fleet	1,524,242	1,606,497	5.4%

COVID-19 and Impact on Paramedic Operations

In 2021, the service again dealt with the effects of COVID-19. While call volumes during the first year of the pandemic slowed at times, 2021 saw call volumes increase and return to pre COVID levels. Paramedics have been working maximum hours in a variety of operations to support community healthcare. Staffing assessment centres in Belleville, Quinte West, and North Hastings, along with supporting public health with mobile vaccine teams, pop ups, and swabbing efforts have helped with global staffing challenges. Increased community paramedic program hours have tried to mitigate some of the pressures on the 911 system. With the increased workload, aging population, and high stress levels for the past 2 years, the department is also now affected with staffing challenges and will continue to hire staff in 2022 to meet ongoing human health resource challenges. A return to emergency and community paramedic functions will be the focus for 2022.

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 (\$368,004 & \$1,829,200)

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 through the Ministry of Health. In 2021, the service was successful in obtaining funding through the Ministry of Long-Term Care (\$1.8 million annually) to support further hours in community paramedicine to target clients on the long-term care waitlist and other vulnerable populations. Currently, there are over 500 clients that are being seen on a regular basis by community paramedics. This pilot funding proposal is reviewed annually with a funding letter to support until 2024. All these programs are 100% provincially funded.

The service for 2021/22 received continued funding from Ontario Health to support digital initiatives, specifically remote patient monitoring. This program connected with 153 patients. Many of these were monitored for COVID during their isolation period.

Ministry Funding a 50/50 (\$9,710,142)

As of the current date, we have not received a funding announcement related to the 2022 budget.

The 2022 Provincial Subsidy has been calculated utilizing the template funding formula without applying an inflationary increase (consistent with the 2020 & 2021 funding). Allowing for an inflationary increase of 1.5% would result in additional revenue of \$141,000.

The cost share between the Ministry and the Municipality in the 2022 budget is Municipal 51% and Provincial 49%.

Salaries & Benefits (\$12,773,826 and \$4,726,316)

The paramedics are represented by CUPE 1842 and the contract expired as of December 31, 2020.

The salary line has been adjusted to reflect a change in the staffing mix between full-time and part-time positions. The budget template has historically been based on a mix of 92 full-time positions and approximately 66 part-time positions. Full-time staff are entitled to paid vacation, sick time and stat pay and this has been reflected in the budget.

Over the past couple of years, the full-time complement has consistently been less than the 92 budgeted positions due to sick leave, injury/WSIB and pregnancy/parental leave and these positions have been filled temporarily by part-time staff who do not receive the same paid leaves as full-time staff. The 2022 budget has been reduced by 5,700 hours to reflect the actual costs paid for the full-time absences.

The reduction in the budget for the full-time absences has been reinvested in service hours by increasing a vehicle from 8 hours per day, 5 days per week to 12 hours per day, 7 days per week. This enhancement is an additional 4,808 annual staffing hours (1,600 hours in the 2022 budget).

The benefit rate was increased to 37% (2019- 35%). The benefit line includes costs for CPP, EI, EHT, OMERS pension, LTD, STD, extended health, life insurance/AD &D and dental. The benefit increase is attributable to an increase in WSIB injuries.

WSIB costs continue to increase and the 2022 rate was increased from 8.29% to 12% based on the actual 2021 costs. 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.

An actuarial valuation of the WSIB benefits is being undertaken in 2022.

Computer (\$351,740)

The computer line includes costs for electronic patient care software, real time data integration, scheduling software, payroll processing costs, fibre connection charges and computer and server replacement.

The increase in costs for 2022 are due to a server replacement (\$6,000) and the implementation of a new scheduling system.

Medical Supplies (\$515,000)

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 2021, we saw an increase in the price of a number of medical supplies due to increased call volume and acuity levels of patients requiring more advanced procedures. Manufacturing and shipping costs along with supply and demand challenges have also added to increased costs.

Vehicle Operations (Fuel \$516,000 and Maintenance \$500,000)

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. However, the delivery of new vehicles has been delayed in 2021 and 2022 due to the interruption in the supply chain. This has resulted in the vehicles having higher mileage and increased maintenance costs. We have already been notified of delays in receiving replacement ambulances for 2022 which we anticipate will have increased maintenance costs running an older fleet.

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 estimated based on the most recent months of fuel costs.

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 of Hastings County. These calls result in billing between the services. The cross-border billings are settled annually.

There was an increase in the number of cross border bills from other paramedic services doing calls into Hastings County. In 2021 the service spent over 928 hours in off load delay. While ambulances are in off load delay, they are unable to respond into the community which leads to other paramedic services responding into our area.

Common Costs (\$557,200)

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

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.

Prince Edward County Contract (\$2,855,285)

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.

The increased service hours for the Hastings County vehicles results in a change in the cost sharing since the costs for wages, benefits, medical supplies, and medications are shared based on the service hours. The proportionate share of the service hours for Prince Edward County have changed from 13.7% to 13.36% with the enhanced hours.

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, 2022 and should the funding not be received, the service would be discontinued. In 2022 the service is exploring other partnerships with QHC to help with hospital staffing challenges in an effort to return ambulances back into the community.

Capital (\$1,200,000)

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 2022 budget includes:

- 6 Vehicle replacements (5 Hastings County & 1 PEC)
- Construction of Stirling Base

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

COUNTY OF HASTINGS

EXHIBIT F

PARAMEDIC SERVICES

2022 BUDGET

OPERATING

Preliminary

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>EXPENDITURES</u>				
SALARIES	12,902,400	\$12,487,074	12,773,826	-1.00%
FRINGE BENEFITS	4,515,800	4,917,024	4,726,316	4.66%
LINEN / LAUNDRY	43,400	45,553	43,400	0.00%
UNIFORM REPLACEMENT	100,000	79,901	90,000	-10.00%
OFFICE SUPPLIES	23,000	27,324	23,000	0.00%
OFFICE EQUIPMENT / FURNITURE	15,000	8,473	15,000	0.00%
MILEAGE & TRAVEL	110,800	101,190	100,000	-9.75%
COMMITTEE FEES	8,500	11,443	8,500	0.00%
STAFF TRAINING / EDUCATION	39,000	38,415	30,000	-23.08%
MEMBERSHIP / SUBSCRIPTIONS / ASSOCIATION FEI	5,000	5,445	5,300	6.00%
RENTAL ACCOMMODATIONS	325,700	325,495	325,700	0.00%
TELEPHONE / COMMUNICATIONS	55,000	46,035	55,000	0.00%
UTILITIES	53,500	51,311	53,500	0.00%
PROPERTY TAXES	71,600	64,178	71,600	0.00%
LEGAL	30,000	21,896	30,000	0.00%
AUDIT	7,400	7,344	8,210	10.95%
ADVERTISING	2,000			-100.00%
COMPUTER	303,900	287,940	351,740	15.74%
MEDICAL SUPPLIES	485,000	555,119	515,000	6.19%
BUILDING MAINTENANCE	120,000	162,522	120,000	0.00%
EQUIPMENT REPLACEMENT	60,000	91,729	60,000	0.00%
INSURANCE - VEHICLE / LIABILITY / PROPERTY	208,800	199,251	216,500	3.69%
INSURANCE - CLAIMS DEDUCTIBLE	10,000		10,000	0.00%
VEHICLE OPERATIONS - FUEL	350,000	444,092	516,000	47.43%
- MAINTENANCE / REPAIR	425,000	460,774	500,000	17.65%
CROSS BORDER	90,000	129,407	90,000	0.00%
OFF LOAD DELIVERY-QHC	232,140	232,140	232,140	0.00%
EMERGENCY PREPAREDNESS INITIATIVES	15,000	608	10,000	-33.33%
COVID-19 COSTS		1,235,489		
COMMUNITY PARAMEDICINE PROJECTS	316,659	304,774	268,004	-15.37%
LONG-TERM CARE SUPPORT PROGRAM	1,829,200	1,007,776	1,829,200	0.00%
COMMON COSTS	512,700	512,700	557,200	8.68%
DEBT CHARGES	116,300	115,274	116,300	0.00%
EXPENDITURE RECOVERIES		-73,420		
CONTRIBUTION TO RESERVES				
<u>TOTAL EXPENDITURES</u>	<u>\$23,382,799</u>	<u>\$23,904,276</u>	<u>\$23,751,436</u>	<u>1.58%</u>
 <u>REVENUE</u>				
PROVINCIAL TEMPLATE SUBSIDY	\$9,176,660	\$9,172,339	\$9,710,142	5.81%
PRINCE EDWARD COUNTY CONTRIBUTION-OPERAT	2,841,300	2,842,135	2,855,285	0.49%
OFF LOAD DELIVERY FUNDING	232,140	232,140	232,140	0.00%
COMMUNITY PARAMEDICINE PROJECTS	316,659	304,547	268,004	
LONG-TERM CARE SUPPORT PROGRAM	1,829,200	1,007,776	1,829,200	
COVID-19 FUNDING	0	1,235,489		
MISC REVENUE / SALE VEHICLE / EVENT COVRGE /	20,000	126,831	20,000	0.00%
CONTRIBUTION FROM RESERVE	256,375	256,375		-100.00%
<u>TOTAL REVENUE</u>	<u>\$14,672,334</u>	<u>\$15,177,632</u>	<u>\$14,914,771</u>	<u>1.65%</u>
 <u>TOTAL OPERATING</u>	 <u>\$8,710,465</u>	 <u>\$8,726,644</u>	 <u>\$8,836,665</u>	 <u>1.45%</u>

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>CAPITAL</u>				
Capital Levy	\$1,100,000	\$1,100,000	\$1,200,000	9.09%

<u>NET COST</u>	<u>\$9,810,465</u>	<u>\$9,826,644</u>	<u>\$10,036,665</u>	<u>2.31%</u>
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<u>ENHANCEMENTS</u>				
SALARIES & BENEFITS			107,899	
PRINCE EDWARD COUNTY CONTRIBUTION-OPERATIONS			21,415	
<u>TOTAL ENHANCEMENTS</u>	<u>-</u>	<u>-</u>	<u>129,314</u>	
<u>NET COST AFTER ENHANCEMENTS</u>	<u>\$9,810,465</u>	<u>\$9,826,644</u>	<u>\$10,165,979</u>	<u>3.62%</u>

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

<u>MUNICIPALITIES</u>	<u>BASED ON APPORTIONMENT RATES</u>			
	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$2,894,087	2,898,860	\$2,989,814	29.41%
BELLEVILLE.....	\$3,995,802	4,002,392	\$4,137,553	40.70%
QUINTE WEST.....	\$2,920,575	2,925,392	\$3,038,611	29.89%
<u>TOTAL APPORTIONMENT</u>	<u>\$9,810,464</u>	<u>\$9,826,644</u>	<u>\$10,165,979</u>	<u>100.00%</u>

Hastings-Quinte Paramedic Services 2022 Capital Budget

Project: New Paramedic Base Construction

Budget Amount: \$3,500,000

Justification: The need for a new Paramedic Base in Central Hastings County has previously been identified and approved. Property has been purchased from Stirling-Rawdon and the design of the new base is currently underway. Funding has been provided in this year's Capital Budget for the construction of the new base which is expected to begin later this year with completion in 2023.

HASTINGS QUINTE PARAMEDICS 2022 CAPITAL EXPENDITURE PLAN

Project	2022 Projects	Justification/ Comments	Priority Level
Hastings/Quinte			
Ambulances (5)	\$ 853,000	2% increase over 2021 vehicle cost	P1
Bancroft Base Dehumidifiers			P1
2021 Carryforward New Vehicle			P1
Stirling EMS Base	3,500,000	Construction	P4
Total Hastings/Quinte	\$ 4,353,000		
Prince Edward County			
Ambulances - 2021 Carryforward	165,200		P1
Ambulances - 2022	165,200		P1
Total Prince Edward County	\$ 330,400		
2022 Capital Budget	\$ 853,000	P1 - Legislated/mandate, committed Health & Safety, operational failure	
	-	P2 - Lifecycle Management; cost reduction if completed	
	-	P3 - Lifecycle Replacement; operational efficiency	
Carry forward Projects	3,500,000	P4 - Service Enhancement	
	\$ 4,353,000		

RESERVE

Opening Reserve	\$ 697,926
2022 Contribution	1,200,000
Grant / Debt Financing	3,500,000 (carrying costs of \$100,000 annually)
Capital Projects	-4,353,000
Closing Reserves	<u>1,044,926</u>

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

Project	2023	2024	2025	2026	2027	Priority
Hastings/Quinte						
# Ambulances to be Replaced	5	5	5	5	5	
Ambulances (2% Inflation Factor)	870,060	887,500	905,300	923,400	941,900	P2
Emergency Response Vehicles (2 per year)	154,200	157,284	157,284			P2
Computer Replacement	175,000					P2
Power Stretchers - refurbish and Power Load Replace		517,300	517,300			P2
Bancroft Base Roofing			86,000			P3
Total Hastings/Quinte	\$ 1,199,260	\$ 1,562,084	\$ 1,665,884	\$ 923,400	\$ 941,900	
Prince Edward County						
Ambulances						P2
Total PEC	\$ -	\$ -	\$ -	\$ -	\$ -	
Opening Reserve	1,044,926	1,045,666	733,582	367,698	794,298	
Contribution	1,200,000	1,250,000	1,300,000	1,350,000	1,400,000	
Grants / Debt						
Expenditures	-1,199,260	-1,562,084	-1,665,884	-923,400	-941,900	
Closing Reserve	1,045,666	733,582	367,698	794,298	1,252,398	

COUNTY OF HASTINGS
COMMUNITY AND HUMAN SERVICES

EXHIBIT E-1

2022 BUDGET

<u>PROGRAM EXPENDITURES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$25,816,790	\$19,064,603	\$25,143,916	-2.61%
ONTARIO WORKS ADMINISTRATION	10,507,400	\$9,969,548	10,690,675	1.74%
CHILDREN SERVICES PROGRAMS	15,591,121	15,490,212	16,526,508	6.00%
CHILDREN SERVICES ADMINISTRATION	892,320	800,090	505,741	-43.32%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	449,200	367,294	476,640	6.11%
COMMUNITY HOUSING - OPERATING	25,988,075	24,272,071	25,687,643	-1.16%
COMMUNITY HOUSING - CAPITAL	1,850,000	1,850,000	1,850,000	0.00%
COVID EXPENDITURES	5,855,025	3,876,761	2,654,886	
<u>TOTAL EXPENDITURES</u>	<u>\$86,949,931</u>	<u>\$75,690,579</u>	<u>\$83,536,009</u>	<u>-3.93%</u>

<u>REVENUE</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$25,522,140	\$18,796,964	\$24,849,266	-2.64%
ONTARIO WORKS ADMINISTRATION	6,478,150	6,247,232	6,638,225	2.47%
CHILDREN SERVICES PROGRAMS	14,435,381	14,639,834	15,475,945	7.21%
CHILDREN SERVICES ADMINISTRATION	638,620	675,741	243,454	-61.88%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	449,200	367,294	476,640	6.11%
COMMUNITY HOUSING - OPERATING	14,795,310	12,991,487	13,503,315	-8.73%
COVID REVENUE	5,855,025	3,874,740	2,654,886	
<u>TOTAL COUNTY REVENUE</u>	<u>\$68,173,826</u>	<u>\$57,593,292</u>	<u>\$63,841,731</u>	<u>-6.35%</u>

<u>NET COST</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$294,650	\$267,639	\$294,650	0.00%
ONTARIO WORKS ADMINISTRATION	\$4,029,250	\$3,722,316	\$4,052,450	0.58%
CHILDREN SERVICES PROGRAMS	\$1,155,740	\$850,378	\$1,050,563	-9.10%
CHILDREN SERVICES ADMINISTRATION	\$253,700	\$124,349	\$262,287	3.38%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	\$0	\$0	\$0	
COMMUNITY HOUSING - OPERATING	\$13,042,765	\$13,130,584	\$14,034,328	7.60%
COVID	\$0	\$2,021	\$0	
<u>NET COST</u>	<u>\$18,776,105</u>	<u>\$18,097,287</u>	<u>\$19,694,278</u>	<u>4.89%</u>

MUNICIPAL APPORTIONMENT OF 2022 BUDGET NET COST : BASED ON WEIGHTED ASSESSMENT.

<u>MUNICIPALITIES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$5,538,951	\$5,338,700	\$5,792,087	29.41%
BELLEVILLE.....	\$7,647,508	\$7,371,025	\$8,015,571	40.70%
QUINTE WEST.....	\$5,589,646	\$5,387,562	\$5,886,620	29.89%
<u>TOTAL APPORTIONMENT</u>	<u>\$18,776,105</u>	<u>\$18,097,287</u>	<u>\$19,694,278</u>	<u>100.00%</u>

Net Social Housing Costs	\$ 14,034,328	Total City Portion	\$ 8,015,571
City's portion	x 40.70%	Social Housing	(5,712,000)
	\$ 5,711,971	General Assistance	\$ 2,303,571
Say	\$ 5,712,000	Say	\$ 2,303,600

THE CORPORATION OF THE COUNTY OF HASTINGS
Community and Human Services

AGENDA

9:30 AM, Wednesday, March 9, 2022

Council Chambers & Zoom

The Minutes as prepared by the Clerk will be the official record of the meeting

HASTINGS COUNTY VISION STATEMENT

People and businesses thrive in Hastings County because of its support for individuals and families, strong communities, its natural beauty, and respect for its history and traditions.

Page

CALL TO ORDER

LAND ACKNOWLEDGEMENT

We are meeting today on the traditional territory of many nations including the Huron-Wendat, Anishnaabe, and the Haudenosaunee peoples. Hastings County Council acknowledges our shared obligation to respect, honour and sustain these lands and the natural resources contained within. We honour their cultures and celebrate their commitment to this land. We would also like to acknowledge the Mohawk and Algonquin nations whose traditional and unceded territory we are gathered upon today. Hastings County is situated on treaty land that is steep in rich Indigenous history and home to many First Nations, Métis and Inuit people.

DISCLOSURE OF INTEREST

- (a) Disclosure of Interest at the March 9, 2022 meeting

MINUTES

3 - 5

- (a) Approval of the Minutes of the February 16, 2022 meeting

BUSINESS ARISING FROM THE MINUTES

ACCOUNT VOUCHERS

7

- (a) Review of the Cheque Summary Report dated March 2022

COMMUNICATIONS

1. INFORMATION CORRESPONDENCE - NONE

2. ACTION CORRESPONDENCE AND RECOMMENDATION TO COUNTY COUNCIL

- 9 - 10 (a) Safe Voluntary Isolation Sites Program (SVISP), Public Health Agency of Canada Extension
- 11 - 14 (b) Warming Centre 2022-2023 Program
- 15 - 19 (c) Affordable Housing Development Status Report
- 21 - 22 (d) Home For Good Renewal of Funding and Referral Agreements

BUDGET

- 23 - 55 (a) 2022 Draft Budget

HEALTH AND SAFETY

OTHER BUSINESS

NEXT MEETING

- (a) Date of next meeting - April 13, 2022

ADJOURNMENT

- (a) Adjournment of the March 9, 2022 meeting

**THE CORPORATION OF THE COUNTY OF HASTINGS
COMMUNITY AND HUMAN SERVICES COMMITTEE**

County Administration Building
Belleville, Ontario,
February 16, 2022

A meeting of the Community and Human Services Committee was held with the following members present: Warden Rick Phillips, Deputy Warden Bonnie Adams, Councillor Carl Stefanski (County of Hastings), Councillors Kelly McCaw, Bill Sandison and Chris Malette (City of Belleville), Councillors Terry Cassidy and Karen Sharpe and Mayor Jim Harrison (City of Quinte West). Regrets were received by Councillors Dave McCue and Tyler Allsopp. Also in attendance were Suzanne Ritchie Raymond, Director of Community and Human Services, Carmela Ruberto, Housing Manager, Dino Marchiori, Employment and Financial Assistance Services Manager, Rhonda Phillips, Client Access and Program Support Manager, Sue Horwood, Director of Finance, Shaune Lightfoot, Director of Human Resources, Larry Dean, Director of Information Technology, Jim Pine, CAO, Jim Duffin, Director of Facilities and Capital Infrastructure, Cathy Bradley, Clerk and Corporate Communications Officer, Allison Goodwin, Records Management Coordinator/Deputy Clerk, Sarah McCurdy, Administrative Assistant to the Warden, CAO and Clerk and Sharon Christopher, Administrative Assistant.

CALL TO ORDER

- (a) Chair Bonnie Adams called the meeting to order and welcomed Quinte West Mayor Jim Harrison who was sitting in for Councillor Dave McCue.

LAND ACKNOWLEDGEMENT

We are meeting today on the traditional territory of many nations including the Huron-Wendat, Anishnaabe, and the Haudenosaunee peoples. Hastings County Council acknowledges our shared obligation to respect, honour and sustain these lands and the natural resources contained within. We honour their cultures and celebrate their commitment to this land. We would also like to acknowledge the Mohawk and Algonquin nations whose traditional and unceded territory we are gathered upon today. Hastings County is situated on treaty land that is steep in rich Indigenous history and home to many First Nations, Métis and Inuit people.

DISCLOSURE OF INTEREST

- (a) Disclosure of Interest at the February 16, 2022 meeting

There was no disclosure of interest at the February 16, 2022 meeting.

MINUTES

- (a) Approval of the Minutes of the February 9, 2022 meeting

Moved by Councillor Terry Cassidy;

Seconded by Councillor Bill Sandison;

THAT the Minutes of the February 9, 2022 meeting be approved.

CARRIED

BUSINESS ARISING FROM THE MINUTES

COMMUNICATIONS

1. INFORMATION CORRESPONDENCE

2. ACTION CORRESPONDENCE AND RECOMMENDATION TO COUNTY COUNCIL

- (a) Social Service Relief Funding (SSRF) 4 Reallocation

Moved by Councillor Chris Malette;

Seconded by Councillor Karen Sharpe;

THAT the Community and Human Services Committee authorize staff to revise the Social Services Relief Funding (SSRF), Phase 4 Investment Plan to the Ministry of Municipal Affairs and Housing to reflect the reallocation \$559,250 to operating funding for the Grace Inn emergency shelter as a result of the cancellation of the Bancroft Modular project in Bancroft.

AND FURTHER THAT the Warden and Clerk be authorized to sign all required documents to the Ministry of Municipal Affairs and Housing related to the Social Services Relief Funding.

CARRIED

HEALTH AND SAFETY

OTHER BUSINESS

NEXT MEETING

- (a) Date of next meeting - March 9, 2022

ADJOURNMENT

- (a) Adjournment of the February 16, 2022 meeting

Moved by Councillor Chris Malette;

Seconded by Councillor Carl Stefanski;

THAT the February 16, 2022 meeting be adjourned.

CARRIED

Chair

Date

Mar 2022

Hastings/Quinte Community and Human Services Committee

Cheque Register Summary Report

The following list of the monthly cheques registers have been prepared for Committee ratification and approval.

Approved and verified by Committee Chairperson

As per the Committee members request original vouchers and supporting source documentation, are available to Committee members.

<u>Payment Register</u>	<u>Payment Method</u>	<u>Month</u>	<u>Cheque Numbers</u>		<u>Monthly Register</u>
			<u>Start</u>	<u>End</u>	
Community and Human Services A/P (excluding HQPS a/p)	Cheque	Feb	87634	87735	338,137.53
Community and Human Services A/P (excluding HQPS a/p)	EFT	Feb	4000027768	4000028404	4,115,101.78
Community and Human Services O/W	Chq/EFT	Feb			1,690,915.61
	Total				<u>6,144,154.92</u>

Date: March 9, 2022

Report to: Community and Human Services Committee

Report from: Suzanne Ritchie Raymond, Director, Community and Human Services

Subject: Safe Voluntary Isolation Sites Program (SVISP), Public Health Agency of Canada, extension

Recommendation:

THAT the Community and Human Services Committee receive the report and recommend to Hastings County Council that they ratify the decision of the CAO to extend the Safe Voluntary Isolation Sites Program (SVISP) March 31, 2023 with funding provided by the Public Health Agency of Canada and that the Warden and Clerk sign all required agreements and contracts related to this extension.

Financial Impact:

Does recommendation have a budgetary impact? No

100% funded through the Government of Canada-Public Health Agency of Canada (PHAC) \$1,000,000 funding envelope

Has Treasury provided analysis? Yes

Background:

Self-isolation is one of the most effective ways to stop the spread of COVID-19. Crowded or precarious housing conditions combined with restrictive costs can make it unsafe or impossible for some individuals to self-isolate, increasing the risk of community transmission.

To help communities slow the spread of the COVID-19 outbreak, the Government of Canada announced the release of \$100 million for communities to establish safe, voluntary isolation sites for individuals who are unable to safely self-isolate due to their housing conditions. This Program will provide a centralized location where identified individuals can safely self-isolate for the required period.

On December 9, 2020, the Community and Human Services Committee supported the recommendation by staff to make a funding application for the Safe Voluntary Isolation Sites Program (SVISP). The application was submitted and approved by Public Health Agency of Canada (PHAC) in June 2021.

Funding up to a maximum of \$1,551,066 was made available for the County of Hastings for the period ending March 31, 2022. On December 2021 the PHAC decommitted 551,066 of that allocation as it had not been required and left Hastings County with \$1,000,000 for the isolation support program.

Hastings County set up the isolation program, in collaboration with Hastings Prince Edward Public Health who identify individuals who require an isolation site or supports. Funding will cover transportation, safe lodging, meals and incidentals, as well as on-site security and cleaning personnel as required.

To date Hastings County supported 20 individuals/families, at an approximate cost of \$109,000.00 as of the date of this report, leaving an available sum of \$891,000 for the contract period.

On February 4, 2022, PHAC announced that they are extending the SVISP program for one year, to March 31, 2023. PHAC required a response by February 18, 2022 regarding Hastings County's interest in extending the program for another year. To facilitate Hastings County continuing to support individuals and families requiring isolation the CAO approved for staff to confirm our interest in extending our contract to March 31, 2023. There are no financial impacts to this decision as the program has sufficient funding remaining in the current contract.

Staff are currently working on a workplan, performance measurement plan and Budget to PHAC, due by the end of March 2023, to confirm the need to maintain the remaining funding allocation to extend the contract. Upon approval PHAC will provide an extension agreement to be signed.



Date: March 9, 2022

Report to: Community and Human Services Committee

Report from: Suzanne Ritchie Raymond, Director, Community and Human Services

Subject: Warming Centres 2022-2023 Program

Recommendation:

THAT the Community and Human Services Committee recommend to Hastings County Council approval to include a Warming Centre program for the 2022-2023 winter season in the 2022 Community and Human Services Committee budget for approval

And further that the funding for the program be allocated from the 100% Community Homelessness Prevention Initiative allocation

THAT municipalities interested in having a warming centre for the 2022-2023 cold weather season confirm interest to Hastings County by April 30, 2022 and provide confirmation of the location identified by June 30, 2022

AND FURTHER THAT the Warden and Clerk be authorized to sign all required agreements and contracts related to the operation of these programs.

Financial Impact:

Does recommendation have a budgetary impact? Yes

If yes, what is the anticipated impact? Program is funded 100% through the CHPI allocation

The estimated cost for the program for 2022-2023 winter season is \$388,000.

If yes, has it been budgeted for this year? Yes - included in the 2022 budget

Has Treasury provided analysis? Yes

Background:

The operation of Warming Centres has become an important intervention support to vulnerable individuals experiencing homelessness in Hastings County. The program provides a warm place for individuals to temporarily shelter during the cold weather season.

Over the past several months, at the request of The City of Belleville and The City of Quinte West and the Town of Bancroft, Hastings County staff set up and managed 3 warming centres with the support and involvement of city and town staff and community organizations.

City of Belleville Warming Centre

In the City of Belleville, Bridge Street United Church, located at 60 Bridge Street East, Belleville is the host location for the program and has been collaborating with Hastings County staff to meet many community needs. This location opened on January 4, 2022 and is open from 8:00 p.m.to 7:00 a.m. and is staffed by security from Integrity Investigative Solutions Inc. The Belleville warming centre has averaged 50.6 visitors utilizing the centre overnight, over the 40 nights of operation to date.

City of Quinte West Warming Centre

In the City of Quinte West, Trenton United Church, located at 85 Dundas Street, Trenton hosts the program. This location was the first site to open on December 26, 2021 and is open from 8 p.m.to 8:00 a.m. and is staffing by security from Integrity Investigative Solutions Inc. The Quinte West warming centre has averaged 4.4 visitors nightly, over the 45 nights of operation to date.

Town of Bancroft – North Hastings Warming Centre

The Bancroft Warming Centre opened on January 10, 2022 and has operated for 40 nights, and averages 3.5 visits per evening. The program is open from 9 p.m.to 7:00 a.m. and is staffed by Integrity Investigative Solutions Inc. This program was temporarily located at the Arena in the beginning and is now located at Flint Avenue

Warming Centre Statistics

This chart shows the utilization of the program on the nights activated – from their opening date until February 23.

Community	Number of Nights Activated	Average Nightly Visitors	Highest attendance	Lowest attendance
Bancroft	42	3.5	8	0
Belleville	40	50.6	75	20
Quinte West	45	4.4	16**	0

** The high attendance for one night coincides with the QW centre accommodating numerous residents from Belleville. Since then, the QW and Belleville activation is co-ordinated.

Warming Centre Proposed 2022-2023 Program

Hastings County is committed to developing a program for the 2022-2023 cold weather season, upon request of municipalities in Hastings County. Funding has been allocated in the 2022 program budget.

Staff have commenced discussions with the city and town staff for the current programs as well as the community organizations offering space or providing services to the program. The focus

of our discussions is to gather feedback on what went well and areas for improvement to inform future partnerships and program planning.

Recommendations for the operation of the 2022-2023 program:

- Seasonal operational dates – December 15, 2022, to March 31, 2023
- Activation level – Budget is based on activation at minus 10 degrees Celsius. Changes to that activation level will be dependent on available funding and resources and approval by Committee and would require coordination amongst municipalities to ensure operating protocols remain consistent when they are within close proximity of each other (i.e. City of Belleville and the City of Quinte West)
- Interested municipalities must provide confirmation in writing of their interest in having a Warming Centre program in their community **by April 30, 2022** and confirm a location for the program and costs related to the location **by June 30, 2022**.
- Current supporting community organizations to be asked to formally confirm their interest in hosting and/or supporting the program to their municipality and Hastings County **by April 30, 2022**.
- Current operational model of security supports overnight would continue
- Current morning/daytime support from the Community Response team and community partners would continue
- Legal agreements with member municipalities and community organizations as well as insurance requirements should be in place by October 30, 2022 to ensure that programming can be set up and communicated to the community in advance of the start date.

2022-2023 Program Budget

The following chart provides a budget for the cost to operate the program in 2022-2023. This budget is an estimate based on the actual costs for the 2021-2022 season to date. These estimates assume the following:

- Similar staffing models to the current programs – Four security staff/night Belleville and two security staff/night Quinte West and Bancroft
- Similar capital start up costs to current program – this cost may be reduced if the current locations are available for the next season. They could also be higher depending on the location and start up requirements.
- Fixed amount set for site costs which will be dependent on location for the program.

Estimates are provided at the current minus 10 degrees temperature activation level as well as the program being open every night.

The 2021-2022 Warming Centre program was funded using temporary one-time provincial Social Services Relief Funding that ends March 31, 2022 and will be covered for the 2022-2023 cold weather season through the Community Homelessness Prevention Initiative (CHPI) program.

2022-2023 Estimated Program Costs by Temperature Level									
	Cost Per Night			Minus 10 degrees (84 nights based on this season's actuals)			Open Every Night (106 nights)		
	Belleville	QW	Bancroft	Belleville	QW	Bancroft	Belleville	QW	Bancroft
Site Costs				\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Security Costs	\$1,430	\$715	\$715	\$120,120	\$60,060	\$60,060	\$151,580	\$75,790	\$75,790
Cleaning Costs	\$208	\$135	\$135	\$17,445	\$11,340	\$11,340	\$22,014	\$14,310	\$14,310
Subtotal	\$1,638	\$850	\$850	\$137,565	\$71,400	\$71,400	\$173,594	\$90,100	\$90,100
Total				\$162,565	\$96,400	\$96,400	\$198,594	\$115,100	\$115,100
Total for 3 Locations				\$355,365			\$428,794		
Available Funding				\$378,000			\$378,000		
				\$22,635 Contingency			-\$50,794 Deficit		

Program considerations for the 2022-2023 season require a decision of the activation level to determine the program budget costs to be incorporated in the 2022 budget. **If a decision is made to change the activation level which results in an increase of operation days, the \$50,794 would be funded through the tax levy.**

Next Steps

Staff are recommending that a program budget of \$378,000 be included in the 2022 Community and Human Services budget to cover the anticipated costs for the operation of this program. This would be funded 100% through the provincial CHPI funding. The 2022-2023 program budget is an increase of \$55,365 from the 2021-2022 program of \$300,000 based on increased service demands, nights of service and the unpredictability of the weather year to year. The costs related to security have been higher than anticipated due to service demand levels and are anticipated to increase.

Staff will continue to work with the Community and Human Services Committee and community partners to develop long-term solutions for homelessness in our communities. Several engagement activities are commencing to support planning in addition to advocacy efforts with the federal and provincial government for assistance in meeting the community needs.

Date: March 9, 2022
Report to: Community and Human Services Committee
Report from: Suzanne Ritchie Raymond, Director, Community and Human Services and
Jim Duffin, Director, Facilities
Subject: Affordable Housing Development Status Report

Recommendation:

THAT the Community and Human Services Committee recommend to Hastings County Council approval to receive the staff report regarding Housing Services, Affordable Housing Development in Hastings County.

Financial Impact:

There are no financial implications of this report.

Background:

Hastings County is an active partner with community organizations and developers in the creation of affordable housing to meet the needs of our communities.

Over the past fourteen (14) years, Hastings County has supported the creation of 353 units, 249 of those are considered affordable at developments throughout Hastings County. Units are considered affordable if they are at or below 80% of Canada Mortgage Housing Corporation (CMHC), Average Market Rents (AMRs).

Upon completion of construction, Hastings County continues to work with development proponents by making referrals to available units from the centralized waitlist and by providing rent supplements or housing allowances to deepen the depth of affordability for tenants with the greatest financial need.

In 2017 Hastings County was successful in securing funding through the provincial Home for Good initiative for a supportive housing program. This project was completed in Belleville in 2020 and resulted in 40 individuals who were homeless or at risk of homelessness being offered supportive housing units. This initiative was a unique housing model for our community and is a collaboration with six partner organizations who provide supports that ensures housing stabilization.

Appendix A highlights in detail affordable housing development projects in Hastings County since 2008. Currently there are eight (8) developments in progress in Hastings County including 125 confirmed units and a potential of at least 156 additional units with new projects on the horizon.

The average cost per unit with most recent developments between 2019-2022 is \$167,000 per unit. Through provincial and federal funding, Hastings County has funded 71% of the total units (353) since 2008. Provincial and federal funding represents 46% of the of the total costs of construction.

Current Developments

1. **Quinte Seniors Homes (Parkside Village)** a non-profit housing provider for seniors is currently developing a 54 unit building in Belleville. The expected occupancy is 2023. The County currently supports Quinte Seniors Homes with eight (8) rent supplements to support low- income seniors in an existing building.
2. **Aldersgate Homes Incorporated** a non-profit housing provider for seniors has recently been awarded funding to support the construction of 88 units, fourteen (14) are funded under the Ontario Priorities Housing Initiative (OPHI) to provide affordable units. With preliminary work underway, this project is expected to start construction in the Spring of 2022.
3. **Springale Development Incorporated** is in the final stage of development for the Great Saint James Street building in Belleville, with occupancy expected in the Spring of 2022. The building has a total of seventeen (17) units with 13 being funded through the Investment in Affordable Housing (IAH) program. All Together Affordable Housing Corporation is a partner on this project and will provide supports to tenants to ensure successful tenancies.
4. **Springale Development Incorporated** is in the final stage of development in Bancroft for 5 new affordable housing units available for occupancy in the Summer of 2022.
5. **Springale Development Incorporated** is in the early stages of a new 15 unit affordable housing development in Deloro with expected occupancy in 2023.
6. **Quinte West:** Staff have been in the planning stage with the City of Quinte West and will be making a presentation to the City of Quinte West Council on March 7th related to the concept design to finalize approvals to proceed with negotiation for the purchase of land from the city for a development project. This development will be 32 units designed for singles, seniors, couples and families. An update report on the land acquisition, project design and budget will be brought forward to the appropriate committee at a future date.
7. **North Hastings:** With respect to permanent housing needs in the Town of Bancroft, staff have begun work on a project concept for a 10-unit supportive housing project that would be modelled after the highly successful Home for Good program in the City of Belleville. The Home for Good model is a collaborative initiative with community partners for the provision of supports to

tenants with a range of needs who require supports to ensure housing stability. An update report on this project will be brought forth at a future Community and Human Services Committee meeting.

8. **Habitat for Humanity, Prince-Edward Hastings:** Staff recently met with the Executive Director of Habitat to learn about their affordable housing project in the City of Belleville. Although in the early stages, Habitat will be making application to Canada Mortgage Housing Corporation (CMHC) for SEED funding which will support their pre-development activities related to construction. Staff will continue to work with Habitat to determine possible partnerships and support.

As part of our commitment to increasing the availability of affordable units in Hastings County through the Housing and Homelessness Plan, staff will be engaging with community stakeholders regarding strategic priorities and planning required to leverage opportunities and partnerships.

Appendix A

Hastings County Affordable Housing Development Summary Chart

Project	Municipality	Propositor	# of funded units	Bed size	Total Number of Units	Construction Start Date	Construction Completion	Program	Funding Received	Total Project Cost	Per Unit Cost	Expiry	Agreement	Type
26 South Trent	QW, Frankford Ward	K&G Holdings	1	1	1	2008	2008	2007 - COAHP	\$70,000.00	\$70,000.00	\$ 70,000.00	2033	AHP	Seniors/Singles/Couples
28 South Trent	QW, Frankford Ward	K&G Holdings	3	1	3	2007	2008	2006 - COAHP	\$210,000.00	\$210,000.00	\$ 70,000.00	2033	AHP	Seniors/Singles/Couples
37 Snow Road	Barrcroft	K&G Holdings	10	1	10	2008	2009	2007 - COAHP	\$700,000.00	\$700,000.00	\$ 70,000.00	2033	AHP	Seniors/Singles/Couples
24 Searing	Belleville	Springale Development Inc.	18	1	18	2007	2007	2007 - COAHP	\$1,421,276.00	\$1,421,276.00	\$ 78,959.78	2033	AHP	Seniors/Singles/Couples
68 King Street	Quinte West, Trenton Wa	K&G Holdings	6	1	6	2007	2007	2007 - COAHP	\$420,000.00	\$420,000.00	\$ 70,000.00	2033	AHP	Seniors/Singles/Couples
363 Victoria	Tweed	792789 Ontario Inc.	2	1	2	2008	2009	2008 - COAHP	\$140,000.00	\$140,000.00	\$ 70,000.00	2034	RGI (HC)	Seniors
43 Matthew	Monmora	Corporation of the County of Hastings	4	1	4	2009	2010	2009 - COAHP	\$280,000.00	\$280,000.00	\$ 70,000.00	2034	RGI (HC)	Seniors
139 Ontario	QW, Trenton Ward	Corporation of the County of Hastings	20	1	20	2010	2010	2009 - COAHP	\$2,400,000.00	\$2,400,000.00	\$ 120,000.00	2034	RGI (HC)	Seniors
185 Coniston	Belleville	Corporation of the County of Hastings	20	1	20	2010	2010	2009 - COAHP	\$2,400,000.00	\$2,400,000.00	\$ 120,000.00	2034	RGI (HC)	Seniors
46 Spring Street	Wollaston (Coe Hill)	Springale Development Inc.	4	1	4	2012	2012	2009 - IAH	\$434,910.00	\$434,910.00	\$ 108,727.50	2037	RGI (HC)	Seniors
201-209 Mill	Deseronto	Corporation of the County of Hastings	5	1	5	2011	2012	2011 - IAH	\$483,973.00	\$483,973.00	\$ 96,794.60	2039	RGI (HC)	Seniors
Woodview Lane	Barrcroft	North Hastings Non-Profit Housing Corpors	5	mix	5	2014	2015	2014 - IAH	\$800,000.00	\$800,000.00	\$ 160,000.00	2039	RGI (HC)	Family
210 Gould Street	QW, Trenton Ward	Corporation of the County of Hastings	3	3	3	2015	2015	2014 - IAH	\$150,000.00	\$150,000.00	\$ 50,000.00	2040	RGI (HC)	Family
118 (A-E)North Park Street	Belleville	Corporation of the County of Hastings	5	1	5	2015	2016	2015 - IAH	\$819,966.00	\$819,966.00	\$ 163,993.20	2041	RGI (HC)	Seniors/Singles/Couples
450 Sidney (Phase 1)	Belleville	Springale Development Inc.	26	1	26	2017	2018	2016 - IAH	\$1,378,405.00	\$2,024,024.64	\$ 77,693.26	2041	AHP	Seniors/Singles/Couples
Pathways	Belleville	Pathways to Independence	6	1	6	2018	2018	2017 - IAH	\$672,750.00	\$672,750.00	\$ 112,125.00	2041	AHP	Seniors/Singles/Couples
450 Sidney (Phase 2)	Belleville	Springale Development Inc.	18	1	18	2018	2019	2017 - IAH	\$327,250.00	\$2,749,299.30	\$ 152,742.28	2041	AHP	Seniors/Singles/Couples
450 Sidney (Phase 2)	Belleville	Springale Development Inc.	18	1	18	2018	2019	2017 - SIF	\$1,286,490.00	\$2,749,299.30	\$ 152,742.28	2041	AHP	Seniors/Singles/Couples
Total			162		162				\$14,051,138.00	\$19,152,115.78	\$ 120,000.00	2043	RGI (HC)	Singles/Seniors
490 Sidney (HFG)	Belleville	Corporation of the County of Hastings	35	1	35	2018	2020	2017 - HFG	\$5,154,864.00	\$6,668,197.14	\$ 190,519.82	2043	RGI (HC)	Singles/Seniors
490 Sidney (HFG)	Belleville	Corporation of the County of Hastings	3	1	3	2018	2020	2018 - SIF	\$750,000.00	\$1,059,718.35	\$ 353,239.45	2043	RGI (HC)	Singles/Seniors
Total Supportive Housing			66		66				\$5,904,864.00	\$7,727,915.49	\$ 117,073.56	2043	AHP	Seniors/Singles/Couples
Cherubagon House	Barrcroft	Corporation of the County of Hastings	5	1	5	2019	In progress	2018 - IAH	\$513,655.00	\$724,875.00	\$ 144,975.00	2043	AHP	Seniors/Singles/Couples
Great Saint James Place	Belleville	Springale Development Inc.	13	1	13	2019	In progress	2018 - IAH	\$1,048,330.00	\$1,944,295.73	\$ 148,770.34	2043	AHP	Seniors/Singles/Couples
Belora	Marmora and Lake	Springale Development Inc.	15	1	15	2020	In progress	2018 - OPHI	\$1,166,125.00	\$2,865,000.00	\$ 191,000.00	2044	AHP	Seniors/Singles/Couples
Aldergate	Belleville	Aldergate Homes Inc.	14	1	14	2022	In progress	2021 - OPHI	\$940,500.00	\$3,920,000.00	\$ 279,285.71	2047	AHP	Seniors
Total In Progress			47		47				\$3,668,610.00	\$24,734,170.73	\$ 524,342.98	2047	AHP	Seniors

Legend

- Canada Ontario Affordable Housing Program
- Investment In Affordable Housing
- Social Infrastructure Fund
- Home for Good - Supportive Housing
- Ontario Priorities Housing Initiative
- Rent-Geared-to-Income
- Affordable Housing Program
- COAHP
- IAH
- SIF
- HFG
- OPHI
- RGI
- AHP

Date: March 9, 2022
Report to: Community and Human Services Committee
Report from: Suzanne Ritchie Raymond, Director, Community and Human Services
Subject: Home for Good, Renewal of Funding and Referral Agreements

Recommendation:

THAT the Community and Human Services Committee recommend to Hastings County Council approval for renewal of agency contracts associated with the Home for Good Program, contingent upon the approval of the 2022 budget in the amount of \$391,220 from April 1, 2022 to March 31, 2023;

AND FURTHER THAT the Warden and Clerk be authorized to sign all required agreements under the Home for Good Program.

Financial Impact:

Does recommendation have a budgetary impact: Yes

If yes, what is the anticipated impact?

- Youthab, \$104,700
- Belleville and Quinte West Community Health Centre; \$62,180
- Enrichment Centre for Mental Health (formerly CMHA); \$56,480
- John Howard Society, \$63,160
- Pathways to Independence, \$104,700

If yes, has it been budgeted for this year? Yes

If no, provide an explanation as to how these costs would be accommodated in the current year's budget: **100% Provincial Funding through the Home for Good program, included in the 2022 Community and Human Services Budget.**

Has Treasury provided analysis? Yes

Background:

The Home for Good program was created in 2017 and officially opened its doors in April 2020, bringing the anticipated 40-unit supportive housing program to fruition.

The supportive housing approach provides individualized supports to households to maintain housing stability. This program was created to support individuals experiencing chronic homelessness in Hastings County. The Home for Good program has already shown significant positive impacts on the lives of the residents, who are

both part of a program and a supportive housing community. This includes stabilization of mental health and wellness, increased positive tenant interactions and socialization, increased physical activity by connecting to recreational programs, increased cognitive abilities such as language development and increased food security in which tenants have reliable income to access food and referrals to food supports.

The six partner agencies in the Home for Good program are:

- Addictions and Mental Health Services Hastings Prince Edward;
- Belleville and Quinte West Community Health Centre;
- Enrichment Centre for Mental Health (formerly CMHA);
- John Howard Society;
- Pathways to Independence; and
- Youthab

Five of the six organization receive operational funding from Hastings County, funded through the Provincial Home for Good Program and are required to sign a Funding and Referral Agreement, which outlines the collaborative approach to services between the partner organization and Hastings County to support tenants residing at Home for Good and in the community.

The funding supports staff at these organizations to provide ongoing supports to tenants which include, addictions and mental health supports and counselling, life skills, education and health and wellness.

COMMUNITY AND HUMAN SERVICES

	Budget 2021	Budget 2022	
Expenses	\$86,949,931	\$83,536,009	(3.93%)
Revenue	<u>\$68,173,826</u>	<u>\$63,841,731</u>	(6.35%)
Net Cost	<u>\$18,776,105</u>	<u>\$19,694,278</u>	4.89%

The challenge facing the Community and Human Services budget is the increasing demand for services and the lack of funding to support these services. Both the Provincial and Federal governments provided funding during the pandemic to address the challenges and gaps in service resulting from COVID-19. As we move out of the pandemic and toward recovery, we are left with the challenge that the many of the issues that were identified during the pandemic will continue without a permanent funding source.

Another challenge which is contributing to the increase in the budget is maintaining the aging housing stock. The County's Asset Management Plan was approved by Council in December 2021. The report to the Finance Committee is attached as an appendix to this report. The asset management plan identified a deterioration of the stock with 35% of the assets in poor condition without additional funding and a funding shortfall of \$94 million to maintain the asset condition.

COVID-19

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

- Social Services Relief Funding
 - \$1,296,000 SSRF 4 included in 2022 budget
 - Committee approved allocation of funding in October 2021
 - No funding beyond March 31, 2022
- Reaching Home
 - \$659,862 allocation approved in September 2021 to support shelters and security
- Safe Voluntary Isolation Sites
 - Support of individuals to safely self-isolate due to their housing conditions
 - Program extended to March 2023

	<u>2021</u>	<u>2022</u>
Employment and Financial Assistance Programs	\$294,650	\$294,650

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

- Ontario Works benefits
- Discretionary benefits
- Community Homelessness Prevention Initiatives (CHPI)
- 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
- Community Program Grants
 - 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>2021</u>	<u>2022</u>
Ontario Works Administration	\$4,029,250	\$4,052,450

To support service delivery and transformation, a review of staffing needs is being undertaken and supported through a County wide organizational review undertaken by the CAO's office. Until this review is complete, we will continue to manage vacancies and review opportunities for attrition.

The 2022 staffing budget will reflect the status quo until the review is complete.

The Province provided notice in August 2021 that the OW administration funding was being kept at the same levels as 2021 while the ministry and municipalities work together to develop a new funding approach.

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.

Integrated Coordinated Access System (\$40,000)

Committee approved the implementation of the Federal Government's mandated Homeless Individuals and Families Information System (HIFIS) in February 2022 at a cost of \$40,000. The ongoing operating costs are \$24,000 and there is an additional \$16,000 in 2022 for implementation costs.

A contribution from reserves for \$8,000 has been made to offset the County's share of implementation costs.

Electronic Document Management (\$120,925)

The County submitted a successful application under the third intake of the Municipal Modernization Fund for the implementation of an electronic data management system (NIMBLE) for Ontario Works and ODSP client records. The project is being cost shared 65% (\$78,600) provincial and 35% (\$42,235) municipal. The County's share is being funded through reserves.

Common Costs (\$1,378,400)

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.

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.

	<u>2021</u>	<u>2022</u>
<i>Children's Services Programs</i>	\$1,155,740	\$1,050,563
<i>Children's Services Administration</i>	<u>\$ 253,700</u>	<u>\$ 262,287</u>
	<u>\$1,409,440</u>	<u>\$1,312,850</u>

The Children's Services Program net cost is comprised of mandatory municipal contribution in the core and wage enhancement programs plus a municipal contribution of \$166,175 to support expansion programs.

In 2022, the threshold for allowable administrative funding was reduced from 10% to 5% which is shared 50/50 between the Province and the Service Manager.

In 2022, there is \$661,204 in one-time funding that can be used offset service providers program costs.

The budget reflects the reallocation of salaries/benefits of various childcare positions within the childcare budget to various programs to maximize the allowable administration funding.

New for 2022 is the one-time funding to support the Child Care and Early Years Workforce. The County accepted one-time funding of \$1,125,620 for the period of January 2022 to March 2023 to support the retention and recruitment of high-quality child care and early years workforce.

	<u>2021</u>	<u>2022</u>
<i>Community Housing</i>	\$13,042,765	\$14,034,328

Staffing

The staffing adjustments include the following:

- One new maintenance clerk position in facilities
- This position has been staffed since fall of 2021 utilizing Safe Restart funding and is funded until June 2022
- The filling of this position, on a permanent basis will be subject to approval through the CAO's internal organizational review

- Identified permanent need for the position
 - Increase in the number of work orders
 - Age of buildings
 - Back log of repairs and deterioration from impact of COVID-19
 - Inspections were paused
 - Deferral of work orders and at times, only issuing work orders for emergency issues based on community risk
 - Return to inspecting all units twice per year and issues identified

Security (\$152,200)

Security patrols for Hastings County owned property have been in place since 2019. The increase in this budget is due to an increase in price to maintain the same hours of coverage. An RFP has been issued with a change in scope for the security service. The security patrols will be focused to address behaviours at targeted properties with interventions and action to address the issues. Previously, the focus of the patrols was to observe and report at various locations across the portfolio. In 2021 security costs were partially offset by Social Services Relief Funding with the increased activity being attributed to the pandemic.

Rent Supplement Programs (\$2,192,304)

There are 5 main rent supplement programs –Rent supplement, Strong Communities, Housing Allowance, COCHI rent supplement, and the Hastings Portable Housing Benefits. The rent supplement programs are offered in the form of rent-geared to income or flat rate subsidy of \$354 or \$210 per month. Approximately 505 families in our community are assisted with their monthly rent.

Debentures

The debenture payments represent the financing of the housing stock transferred from the Province to the Local Housing Corp. These payments are administered by the Province and are considered in the Federal Block Funding payment. There has been a decrease in the Federal Block Funding as a result of the debenture maturity.

Non-Profit Housing Expenditures

The County provides subsidy to 15 non-profit housing providers who offer a mix of 854 units market and RGI units. The funding is provided based on a template and benchmarks established by the Province.

Contracted Services (\$3,267,000)
Planned Maintenance (\$651,900)
Minor Capital (\$171,900)

Investments continue to be required due to several factors:

- the age of our properties
- Issues identified in the building condition assessments undertaken as part of the asset management plan
- Deferral of non-emergency maintenance items and suspension of inspections during phases of the pandemic
 - Back-log of maintenance issues
 - Further deterioration of aged housing stock

A new line was introduced in the 2022 budget for minor capital: one-time projects under the \$50,000 capitalization threshold

- These items were previously addressed through the capital levy/reserve
- Assists with addressing the infrastructure deficit and improving the capital reserves
- Projects prioritized using the same criteria as the capital budget and only items in priority 1 and 2 were able to be addressed in the 2022 budget

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

The 2022 levy to support capital projects has been set at \$1,850,000.

The completed building condition assessment and asset management plan identified an infrastructure gap and need for increased funding of capital.

Although the capital levy has been maintained at the 2021 level of \$1,850,000, the 2022 budget is taking steps to address the infrastructure gap.

- \$542,662 Ontario Provincial Housing Initiative Funding (OPHI) funding dedicated to capital projects
- \$171,900 Minor Capital Funding

The annual amortization for the housing stock was \$2,231,511 in 2020. This is the minimum level of funding required to maintain existing assets.

Capital Budget

2022 Capital Projects \$3,060,000

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 15 new projects scheduled for 2022. 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. Window replacements at 5 locations valued at \$2,531,500 were planned for 2022 but were deferred due to funding constraints. These window replacements were recommended by the engineer completing the building condition assessments.

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



Date: December 21, 2021
Report to: Finance, Property and Personnel Committee
Report from: Susan Horwood, Director of Finance and
Jim Duffin, Director of Facilities
Subject: Asset Management Policy and Plan

Recommendation: That the Finance, Property and Personnel Committee recommend to County Council the approval of the revised Strategic Asset Management Policy

and further that

the Asset Management Plan prepared by Assetic for the County of Hastings be approved.

Financial Impact:

Does recommendation have a budgetary impact: No

If yes, has it been budgeted for this year?

If no, provide an explanation as to how these costs would be accommodated in the current year's budget:

Has Treasury provided analysis? Yes

Background Asset management planning is an ongoing and long-term process. The asset management plan guides the best possible investment decisions for infrastructure assets:

- Building
- Operations
- Maintenance
- Renewal
- Replacement
- Disposal

The County engaged Assetic to update the County's existing Asset Management Plan and a draft report was completed in April 2020. The draft plan was received by Committee in February 2021 (report attached).

In preparing the Asset Management plan, an inventory and building condition assessments were conducted on all 33 housing buildings, 2 long-term care facilities, the Administration building, and the

Bancroft EMS base. Data for the 2 bridges and 10.1 km of roads was taken from the latest OSM inspections performed by GD Jewell engineering.
 The Study determined the estimated replacement value of the infrastructure assets at \$579,701,000.

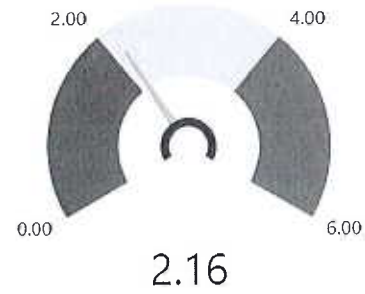
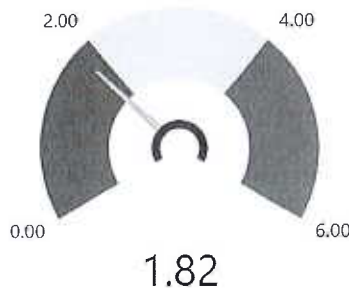
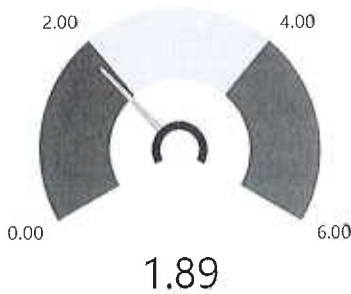
ASSET TYPE	QUANTITY	REPLACEMENT COST
Admin Building/NHPB	2	\$18,333,000
Bridges	2	\$4,039,000
Roads	10.1 Km	\$8,451,000
Paramedic Base	1	\$1,447,000
Community Housing	33 (1,433 units)	\$484,597,000
Hastings Manor	1	\$50,527,000
Centennial Manor	1	\$12,307,000
TOTAL		\$579,701,000

The report also provides a high-level snapshot of the County's asset condition as of March 2020 using an overall index score (OSI).

**Finance, Property & Personnel
Current Condition**

**Community & Human Services
Current Condition**

**Hastings/Quinte Long-Term Care
Current Condition**



As of March 2020, the assets were in good condition and there were minimal assets that were in the category 4/poor condition or above.

The next step was to apply the The Assetic Predictor software to the data collected through the building condition assessments and run models that show the future impacts of various funding scenarios over the next 10 years.

Two funding scenarios were chosen for modelling in this AMP;

- Status Quo; Spending is based on continuing to fund at the current levels
- Maintain the assets in their current condition.

ASSET CONDITION AS OF MARCH 2020

Asset Type	Asset Condition	% of Assets Poor Condition
General Govt	1.89	1%
Bridges	1.89	0%
Roads	1.89	0%
Paramedic Base	1.89	1%
Housing	1.82	3%
Hastings Manor	2.16	0%
Centennial Manor	2.16	1%

ASSET CONDITION AND INFRASTRUCTURE DEFICIT AT END OF 10 YEARS

Asset Type	Status Quo Current Funding Levels		Maintain Asset Condition		
	Avg Asset Condition	% of Assets Poor condition	Avg Asset Condition	% of of Assets Poor condition	Funding shortfall
General Govt	2.59	21%	2.05	1%	\$539,000
Bridges	2	0	2	0	0
Roads	2.51	0	2.51	0	0
Paramedic Base	2.84	29%	1.96	0	\$142,000
Housing	2.99	35%	1.82	3%	\$94,400,000
Hastings Manor	2.38	17%	2.13	1%	0*
Centennial Manor	1.82	13%	2.19	0	0*

*Hastings Manor and Centennial Manor fall into temporary deficit during the 10 year period

Summary of the findings:

General Government: (Administration Building and North Hastings Professional Building):

The current funding for these assets is a 1% capital levy, and an additional \$75,000 per year toward the Admin building and \$34,000 toward the NHPB.

The current funding levels are not adequate to maintain these 2 buildings.

- At the current funding levels, the asset condition is predicted to deteriorate and 21% of the value of the assets are predicted to be in poor condition at the end of 10 years.
- In order to maintain the assets in their current condition, an additional \$539,000 in funding is required over the 10 year period.

Roads & Bridges:

This chart indicates that the funding plan for the roads and bridges is adequate to maintain the condition of the roads and bridges.

The County receives annual revenue from Aggregate resources that is contributed to the roads reserve and the incremental gas tax funding is retained and available to fund roads and bridge projects.

Paramedic Base:

Currently, only \$16,350 is being contributed annually to fund the capital requirements of the Bancroft EMS base. This funding level is based on the level of amortization that is funded by the Province.

The current funding level is not adequate to maintain the Bancroft base.

- At the current funding level, the asset is predicted to deteriorate and 29% of the value of the asset will be in poor condition
- In order to maintain the asset in its current condition, an additional \$142,000 in funding is required over the 10 year period.

Housing:

The Asset management report was completed based on a funding level of \$1,610,000 for the housing portfolio.

This level of funding is not adequate to maintaining the housing portfolio.

- At this level of funding, the asset condition is predicted to deteriorate and 35% of the value of the housing assets are predicted to be in poor condition at the end of 10 years
- In order to maintain the housing portfolio in its current condition, an addition \$94,000,000 in funding is required over the 10 year period.

Since the draft asset management plan was prepared, the contribution to the housing capital reserve was increased to \$1,850,000 in 2021.

Long-Term Care:

The funding plan for the long-term care homes includes converting the current debt costs to capital investments upon the retirement of the debt.. For Hastings Manor, this was an additional investment of \$1,275,000 effective 2024 and \$379,000 effective 2023 for Centennial Manor.

The modelling shows that overall, this funding level is adequate to maintain both Long-term care homes in good to fair condition. Throughout the 10 year period, there will be temporary deficits in the capital reserves but there is not an overall deficit at the end of the 10 year period.

Next Steps:

The Asset Management Plan will continue to be developed over the next few years in accordance with the requirements of the Asset Management regulations and as staff develop the skills and expertise to manage the asset data.

In order to improve the asset management practices, a number of steps have been identified as part of the asset management plan. These steps include:

- Approve the updated Strategic Asset Management policy
 - An updated policy is attached to this report for consideration and approval at this time
- Continue to develop the levels of service for all assets
 - An RFP was recently awarded to complete the condition assessment and AMP update for the County owned trail system.
- Develop an annual process to update the asset data and asset conditions
- Consider additional funding sources to address the infrastructure gap identified in the AMP

- Record annual energy consumption per square feet for housing

The building condition assessments and Assetic predictor software have enhanced our capital budgeting process. The data is being used to form the foundation of the 5 year capital budgets but is constrained by the available funding. If we do not address the funding constraints, over time, the level of service the County provides will be negatively impacted.

In order to address the funding deficit, the following options will need to be considered:

- Increase the annual contributions to the capital reserves
- Advocate for ongoing capital funding as part of the funding formula particularly as it relates to housing and long-term care
- Develop a financing debt financing policy and strategy

These strategies will be explored and introduced as part of the 2022 budget.

COUNTY OF HASTINGS

EXHIBIT E-1

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>PROGRAM EXPENDITURES</u>				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$25,816,790	\$19,064,603	\$25,143,916	-2.61%
ONTARIO WORKS ADMINISTRATION	10,507,400	\$9,969,548	10,690,675	1.74%
CHILDREN SERVICES PROGRAMS	15,591,121	15,490,212	16,526,508	6.00%
CHILDREN SERVICES ADMINISTRATION	892,320	800,090	505,741	-43.32%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	449,200	367,294	476,640	6.11%
COMMUNITY HOUSING - OPERATING	25,988,075	24,272,071	25,687,643	-1.16%
COMMUNITY HOUSING - CAPITAL	1,850,000	1,850,000	1,850,000	0.00%
COVID EXPENDITURES	5,855,025	3,876,761	2,654,886	
<u>TOTAL EXPENDITURES</u>	<u>\$86,949,931</u>	<u>\$75,690,579</u>	<u>\$83,536,009</u>	<u>-3.93%</u>

<u>REVENUE</u>				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$25,522,140	\$18,796,964	\$24,849,266	-2.64%
ONTARIO WORKS ADMINISTRATION	6,478,150	6,247,232	6,638,225	2.47%
CHILDREN SERVICES PROGRAMS	14,435,381	14,639,834	15,475,945	7.21%
CHILDREN SERVICES ADMINISTRATION	638,620	675,741	243,454	-61.88%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	449,200	367,294	476,640	6.11%
COMMUNITY HOUSING - OPERATING	14,795,310	12,991,487	13,503,315	-8.73%
COVID REVENUE	5,855,025	3,874,740	2,654,886	
<u>TOTAL COUNTY REVENUE</u>	<u>\$68,173,826</u>	<u>\$57,593,292</u>	<u>\$63,841,731</u>	<u>-6.35%</u>

<u>NET COST</u>				
EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS	\$294,650	\$267,639	\$294,650	0.00%
ONTARIO WORKS ADMINISTRATION	\$4,029,250	\$3,722,316	\$4,052,450	0.58%
CHILDREN SERVICES PROGRAMS	\$1,155,740	\$850,378	\$1,050,563	-9.10%
CHILDREN SERVICES ADMINISTRATION	\$253,700	\$124,349	\$262,287	3.38%
COUNTY OPERATED BEFORE & AFTER SCHOOL PROGRAMS	\$0	\$0	\$0	
COMMUNITY HOUSING - OPERATING	\$13,042,765	\$13,130,584	\$14,034,328	7.60%
COVID	\$0	\$2,021	\$0	
<u>NET COST</u>	<u>\$18,776,105</u>	<u>\$18,097,287</u>	<u>\$19,694,278</u>	<u>4.89%</u>

MUNICIPAL APPORTIONMENT OF 2022 BUDGET NET COST : BASED ON WEIGHTED ASSESSMENT.

<u>MUNICIPALITIES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
HASTINGS COUNTY.....	\$5,538,951	\$5,338,700	\$5,792,087	29.41%
BELLEVILLE.....	\$7,647,508	\$7,371,025	\$8,015,571	40.70%
QUINTE WEST.....	\$5,589,646	\$5,387,562	\$5,886,620	29.89%
<u>TOTAL APPORTIONMENT</u>	<u>\$18,776,105</u>	<u>\$18,097,287</u>	<u>\$19,694,278</u>	<u>100.00%</u>

COUNTY OF HASTINGS

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

COMMUNITY & HUMAN SERVICES - COVID RELATED PROGRAMS & EXPENSES

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>COVID EXPENDITURES</u>				
SOCIAL SERVICES RELIEF FUNDING PHASE 1	13,266	13,265		-100.00%
TEMPORARY PANDEMIC PAY	-	(750)		
SOCIAL SERVICES RELIEF FUNDING PHASE 2	852,799	851,779		
SOCIAL SERVICES RELIEF FUNDING HOLDBACK	520,108	521,128		
SOCIAL SERVICES RELIEF FUNDING PHASE 3	1,153,397	1,153,397		
SOCIAL SERVICES RELIEF FUNDING PHASE 4	1,296,000		1,296,000	
REACHING HOME	419,974	422,744		-100.00%
REACHING HOME - INCREMENTAL FUNDING	659,862		359,921	
REACHING HOME - ISOLATION CENTRES	116,319	113,100		-100.00%
SAFE VOLUNATARY ISOLATION SITES	-	21,927	998,965	
MENTAL HEALTH AND ADDICTIONS SUPPORT	100,000	100,000		
SALARIES	451,100	404,868		-100.00%
BENEFITS	56,200	47,600		-100.00%
IT EQUIPMENT	13,500	18,602		-100.00%
OTHER EQUIPMENT	5,000	49,305		-100.00%
CHS COVID SUPPLIES AND PPE	197,500	159,796		-100.00%
	5,855,025	3,876,761	2,654,886	-54.66%
<u>COVID REVENUE</u>				
SOCIAL SERVICES RELIEF FUNDING PHASE 1	13,266	13,265	-	-100.00%
TEMPORARY PANDEMIC PAY	-			
SOCIAL SERVICES RELIEF FUNDING PHASE 2	852,799	851,778		
SOCIAL SERVICES RELIEF FUNDING HOLDBACK	520,108	521,128		
SOCIAL SERVICES RELIEF FUNDING PHASE 3	1,153,397	1,153,397		
SOCIAL SERVICES RELIEF FUNDING PHASE 4	1,296,000	-	1,296,000	
REACHING HOME	419,974	419,974		
REACHING HOME - INCREMENTAL FUNDING	659,862	-	359,921	
REACHING HOME - ISOLATION CENTRES	116,319	113,100		
SAFE VOLUNATARY ISOLATION SITES	-	21,927		
MENTAL HEALTH AND ADDICTIONS SUPPORT	100,000	100,000		
SAFE RESTART FUNDING	723,300	680,171	998,965	
	5,855,025	3,874,740	2,654,886	-54.66%
COVID NET COST	-	2,021	-	

COUNTY OF HASTINGS

EXHIBIT E-2

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

PROGRAM EXPENDITURES

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>	Prov funding
<u>EMPLOYMENT & FINANCIAL ASSISTANCE PROGRAMS</u>					
ONTARIO WORKS BENEFITS	\$21,281,000	\$15,159,764	\$20,306,800	-4.58%	100%
DISCRETIONARY BENEFITS	\$1,419,720	\$999,478	\$1,467,000		100%
MUNICIPAL EMERGENCY ASSISTANCE FUND	107,000	83,277	107,000	0.00%	
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE	2,514,290	2,084,455	2,272,835	-9.60%	100%
COMMUNITY PROGRAM GRANTS	187,650	187,650	187,650	0.00%	
REACHING HOME	307,130	549,456	302,631	-1.46%	100%
REACHING HOME - CAPITAL		523	500,000		
	\$25,816,790	\$19,064,603	\$25,143,916	-2.61%	

REVENUE

ONTARIO WORKS	\$21,281,000	\$15,163,575	\$20,306,800	-4.58%
DISCRETIONARY BENEFITS	\$1,419,720	\$999,478	\$1,467,000	3.33%
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE	\$2,514,290	\$2,084,455	\$2,272,835	-9.60%
REACHING HOME	\$307,130	\$549,456	\$302,631	-1.46%
REACHING HOME - CAPITAL			\$500,000	
	\$25,522,140	\$18,796,964	\$24,849,266	-2.64%

NET COST

	\$294,650	\$267,639	\$294,650	0.00%
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COUNTY OF HASTINGS

EXHIBIT E-3

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

<u>ADMINISTRATION</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
SALARIES	\$5,829,900	\$5,392,912	\$5,756,500	-1.26%
FRINGE BENEFITS	1,690,670	1,651,323	1,669,400	-1.26%
MILEAGE / TRAVEL / CONVENTIONS	25,000	8,331	35,000	40.00%
POSTAGE	102,000	81,186	90,000	-11.76%
TELEPHONE	101,000	92,299	105,800	4.75%
MAINTENANCE / UTILITIES & MISCELLANEOUS	85,000	98,661	98,100	15.41%
OFFICE SUPPLIES	40,000	37,950	40,000	0.00%
ADVERTISING	5,000	10,244	8,000	60.00%
COMMERCIAL RENT	223,500	221,593	223,500	0.00%
INTERCOMPANY RENT	459,630	456,630	459,630	0.00%
INSURANCE	30,500	29,105	31,720	4.00%
STAFF TRAINING	55,000	68,223	55,000	0.00%
CONSULTANTS	0		55,000	
PAYROLL CHARGES	30,900	42,170	41,500	34.30%
AUDIT FEES	19,800	13,566	19,800	0.00%
LEGAL FEES	25,000	13,702	25,000	0.00%
MEMBERSHIP FEES	20,000	8,487	20,000	0.00%
COMPUTER COSTS	40,000	31,195	35,000	-12.50%
INTERGRATED COORDINATED ACCESS SYSTEM			40,000	
ELECTRONIC DOCUMENT MANAGEMENT			120,925	
INTERDEPT DESKTOP P.C. / SOFTWARE REPLAC	48,700	48,700	52,600	
COMMON COSTS	1,331,800	1,331,800	1,378,400	3.50%
EQUIPMENT	46,000	26,302	27,800	-39.57%
EMPLOYMENT PLACEMENT INCENTIVES	275,000	280,151	275,000	0.00%
EMERGENCY MEASURES PLAN	5,000	4,291	5,000	0.00%
COMMITTEE MEMBER FEES	10,000	15,493	14,000	40.00%
BANK FEES	8,000	5,234	8,000	0.00%
CONTRIBUTION TO RESERVES	0			
<u>TOTAL ADMINISTRATION EXPENDITURES</u>	<u>\$10,507,400</u>	<u>\$9,969,548</u>	<u>\$10,690,675</u>	<u>1.74%</u>
<u>REVENUE</u>				
PROV. SUBSIDY - MCSS	6,382,150	6,113,224	6,413,300	0.49%
MUNICIPAL MODERNIZATION FUNDING			78,600	
MISC / INTEREST REVENUE	96,000	134,008	96,000	
CONTRIBUTION FROM RESERVE			50,325	
<u>TOTAL REVENUE</u>	<u>\$6,478,150</u>	<u>\$6,247,232</u>	<u>\$6,638,225</u>	<u>2.47%</u>
<u>NET COST</u>	<u>\$4,029,250</u>	<u>\$3,722,316</u>	<u>\$4,052,450</u>	<u>0.58%</u>

COUNTY OF HASTINGS

EXHIBIT E-4

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

<u>CHILDREN SERVICES PROGRAMS</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
CORE PROGRAM	\$8,327,918	8,522,952	\$8,294,035	-0.41%
WAGE ENHANCEMENT	1,518,342	1,577,020	1,518,342	0.00%
EARLYON LEARNING CENTERS	1,430,958	1,122,295	1,536,643	7.39%
CHILD CARE AND EARLY YEARS WORKFORCE EXPANSION	2,012,415	1,507,094	900,496	-4.37%
EARLY LEARNING CHILD CARE	850,081	850,081	1,924,499	25.94%
INDIGENOUS-LED CHILD CARE	324,625	324,624	1,070,587	0.00%
LICENSED HOME CHILD CARE	304,290	289,800	324,625	-4.76%
SMALL WATER WORKS	9,048	3,441	289,800	-30.63%
ONE-TIME FUNDING			661,204	
FEDERAL SAFE RESTART	288,934	288,934	-	
FINANCIAL SUSTAINABILITY	524,510	524,510		
EMERGENCY CHILD CARE		479,461		
	\$15,591,121	\$15,490,212	\$16,526,508	6.00%
<u>REVENUE</u>				
CORE PROGRAM	\$7,474,165	7,669,199	\$7,440,282	-0.45%
WAGE ENHANCEMENT	\$1,487,707	1,573,956	\$1,487,707	0.00%
EARLYON LEARNING CENTERS	\$1,430,958	1,122,295	\$1,536,643	7.39%
CHILD CARE AND EARLY YEARS WORKFORCE EXPANSION	\$1,758,324	1,507,094	\$900,496	0.00%
EARLY LEARNING CHILD CARE	\$850,081	850,081	\$1,758,324	25.94%
INDIGENOUS-LED CHILD CARE	\$324,625	331,063	\$1,070,587	0.00%
LICENSED HOME CHILD CARE	\$289,800	289,800	\$324,625	0.00%
SMALL WATER WORKS	\$6,277	3,441	\$289,800	0.00%
ONE-TIME FUNDING		-	\$6,277	0.00%
FEDERAL SAFE RESTART	\$288,934	288,934	\$661,204	
PROVINCIAL REINVESTMENT FUNDING	\$524,510	524,510		
EMERGENCY CHILD CARE		479,461		
	\$14,435,381	\$14,639,834	\$15,475,945	7.21%
<u>CHILDREN SERVICES PROGRAMS NET COST</u>	\$1,155,740	\$850,378	\$1,050,563	-9.10%

COUNTY OF HASTINGS

EXHIBIT E-5

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

<u>CHILDREN SERVICES ADMINISTRATION</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
SALARIES	\$523,300	\$470,360	\$221,700	-57.63%
FRINGE BENEFITS	156,990	135,163	66,500	-57.64%
TRAVEL / MILEAGE / ACCOMMODATIONS	7,800	249	7,800	0.00%
TELEPHONE	7,000	3,510	7,000	0.00%
OFFICE SUPPLIES	3,000	291	3,000	0.00%
ADVERTISING	500		500	0.00%
INTERCOMPANY RENT	57,080	57,080	57,080	0.00%
INSURANCE	1,200	1,145	1,248	4.00%
STAFF TRAINING	3,000	960	3,000	0.00%
AUDIT FEES	2,100	8,595	2,100	0.00%
LEGAL FEES	1,000	45	1,000	0.00%
EQUIPMENT	3,000	2,560	3,000	0.00%
COMPUTER	5,000	931	5,000	0.00%
INTERDEPT DESKTOP P.C. REPLACEMENT	5,900	5,900	6,300	6.78%
COMMON COSTS	113,300	113,300	118,500	4.59%
MISCELLANEOUS	2,150		2,013	-6.37%
<u>TOTAL EXPENDITURES</u>	<u>\$892,320</u>	<u>\$800,089</u>	<u>\$505,741</u>	<u>-43.32%</u>
<u>REVENUE</u>				
PROVINCIAL SUBSIDY	638,620	\$675,741	243,454	-61.88%
<u>TOTAL REVENUE</u>	<u>\$638,620</u>	<u>\$675,741</u>	<u>\$243,454</u>	<u>-61.88%</u>
<u>NET COST</u>	<u>\$253,700</u>	<u>\$124,348</u>	<u>\$262,287</u>	<u>3.38%</u>

COUNTY OF HASTINGS

EXHIBIT E-6

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

<u>BEFORE AND AFTER SCHOOL CHILD CARE</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
SALARIES	\$349,400	\$280,652	\$354,500	1.46%
FRINGE BENEFITS	41,900	43,585	42,540	1.53%
SUPPLIES / FOOD	24,000	13,659	24,000	0.00%
LEGAL FEES	1,000		1,000	0.00%
COMMON COSTS	22,800	22,800	20,500	-10.09%
BAD DEBTS EXPENSE	500		500	0.00%
TELEPHONE	3,400	3,484	3,400	0.00%
COMPUTER COSTS	1,000	551	25,000	2400.00%
STAFF TRAINING / TRAVEL / CONFERENCES	4,000	1,320	4,000	0.00%
BANKING FEES	1,200	1,243	1,200	0.00%
<u>TOTAL EXPENDITURES</u>	<u>\$449,200</u>	<u>\$367,294</u>	<u>\$476,640</u>	<u>6.11%</u>
<u>REVENUE</u>				
FEE SUBSIDY	142,800	\$73,562	142,800	0.00%
OPERATING GRANTS	42,300	138,352	107,740	154.70%
FINANCIAL SUSTAINABILITY FUNDING		10,330		
PARENT FEES	264,100	145,050	226,100	-14.39%
CONTRIBUTION TO RESERVES				
<u>TOTAL REVENUE</u>	<u>\$449,200</u>	<u>\$367,294</u>	<u>\$476,640</u>	<u>6.11%</u>
<u>NET COST</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>CLIENT SERVICES</u>				
SALARIES	\$1,578,300	\$1,483,116	\$1,555,600	-1.44%
FRINGE BENEFITS	457,700	423,221	451,100	-1.44%
OFFICE FURNITURE / EQUIPMENT	5,000	4,515	5,000	0.00%
PHOTOCOPYING	1,400		1,400	0.00%
COMMON COSTS	771,700	771,700	782,299	1.37%
POSTAGE / COURIER	16,000	15,290	16,000	0.00%
TELEPHONE	70,000	78,190	76,696	9.57%
OFFICE SUPPLIES	5,000	4,651	5,000	0.00%
SECURITY	87,000	130,445	152,020	74.74%
LEGAL	25,000	16,187	25,000	0.00%
ADVERTISING	4,000	0	4,000	0.00%
AUDIT	7,900	9,036	7,900	0.00%
RENT	133,330	133,231	133,330	0.00%
MILEAGE / TRAVEL	37,000	20,541	37,000	0.00%
COMPUTER HARDWARE / SOFTWARE	80,000	81,554	80,000	0.00%
INTERDEPARTMENT DESKTOP P.C. REPLACEMENT	15,200	15,200	15,000	-1.32%
STAFF TRAINING / EDUCATION	20,000	16,725	22,000	10.00%
BANK SERVICE CHARGES / INTEREST	5,600	6,010	5,600	0.00%
MISCELLANEOUS EXPENSES	2,000	994	2,000	0.00%
	<u>3,322,130</u>	<u>3,210,606</u>	<u>3,376,945</u>	<u>1.65%</u>

HOUSING PROGRAMS

RENT SUPPLEMENT	925,080	932,433	949,816	2.67%
STRONG COMMUNITIES RENT SUPPLEMENT PROGRAM	290,430	293,254	303,451	4.48%
HOUSING ALLOWANCE DIRECT DELIVERY	480,000	479,316	480,732	0.15%
IAH RENT SUPPLEMENT COMPONENT	357,700	359,602		-100.00%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI) - RENT SUPPLEMENTS	137,420	127,630	389,605	183.51%
HASTINGS PORTABLE HOUSING BENEFIT	68,700	69,430	68,700	0.00%
HOUSING RESOURCE WORKER PROGRAM	426,000	323,428	426,000	0.00%
COMMUNITY RELATIONS / RECREATIONAL PROGRAMS	91,000	61,362	93,000	2.20%
MORTGAGE PAYMENTS	1,152,800	1,151,388	1,155,268	0.21%
DEBENTURES	837,145	837,145	700,730	-16.30%
HOME FOR GOOD FINANCING (NET OF PROV SUBSIDIES)	136,000	133,294	136,000	0.00%
BAD DEBT EXPENSE	85,000	58,125	85,000	0.00%
NON PROFIT HOUSING EXPENDITURES	<u>3,225,100</u>	<u>3,108,772</u>	<u>3,412,500</u>	<u>5.81%</u>
	<u>8,212,375</u>	<u>7,935,179</u>	<u>8,200,802</u>	<u>-0.14%</u>

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>BUILDINGS / FACILITIES MANAGEMENT</u>				
SALARY	1,744,400	1,746,483	1,841,448	5.56%
BENEFITS	488,400	527,346	515,605	5.57%
TRAVEL	32,000	44,515	32,000	0.00%
TRAINING	18,000	4,181	18,000	0.00%
OFFICE SUPPLIES	3,000	2,044	3,000	0.00%
TELEPHONE	17,000	16,485	17,000	0.00%
ASSET MANAGEMENT	20,000	15,264	16,500	-17.50%
CONTRACTED SERVICES				
BUILDING EXTERIOR	100,000	99,852	100,000	0.00%
BUILDING INTERIOR	1,100,000	1,266,679	1,200,000	9.09%
ELECTRICAL	105,000	119,936	125,000	19.05%
ELEVATORS AND LIFE SAFETY SYSTEMS	50,000	26,958	50,000	0.00%
GROUNDS	150,000	376,638	150,000	0.00%
HEATING SYSTEMS	57,000	68,784	57,000	0.00%
MECHANICAL SYSTEMS	60,000	42,826	60,000	0.00%
PLUMBING	280,000	258,643	280,000	0.00%
STAFF MATERIAL PURCHASES	425,000	419,271	425,000	0.00%
WASTE REMOVAL	270,000	270,937	270,000	0.00%
WINTER MAINTENANCE	550,000	548,261	550,000	0.00%
PLANNED / PREVENTATIVE MAINTENANCE	480,000	379,084	480,000	0.00%
MINOR CAPITAL			171,900	
UTILITIES				
HYDRO	935,000	901,474	935,000	0.00%
WATER AND SEWER	820,000	852,347	890,700	8.62%
FUEL	465,000	401,178	465,000	0.00%
INSURANCE PREMIUMS	405,300	487,040	425,565	5.00%
INSURANCE CLAIM EXPENSE	50,000	71,490	50,000	0.00%
MUNICIPAL TAXES	2,285,000	2,281,992	2,350,450	2.86%
CONTRIBUTION TO NON CAPITAL RESERVES				
TOTAL BUILDING / FACILITIES MANAGEMENT	10,910,100	11,229,708	11,479,168	5.22%
<u>100% PROVINCIALLY FUNDED PROGRAMS</u>				
HFG - PAYMENTS TO PARTNERS	\$401,220	\$401,220	\$401,220	0.00%
NEW RENTAL UNITS EXTERNALLY OWNED	2,565,540	\$1,002,395	1,679,762	-34.53%
CAN-ONT PORTABLE HOUSING UNIT	0	\$1,160		
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) RENOVATES	576,710	481,829	235,125	-59.23%
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) NON PROFIT CAPITAL			314,622	
RURAL & REMOTE SENIORS E-CONNECT		9,974		
	3,543,470	1,896,578	2,630,729	-25.76%
TOTAL EXPENDITURES	\$25,988,075	\$24,272,071	\$25,687,643	-1.16%

COUNTY OF HASTINGS

EXHIBIT E-7

COMMUNITY AND HUMAN SERVICES

2022 BUDGET

COMMUNITY HOUSING - OPERATING

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>REVENUE</u>				
TENANT REVENUE	\$6,430,000	6,424,947	\$6,430,000	0.00%
FEDERAL BLOCK FUNDING-PUBLIC / NON PROFIT HOUSING	2,983,600	2,983,597	2,755,415	-7.65%
AFFORDABLE HOUSING ADMINISTRATIVE	50,885	50,705	62,560	22.94%
STRONG COMMUNITIES RENT SUPPLEMENT PROG	210,100	210,121	210,100	0.00%
HOUSING ALLOWANCE DIRECT DELIVERY	480,000	479,316	480,732	0.15%
IAH RENT SUPPLEMENT COMPONENT	357,700	359,602		-100.00%
CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI)- RENT SUPS	137,420	127,630	368,259	
DOOR FUNDING			11,556	
HOME FOR GOOD HOUSING	96,365	96,365	96,365	0.00%
HOUSING RESOURCE WORKER PROGRAM	319,500	249,088	319,500	0.00%
OTHER REVENUE - MISCELLANEOUS / SOLAR PANELS	110,000	113,539	110,000	0.00%
CONTRIBUTION FROM RESERVE	76,270		28,100	
	<u>\$11,251,840</u>	<u>\$11,094,910</u>	<u>\$10,872,587</u>	<u>-3.37%</u>
 <u>100% PROVINCIALY FUNDED PROGRAMS</u>				
HFG - PAYMENTS TO PARTNERS	\$401,220	\$401,220	\$401,220	0.00%
NEW RENTAL UNIT EXTERNALLY OWNED - OPHI	\$2,565,540	\$1,002,395	\$1,679,762	-34.53%
CAN-ONT HOUSING BENEFIT -PORTABLE HOUSING UNIT	\$0	1,160	\$0	
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) RENOVATES	\$576,710	481,829	\$235,125	-59.23%
ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) NON PROFIT CAPITAL			\$314,622	
RURAL & REMOTE SENIORS E-CONNECT		9,973		
	<u>\$3,543,470</u>	<u>\$1,896,577</u>	<u>\$2,630,729</u>	<u>-25.76%</u>
 <u>TOTAL REVENUE</u>	 <u>\$14,795,310</u>	 <u>\$12,991,487</u>	 <u>\$13,503,315</u>	 <u>-8.73%</u>
 <u>NET COST OF OPERATING</u>	 <u>\$11,192,765</u>	 <u>\$11,280,584</u>	 <u>\$12,184,328</u>	 <u>8.86%</u>
 <u>CAPITAL LEVY</u>	 <u>\$1,850,000</u>	 <u>\$1,850,000</u>	 <u>\$1,850,000</u>	 <u>0.00%</u>
 <u>NET COST</u>	 <u>\$13,042,765</u>	 <u>\$13,130,584</u>	 <u>\$14,034,328</u>	 <u>7.60%</u>

Community and Human Services 2022 Capital Budget

Project: Replacement of 2 HVAC Units 25 Wellington St. Belleville

Budget Amount: \$185,000

Justification: These units were identified for replacement last year and design work was completed in 2021. The budget allows for the replacement of the 2 units and includes the provision of air conditioning for the hallways and common areas.

Project: Make Up Air Unit Design 25 Station St. Bancroft

Budget Amount: \$62,000

Justification: There are 5 MUA units in this senior's building that have been identified by Ascetic, our asset management consultant, as being at the end of their useful life and needing to be replaced. This funding would allow for the design of new systems which would include air conditioning capabilities. The actual replacement of the units would be budgeted for completion in 2023.

Project: Elevator to Replace Lift 23 McCamon St. Tweed

Budget Amount: \$500,000

Justification: The current lift at this senior's building is beyond its useful life and has been experiencing numerous breakdowns. Morden Engineering has been engaged to undertake the design and project manage the installation of an elevator to replace the current lift. The new elevator will be located to the south end of the building.

Project: Window Replacement 485 Bridge St E Belleville

Budget Amount: \$318,000

Justification: The windows at this senior's complex are original to the building construction and are beyond their useful life. Replacement of the windows with new energy efficient units will result in improved comfort for the tenants and cost savings for the County.

Project: Reparging & Repointing Brickwork Gould St Quinte West

Budget Amount: \$185,000

Justification: The building structural review conducted in 2020/21 by Ascetic as part of our asset management report identified brick repointing and replacement needs at our Gould St. family complex. There are a number of bricks that are loose and need replacing or repointing to ensure the integrity of the brick facing of the building. Reparging of a portion of the foundation wall is also required.

Project: Replace Patio Doors Tracey Park Dr. Belleville

Budget Amount: \$184,000

Justification: The patio doors at this family complex are original to the building construction and are beyond their useful life. Replacement of the doors with new energy efficient units will result in improved comfort and cost savings for the tenants.

Project: Balcony Deck Replacement 23 McCamon St Tweed

Budget Amount: \$88,000

Justification: The second-floor balcony decks at this senior's property have a wooden surface covered with carpet. Over the years the carpeting has held in moisture causing the wooden surface to rot. The deck surfaces are now in need of replacement to ensure tenant safety. The decks will be replaced with a pressure treated plywood covered with a waterproof membrane.

Project: Repoint Brickwork Pine St. Belleville

Budget Amount: \$50,000

Justification: The building structural review conducted in 2020/21 by Ascetic as part of our asset management report identified brick repointing and replacement needs at our Pine St. family complex. There are a number of bricks that are loose and need replacing or repointing to ensure the integrity of the brick facing of the building.

Project: Unit Rehabilitation Stage 4, 23 McCamon St. Tweed

Budget Amount: \$525,000

Justification: The floors in the south wing of this senior's building have sunk due to site conditions and improper soil compaction at the time of construction. Morden Engineering has completed the interior demolition and rehabilitation of 8 units at this time, with a further 4 units underway as part of the 2021 budget. The budget allocation will allow for a further 4 units to be rehabilitated.

Project: Kitchen & Bathroom Replacements Various Locations

Budget Amount: \$250,000

Justification: The Facilities Department is continuing its program of upgrading/replacing kitchens and bathrooms at our various locations as the units become vacant. In most cases the kitchen and bathroom are original to the building's construction date.

Project: Exit, Emergency & LED Lighting Upgrades 7 Turnbull St. Belleville

Budget Amount: \$74,000

Justification: The existing exit, emergency and hallway lighting is original to the building and in need of replacing. Upgrading these lights will result in energy cost saving and improved lighting for the building.

Project: Intercom Upgrade 45 Creswell St. Quinte West

Budget Amount: \$53,000

Justification: The intercom system at this senior's building is original to the building and suffering from many intermittent failures. It is well past its useful life and needs to be replaced to ensure tenant access and safety.

Project: Intercom Upgrade 25 Wellington St. Belleville

Budget Amount: \$52,000

Justification: The intercom system at this senior's building is original to the building and suffering from many intermittent failures. It is well past its useful life and needs to be replaced to ensure tenant access and safety.

Project: Playground, Sidewalk & Lighting Upgrades Elgin Tripp West Moira St. Belleville

Budget Amount: \$450,000

Justification: This is one of the last remaining playgrounds to be upgraded from gravel to engineered wood chip for the safety of the children using the playground. The upgrade will also include the replacement of the playground structure and walkways, improved lighting and reinstallation of a basketball court which was removed several years ago to make room for additional residential units to be built.

Project: Fencing Replacement Brant, Green, Main St. Deseronto

Budget Amount: \$84,000

Justification: The backyard privacy fences at this family unit are old with rotting fence posts. The fences are falling over in high winds and present a safety hazard for the tenants and their children and need to be replaced.

COMMUNITY AND HUMAN SERVICES 2022 CAPITAL EXPENDITURE PLAN

Project		2022 Projects	Priority Level
New Construction			
Mechanical/Electrical Systems			
*** HVAC Replacement - 2 Units	25 Wellington	185,000	P2
MUA Replacement design	25 Station St	62,000	P2
Elevators and Lifts			
Lift Replacement with Elevator	23 McCamon	500,000	P1
Roof Replacement			
Exterior Repairs			
***Window Replacement	485 Bridge	318,000	P2
***Reparging & Repoint Brickwork	Gould Street	185,000	P2
59 units -Remove patio doors and replace with man door (\$3,000 / unit) and window for A/C unit	Tracey Park Drive	184,000	P2
Balcony Deck Replacement	23 McCamon	88,000	P1
Repoint Brickwork	Pine St	50,000	P2
Interior Repairs			
Unit Rehabilitation	23 McCamon	525,000	P1
Kitchens and Bathrooms	Various Locations	250,000	P1
Exit & Emergency & LED Lighting Upgrade	7 Turnbull	74,000	P1
***Intercom Upgrade	45 Creswell	53,000	P1
Intercom Upgrade	25 Wellington	52,000	P1
Site Work			
Playground/Sidewalk and Lighting Upgrades	Elgin Tripp West Moira	450,000	P1
Fencing Replacement	Brant Green Main	84,000	P1
Vehicle Replacement			
Vehicle Replacement (X1)			
		3,060,000	

*** Project deferred from 2021

2022 Capital Budget

2,076,000

984,000

3,060,000

Carry forward Capital Projects

3,303,986

6,363,986

RESERVE

Opening Reserve

5,488,741

2022 Contribution

1,850,000

Ontario Provincial Housing Initiative (OPHI) (CHS Committee Feb 2022)

542,662

Capital Projects

(6,363,986)

Closing Reserves

1,517,417

P1 - Legislated/mandate, health & safety, operational failure
P2 - End of Useful life; Lifecycle management, cost reduction if completed, operational efficiency
P3 - Lifecycle replacement, scheduled end of life
P4 - Service enhancement

COMMUNITY AND HUMAN SERVICES 2022 CAPITAL EXPENDITURE PLAN - CARRYOVER PROJECTS

Project	Location	Budgets Approved by Council	Additional Budget Request to Complete	Expenses Incurred to Dec 31, 2021	Projected Future Spending to Complete	Priority Level
New Construction						
Purchase and Design of 32-Unit Complex in Quinte West	Quinte West	700,000		0	700,000	P4
Elevators and Lifts						
Elevator Replacement and MUA Enclosure	Mathew St. Marmora	253,800	100,000	93,645	260,155	P1
Electrical/Mechanical						
Camera System Upgrade	All Properties	1,000,000		236,724	763,276	P1
HVAC Replacement - 2 Units	25 Wellington	20,000		10,559	9,441	P2
Sprinkler system Valve Testing / Replacement	All Locations - Mandatory	232,300	-141,324	80,976.0	10,000	P1
Exterior Repairs						
Balcony Repair & Railing	45 Creswell	447,300	- 196,730	570	250,000	P1
Balcony Repair & Railing	247 Bridge St W	256,800	193,200	48	449,952	P1
Interior Repairs						
Unit Rehabilitation Stage 2 & 3	23 McCammon	812,935	138,393	576,328	375,000	P1
Hallway Flooring Replacement	7 Turnbull	152,900	- 118,900	0	34,000	P1
Air Conditioners Replacements	Various Locations	150,000		83,041	66,959	P1
Site Work						
Replace Asphalt Sidewalks	Bleecker	25,500	274,500	6,497	293,503	P1
2 Vehicle Replacements		91,700			91,700	P3
CARRYFORWARD CAPITAL PROJECTS BUDGET		4,143,235	249,139	1,088,388	3,303,986	

Community and Human Services Capital Budget
Multi-Year Forecast

2023	2024	2025	2026	2027	Debt Finance					
Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2023	2024	2025	2026	2027	Debt Finance
Quinte West Multi-Unit Housing Complex	Quinte West	P4	9,000,000	2023	9,171,000					9,171,000
Bancroft Supportive Housing Project	Bancroft	P4	3,500,000	2023	3,566,500					3,566,500
Unit Rehabilitation	23 McCammon	P1	830,700	2023	846,500					
Fencing Replacement	Russell	P1	264,000	2023	269,000					
Lift Replacement with Elevator	25 Station	P1	259,590	2023	264,900					
Sidewalk Repairs	59 Russell Place	P1	155,800	2023	158,800					
Replace Fire Alarm Sprinkler System and Standpipe	7 Turnbull	P1	87,600	2023	89,300					
Roof Replacement	7 Turnbull	P2	475,000	2023	484,000					
Roof Replacement	Bleeker Avenue	P2	265,000	2023	270,000					
***Window Replacement	North Park	P2	500,000	2023	509,500					
***Window Replacement	59 Russell	P2	915,000	2023	932,400					
***Window Replacement	25 Station St	P2	415,000	2023	422,900					
***Window Replacement	47 Wellington	P2	376,500	2023	383,700					
***Window Replacement	27 Wellington	P2	325,000	2023	331,200					
Window Replacement	York and Kent	P2	436,100	2023	444,400					444,400
Window Replacement	46 Creswell	P2	384,200	2023	391,500					391,500
Window Replacement	248 Bridge	P2	342,800	2023	349,100					349,100
Window Replacement	7 Turnbull	P2	332,275	2023	338,600					338,600
Window Replacement	247 Bridge	P2	253,360	2023	258,200					258,200
MUA Unit Upgrade with AC	25 Station St	P2	248,300	2022	250,000					
Install New Furnaces	59 Russell Place	P2	237,600	2023	242,100					114,200
LED Lighting Upgrade	495 Bridge	P2	112,100	2023	114,200					
***Parking Lot Repaving	North Park	P3	318,000	2023	324,000					
***Parking Lot Repaving	Stirling	P3	233,000	2023	237,400					
Pave New Parking Lot Addition	315 Edmon Street	P3	203,000	2023	206,900					
Parking Lot Repavement	Elgin, Tripp, W. Molira	P3	172,000	2023	175,300					
Replace Fencing	Elgin Tripp West Morris	P3	156,000	2023	159,000					
Replace Soffit & Eaves/rough	Pine Street	P3	102,000	2023	103,900					
Roof & Unit electrical Panel Upgrades	43 Mathew	P3	88,750	2023	90,500					
Fire Alarm Panel Replacement	7 Turnbull	P3	68,700	2023	70,000					
Replace Main & Sub electrical Panels	21 Albert	P3	57,100	2023	58,200					
Vehicle Replacement (X1)		P3	48,900	2023	49,700					
										\$14,633,500.00
Window Replacement	24 Brown	P2	257,500	2024		267,400				
Upgrade Exterior Lighting	North Park	P2	103,900	2024		107,900				
LED Lighting Upgrade	7 Turnbull	P2	76,425	2024		79,400				
LED Lighting Retrofit	27 Wellington	P2	54,000	2024		56,100				
Lighting Upgrade	24 Brown	P2	46,725	2024		48,500				
LED Lighting in Common areas	25 Station	P2	31,150	2024		32,300				
Repave Parking Lot	Pine Street	P3	346,800	2024		360,100				
Replace Balcony Patio Doors	45 Creswell	P3	184,825	2024		191,900				
Vinyl Siding Replacement	Pine St	P3	181,380	2024		188,300				
Replace Entrance Doors	North Park	P3	179,350	2024		186,200				
Repave Parking Lot & Walkways	245 Bridge	P3	167,100	2024		173,500				
Repave Driveway	Brant Green Main	P3	164,050	2024		170,300				
Repoint Brickwork	York & Kent	P3	127,375	2024		132,300				
Replace electrical Distribution Panels	Elgin Tripp	P3	79,425	2024		82,900				
Replace Unit & Common Area Doors	47 Wellington	P3	78,450	2024		81,500				
Repoint Brickwork	Brant Green Main	P3	76,425	2024		79,400				
Repoint Brickwork & Parging	Janlyn	P3	61,140	2024		63,500				
Ceiling tile Replacement	25 Wellington	P3	51,900	2024		53,900				
Replace Ceiling Tile	7 Turnbull	P3	50,950	2024		52,900				
Vehicle Replacement (X1)	27 & 47 Wellington St	P3	46,725	2024		48,500				
Repoint Brickwork		P3	45,850	2024		47,600				
Repave Parking lots	Janlyn	P3	40,750	2024		42,300				
Chain Link Fence	43 Mathew Street	P3	37,200	2024		38,600				
Repoint Brickwork	25 Station	P3	32,700	2024		34,000				

Community and Human Services Capital Budget
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2023	2024	2025	2026	2027	Debt Finance
2025										
Elevator Modernization	24 Brown	P1	236,275	2025			250,000			
Window Replacement	Gould St	P2	375,885	2025			397,700			
Replace Windows	25 Wellington	P2	373,810	2025			395,500			
Window Replacement	247 Bridge	P2	371,000	2025			392,600			
Window Replacement	23 McCamion	P2	228,440	2025			241,700			
Balcony Door Replacement	247 Bridge	P2	210,270	2025			222,500			
Window Replacement	Tracey Park	P2	122,525	2025			129,600			
Replace Exterior Doors	Tracey Park	P2	122,525	2025			129,600			
Repave Parking Lot	247 Bridge	P3	181,715	2025			192,300			
Repoint Brickwork	Blecker Ave	P3	114,220	2025			120,900			
Replace Interior Doors	5 Turnbull	P3	96,050	2025			101,600			
Window Replacement	Marsh Dr	P3	93,450	2025			98,900			
Window Replacement	Elgin Trip	P3	80,995	2025			85,700			
MUA Unit Replacement	23 McCamion	P3	75,520	2025			79,900			
Replace Main Electrical Panel	25 Station	P3	62,300	2025			65,900			
Driveway Repair & Sealing	25 Station	P3	62,300	2025			65,900			
Upgrade Intercom System	24 Brown	P3	51,920	2025			54,900			
Upgrade Intercom System	25 Station	P3	51,915	2025			54,900			
Upgrade Intercom System	23 McCamion	P3	51,915	2025			54,900			
Vehicle Replacement (X1)		P3	48,800	2025			51,600			
2026										
Sprinkler System Upgrade	25 Wellington	P1	77,880	2026				84,000		
Sprinkler System Upgrade	236 Dundas St	P1	51,920	2026				56,000		
Sprinkler System Upgrades	315 Edmond St	P1	51,920	2026				56,000		
Exit & Emergency Lighting Upgrades	5 Turnbull	P1	24,400	2026				26,300		
Sidewalks	Yorke & Kent	P1	20,770	2026				22,400		
Exterior Lighting	Gould St	P2	112,140	2026				120,900		
Exterior Lighting	424 Blecker	P2	103,840	2026				112,000		
Common Area Lighting Upgrades	5 Turnbull	P2	102,690	2026				110,700		
Exterior Lighting	Pine St	P2	88,780	2026				95,700		
Exterior Lighting	Brant Green Main	P2	31,150	2026				33,600		
Exterior Lighting	245 Bridge St E	P2	20,770	2026				22,400		
Exterior Lighting	185 Cannifton Rd	P2	20,770	2026				22,400		
Exterior Lighting	25 Station	P2	18,690	2026				20,200		
Exterior Lighting	Elgin Tripp West Moira	P2	16,200	2026				17,600		
Exterior Lighting	Russell St	P2	11,420	2026				12,300		
Exterior Lighting	5 Turnbull	P2	10,380	2026				11,200		
Exterior Lighting	485 Bridge St E	P2	9,350	2026				10,100		
Furnace Replacements	Russell St	P3	949,060	2026				1,023,300		
Furnace Replacements	Pine St	P3	710,240	2026				765,600		
Furnace Replacements	Yorke & Kent	P3	498,410	2026				537,400		
Furnace Replacements	Gould St	P3	448,570	2026				483,600		
Furnace Replacement	Elgin Tripp West Moira	P3	420,540	2026				453,400		
Entry & Unit Door Replacement	25 Station	P3	328,120	2026				363,800		
Furnace Replacements	North Park	P3	323,970	2026				349,300		
Make Up Air Unit Replacement	5 Turnbull	P3	264,780	2026				285,500		
Entry & Unit Door Replacement	25 Wellington	P3	210,270	2026				226,700		
Primary Electrical Supply Panel	245 Bridge St E	P3	207,670	2026				223,900		
Patio Replacements	North Park	P3	202,480	2026				218,300		
Entry & Unit Doors	236 Dundas St	P3	188,980	2026				203,800		
Entry & Unit Doors	24 Brown	P3	166,140	2026				179,100		
Furnace Replacement	Marsh Dr	P3	166,140	2026				179,100		
Common Area Floor Replacement	25 Wellington	P3	155,230	2026				167,400		
Make Up Air Unit Replacement	485 Bridge St E	P3	150,560	2026				162,300		
Hot Water Tank Replacement	Pine St	P3	147,970	2026				159,600		
Voice Com System Upgrades	245 Bridge St E	P3	129,800	2026				139,900		

Community and Human Services Capital Budget
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2023	2024	2025	2026	2027	Debt Finance
Entry & Apartment Doors	23 McCammon	P3	117,340	2025				126,500		
Replace Unit Electrical Panels	23 McCammon	P3	114,220	2026				123,200		
Make Up Air Unit Replacement	7 Turnbull	P3	114,220	2026				123,200		
Furnace, H/FV & Fans	209 Mill St	P3	101,240	2026				109,200		
Hot Water Tanks	North Park	P3	101,240	2026				109,200		
Hot Water Tank Replacement	Gould St	P3	95,450	2026				100,800		
Parking Lot Repaving	25 Station	P3	93,450	2026				100,800		
Driveway & Sidewalk Repaving	Marsh Dr	P3	87,220	2026				94,000		
Make Up Air Unit Replacement	315 Edmond St	P3	83,070	2026				89,600		
Furnace Replacements	Janlyn Cres	P3	89,070	2025				89,600		
Entry & Service Door Replacement	185 Cannifton Rd	P3	80,990	2025				87,300		
Hydronic Heating	185 Cannifton Rd	P3	77,880	2025				84,900		
Hot Water Boiler	24 Brown	P3	72,690	2026				78,400		
Make Up Air Unit Replacement	24 Brown	P3	71,650	2026				77,900		
Hot Water Boiler Tanks	139 Ontario St	P3	71,650	2026				72,800		
Make Up Air Unit Replacement	47 Wellington	P3	67,490	2026				72,800		
Make Up Air Unit Replacement	27 Wellington	P3	67,490	2026				67,200		
Patio Replacements	245 Bridge St E	P3	62,300	2026				67,200		
Replace Hot Water System	25 Wellington	P3	59,990	2026				56,200		
Voice Com System Replacement	24 Brown	P3	51,920	2026				56,000		
Hot Water Tanks	Yorke & Kent	P3	51,920	2026				56,000		
Furnace Replacements	315 Edmond St	P3	49,840	2026				53,700		
Furnace Replacements	43 Matthew	P3	49,840	2026				53,700		
Replace Hot Water System	45 Creswell	P3	49,320	2026				53,200		
Vehicles Replacement (X1)		P3	46,730	2026				50,400		
Domestic Hot Water System	24 Creswell	P3	41,530	2026				44,800		
Siding Replacement	245 Bridge St E	P3	38,940	2026				42,000		
Domestic Hot Water System	204 Church St	P3	38,940	2025				42,000		
Domestic Hot Water System	21 Albert St	P3	38,940	2026				42,000		
Hot Water Boiler	23 McCammon	P3	36,340	2025				39,200		
Make Up Air Unit Replacement	23 McCammon	P3	36,340	2026				39,200		
Make Up Air Unit Replacement	238 Dundas St	P3	36,340	2026				39,200		
Driveway Repaving	5 Turnbull	P3	32,710	2025				35,300		
Driveway Repaving	7 Turnbull	P3	32,710	2025				35,300		
Water Treatment System	43 Spring St	P3	31,150	2026				33,600		
Driveway Repaving	43 Spring St	P3	30,530	2026				32,900		
Fencing	North Park	P3	24,920	2026				26,900		
Make up Air Unit Replacement	139 Ontario St	P3	20,770	2026				22,400		
Make Up Air Unit Replacement	43 Matthew	P3	20,770	2025				22,400		
Make Up Air Unit Replacement	204 Church St	P3	20,770	2026				22,400		
Make Up Air Unit Replacement	21 Albert St	P3	20,770	2026				22,400		
Make Up Air Unit Replacement	24 Creswell	P3	20,770	2026				22,400		
Make Up Air Unit Replacement	40 Mill St	P3	20,770	2026				21,300		
Domestic Hot Water System	40 Mill St	P3	19,730	2026				21,200		
Driveway Repaving	209 Mill St	P3	19,630	2026				19,600		
Parking Lot Repaving	47 Wellington	P3	18,170	2026				19,600		
Driveway Repaving	27 Wellington	P3	18,170	2026				19,600		
Primary Electrical & Supply Panels	24 Creswell	P3	15,170	2026				19,600		
Hot Water Boiler	25 Station	P3	14,540	2026				15,700		
Driveway Repaving	Yorke & Kent	P3	14,540	2026				15,700		
Masonry Repair	Tracey Park	P3	12,980	2026				14,000		
HVAC Unit Replacement	185 Cannifton Rd	P3	10,380	2025				11,200		
Primary Electrical Supply Panel	47 Wellington	P3	5,710	2026				6,200		
2027										
Balcony Patio Door Replacements	25 Wellington	P3	126,160	2027					138,600	

Community and Human Services Capital Budget
Multi-Year Forecast

Project	Location	Priority	Estimated Cost in Current Dollars	Year Planned	2023	2024	2025	2026	2027	Debt Finance
Ceiling Tile Replacement	25 Station	P3	74,760	2027					82,100	
Hot Water Tank Replacements	5 Turnbull	P3	51,910	2027					57,000	
Electrical Distribution Panel Replacement	23 McCarron	P3	25,960	2027					26,500	
Electrical Distribution Panel Replacement	45 Creswell	P3	20,770	2027					22,600	
Hot Water Tank Replacements	Cole Hill	P3	12,460	2027					13,700	
Total			36,059,340		21,562,300	2,618,900	3,186,600	9,762,200	342,700	29,267,000

Opening Reserve										
Contribution					\$1,517,417	(\$3,561,383)	(\$4,330,283)	(\$5,666,883)	(\$13,579,083)	
Grants					\$1,850,000	\$1,850,000	\$1,850,000	\$1,850,000	\$1,850,000	
Debt Finance					\$14,633,500	(\$2,618,900)	(\$3,186,600)	(\$9,762,200)	(\$342,700)	
Expenditures					(\$21,562,300)	(\$4,330,283)	(\$5,666,883)	(\$13,579,083)	(\$12,071,783)	
Closing Reserve										

P1 - Legislated/mandate, health & safety, operational failure
 P2 - End of Useful life; Lifecycle management, cost reduction if completed, operational efficiency
 P3 - Lifecycle replacement; scheduled end of life
 P4 - Service enhancement

Minor Capital Projects

Project	Location	Priority Level	2022 Projects	2023 Projects
Repaint Exposed Steel	27 Wellington	P2	32,000	
***LED Lighting upgrade in Common Areas	45 Creswell	P2	40,000	
Playground upgrade	Marsh Street	P1	15,000	
Balcony Repairs	25 Wellington	P2	40,000	
Gazebo	490 Sidney	P4	40,000	
Assessable Access	5 Turnbull	P1	30,000	
Playground upgrade	Gould Street	P1	15,000	
Gazebo	139 Ontario Street	P4	30,000	
Sidewalk Repairs	York and Kent	P1	35,000	
Sidewalk Replacement	245 Bridge Street	P2	40,000	
Hallway Lighting Upgrade	24 Brown Street	P2	30,000	
Replace Exterior Metal Doors	485 Bridge	P3		34,400
Repoint Brickwork	7 Turnbull	P3		26,500
Replace Entry Doors	7 Turnbull	P3		34,900
Repoint Brickwork	5 Turnbull	P3		26,500
Exterior LED Lighting Upgrade	Elgin Tripp	P2		27,500
Repoint Brickwork	45 Creswell	P3		37,000
Repoint Brickwork	315 Edmon	P3		26,500
Ceiling Tile Replacement	23 McCamon	P3	33,900	
Repoint Brickwork	245 Bridge	P3		26,500
Roofing	ETWM	P1	43,000	
			423,900	239,800

P1	171,900
P2	182,000
P3	
P4	70,000
	<u>423,900</u>

LONG-TERM CARE

	<u>2021</u>	<u>2022</u>	
Operating Expenses	\$33,896,129	\$ 35,993,560	6.19%
Revenue	(\$29,660,047)	(\$ 31,410,160)	5.90%
Capital	<u>\$ 2,532,293</u>	<u>\$ 2,532,293</u>	
Net Cost	<u>\$ 6,768,375</u>	<u>\$ 7,115,693</u>	5.13%
Hastings Manor	\$3,966,826	\$4,179,028	
Centennial Manor	\$2,801,549	\$2,936,666	

Hastings Manor

	<u>2021</u>	<u>2022</u>	
Operating Expenses	\$21,066,562	\$21,926,663	4.08%
Supplemental Staffing	-	\$ 1,560,105	
COVID	<u>\$ 1,794,449</u>	<u>\$ 537,913</u>	
	<u>\$22,861,011</u>	<u>\$24,024,681</u>	
Operating Revenue	\$18,845,265	\$19,331,917	2.58%
Supplement Staffing	\$ -	\$ 1,820,052	
COVID	\$ 1,794,449	\$ 537,913	
Reserves	<u>\$ 98,700</u>	<u>-</u>	
	<u>\$20,738,414</u>	<u>\$21,689,882</u>	
Net Operating Costs	\$ 2,122,597	\$ 2,334,799	10.00%
Capital	<u>\$ 1,844,229</u>	<u>\$ 1,844,229</u>	
Net Cost	<u>\$ 3,966,826</u>	<u>\$ 4,179,028</u>	5.35%

Centennial Manor

	<u>2021</u>	<u>2022</u>	
Operating Expenses	\$10,400,338	\$10,814,565	3.98%
Supplemental Staffing	-	\$ 705,894	
COVID	<u>\$ 634,780</u>	<u>\$ 448,420</u>	
	<u>\$11,035,118</u>	<u>\$11,968,879</u>	
Operating Revenue	\$ 8,286,853	\$ 8,296,048	0.12%
Supplement Staffing	\$ -	\$ 975,810	
COVID	<u>\$ 634,780</u>	<u>\$ 448,420</u>	
	<u>\$ 8,921,633</u>	<u>\$ 9,720,278</u>	
Net Operating Costs	\$ 2,113,485	\$ 2,248,601	6.39%
Capital	<u>\$ 688,064</u>	<u>\$ 688,064</u>	
Net Cost	<u>\$ 2,801,549</u>	<u>\$ 2,967,032</u>	4.82%

Supplemental Staffing (4 hours of Care)

Over the past few years, a priority for our homes has been to move toward the goal of providing 4 hours of direct care to each of our residents per day. In late 2021, the Ministry announced supplemental funding dedicated to increasing the hours of care. The 2022 budget has dedicated funding and increased staffing as a result of this announcement.

HASTINGS MANOR

Staffing Supplement Category	Funding per Resident per Month	Annual Funding	2022 Hours of Care	2021 Hours of Care	2022 Additional Salaries & Benefits
RN, RPN, PSW Staffing (3 hours)	\$599.49	\$1,820,052	3.0	2.68	\$1,217,219
Allied Professionals (33 minutes)	\$112.94	\$342,8886	31.76	26.02	\$342,886
Education & Training	\$26.82	\$81,426	-	-	

RN, RPN, PSW Supplemental Staffing Enhancements:

- RN: an additional position 7.5 hours per day
- RPN: an additional position 6 hours per day
- PSW: additional 9 positions 7.5 hours per day
- Achieved the Ministry target of 3 hours of care per resident per day
- Less than maximum funding required to achieve 3 hours of care
- Remaining funding has been applied against the Nursing and Personal Care levy
- Levy to support Nursing and Personal Care has been reduced by \$378,712 in 2022 (\$1,315,072 in 2022 versus \$1,693,785 in 2021)

Allied Professional Staffing Enhancements:

- Recreational Aids: 2 full-time positions to 7 days per week (from 5)
3 additional full-time positions 5 days per week
- Full funding has been utilized
- The funding was not sufficient to reach the target of 33 minutes of care

CENTENNIAL MANOR

Staffing Supplement Category	Funding per Resident per Month	Annual Funding	2022 Hours of Care	2021 Hours of Care	2022 Additional Salaries & Benefits
RN, RPN, PSW Staffing (3 hours)	\$599.49	\$791,327	3.0	2.66	\$644,317
Allied Professionals (33 minutes)	\$112.94	\$149,081	33.90	29.01	\$61,577
Education & Training	\$26.82	\$35,402	-	-	

RN, RPN, PSW Supplemental Staffing Enhancements:

- RPN: additional 2 full time positions
- PSW: 9 part-time positions (6 hours per day) to full-time and 1 additional full-time position
- Achieved the Ministry target of 3 hours of care per resident per day
- Less than maximum funding required to achieve 3 hours of care
- Remaining funding has been applied against the Nursing and Personal Care levy
- Levy to support Nursing and Personal Care increased by \$54,101 in 2022 (\$1,004,528 in 2022 versus \$950,427 in 2021)

Allied Professional Staffing Enhancements:

- Recreational Aids: 3 additional positions 6 hours, 5 days per week and increase recreational programming to 7 days per week
- Achieved Ministry target of 33 minutes per day
- Less than maximum funding required to achieve target of 33 minutes of care
- Remaining funding applied against the levy
- Levy to support Recreation and therapy services reduced by \$71,100 in 2022 (\$4,660 in 2022 versus \$76,760 in 2021)

COVID-19 Impact

The Ministry has provided Prevention and Containment funding throughout the pandemic that is utilized to assist with the management and containment of COVID-19. Funding has been announced through to March, 2022. The following positions and costs have been covered through this funding:

- ADON Infection Control and Risk Prevention at both homes
- Additional housekeeping hours at both homes
- Multi-skilled workers for screening staff and visitors (at both homes?)
- Rapid Antigen Testers
- 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>2021</u>	<u>2022</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)	\$ 56.52	\$ 56.52
Global Level of Care	<u>\$ 7.27</u>	<u>\$ 10.09</u>
Level of Care Per Diem (LOC)	<u>\$ 187.73</u>	<u>\$ 190.55</u>
Case Mix Index (CMI)		
Hastings Manor	98.92	96.76
Centennial Manor	99.17	97.99

A 1.5% inflationary increase was assumed for the level of care per diem effective April 1, 2022 as reflected in the increase to the Global Level of Care per diem. The inflationary increase results in additional revenue of \$196,200 for Hastings Manor (\$260,400 annually) and \$85,305 for Centennial Manor (\$113,200 annually).

Case Mix Index (CMI)

The continued use of the CMI in calculating the revenue for the homes continues to present challenges with a loss of funding.

The CMI funding that we are currently receiving is based on documentation of the level of care of the residents that were residing in the home for the period April 1, 2020 to March 31, 2021. With residents entering the homes requiring higher levels of care and for an average stay of under 2 years, the level of care funding does not represent the care required for the current resident population.

Given that we are also working toward increasing the hours of care per resident per day to achieve 4 hours, we have not reduced the staffing levels to offset the loss of revenue.

For Hastings Manor, the loss of revenue for 2022 is \$200,000 and for Centennial Manor, the loss in revenue is \$48,000

Wage Settlements

There are two union contracts governing the staff at the Long-term Care facilities, CUPE and ONA. The 2022 contract adjustment for CUPE was 1.5% and the ONA contract expired April 1, 2020.

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.

Housekeeping

- The pandemic has demonstrated the necessity of reviewing and improving infection control practices
- Staffing was enhanced to perform extra cleaning and disinfectant spraying in the evenings
- Both homes have permanent cleaning positions that were first introduced in 2020 and have been funded under COVID Infection Prevention and Control through 2020 and 2021 but with the COVID funding being phased out, these positions are included in the 2022 budget
 - Hastings Manor: 3 positions at 6 hours per day
 - Centennial Manor: 1 position at 6 hours per day

Hastings Manor

Recreation and Therapy Services

- Supplemental staffing plus benefits are 100% funded (discussed above)
- 2.56% increase over 2021 costs when 100% funding of supplemental staffing is considered
- Purchase of Service Other is for transportation costs for resident outings

Dietary

- Equipment replacements includes the replacement of a mixer that is over 20 years old (\$13,500)

Nursing and Personal Care (NPC)

- Supplemental staffing and benefits are 100% funded (discussed above)
- 1.68% increase over the 2021 costs when 100% funding of supplemental staffing and medication safety is considered
- Reduction in levy to support Nursing and Personal care for 2022
- Purchased service includes \$66,500 toward the purchase of medication dispensing carts that are 100% funded under the Medication Safety Technology Program funding
- New Equipment includes purchases funded through the fall prevention funding envelope plus the purchase of a portable bladder scanner (\$7,000)

Housekeeping

- 1 additional permanent position is included in the 2022 budget to allow for 1 part-time evening cleaning position per floor

- This replaces a temporary position that has been funded under COVID funding to perform disinfecting spraying in the evenings

Laundry

- There are no changes to the staffing for laundry in 2022 but staffing costs have been reallocated from the housekeeping budget to reflect job functions
- Equipment replacements include the replacement of 3 commercial dryers

General and Administration

- Purchased services reflects the cost of the payroll and scheduling systems

Building/Facility Services

- The increase in the heating costs reflects an increase in the LAS contract price for natural gas (15.4 in 2022 from 14.2 in 2021) and running the humidity boiler year-round to address the humidity levels in the home
- Other Utilities reflects an increase in electricity rates; 2021 rates were lower due to COVID relief pricing

Centennial Manor

Recreation and Therapy Services

- Supplemental staffing and benefits are 100% funded (discussed above)
- 2.06% increase over the 2021 costs when 100% funding of supplemental staffing is considered

Nursing and Personal Care

- Supplemental staffing and benefits are 100% funded (discussed above)
- 3.69% increase over the 2021 costs when 100% funding of supplemental staffing, medication safety and Legion grant are considered
- Reduction in the levy to support Nursing and Personal care for 2022
- New equipment includes \$22,386 toward the purchase of medication dispensing carts that are 100% funded under the Medication Safety Technology Program funding and 2 spot vital machines covered through a Legion grant

Building/Facility Services

- The increase in salaries and benefits is to support a proposal to increase the staffing levels from 1 full-time and 3 part-time positions to 2 full-time and 2 part-time positions

- Implementation of this change will be subject to approval through the CAO's internal organizational review
- Equipment replacement includes the replacement of washers and dryers in the resident areas
- The home is heated by propane and the increase in the budget is reflective of the current price for propane.

Debt

Hastings Manor

	<u>2021</u>	<u>2022</u>
Debt Repayment	\$2,575,000	\$2,575,000
Funding	<u>\$ 955,771</u>	<u>\$ 955,771</u>
Net Cost	<u>\$ 1,619,229</u>	<u>\$1,619,229</u>

The loan to support Hastings Manor reconstruction matures in September, 2023 (\$2,338,500). There is additional debt to support capital projects undertaken in 2019 and 2020 (\$236,500).

Centennial Manor

	<u>2021</u>	<u>2022</u>
Debt Repayment	\$984,426	\$410,178
Funding	<u>\$416,686</u>	<u>\$173,147</u>
Net Cost	<u>\$567,740</u>	<u>\$237,031</u>

The loan to support Centennial Manor matures in May, 2022.

The savings from the debt retirement has been reinvested to support the capital levy.

Capital

	Hastings Manor	Centennial Manor
Capital Levy	\$225,000	\$451,034

The County's Asset Management Plan was approved by Council in December 2021. The report to the Finance Committee is attached as an appendix to this report. The Asset Management Plan identified that the debt costs would be reinvested toward the capital levy as the debt is retired. The plan confirmed that these investments were required to maintain the asset condition of both long-term care homes.

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 2022 are included in the capital budget schedule with a brief description and their priority level.

Due to funding constraints in both homes, projects were prioritized, and each home had projects deferred to 2023. 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

Hastings Manor Capital Projects

There are 5 new capital projects valued at \$287,000 included in the capital budget.

Due to funding constraints, projects were prioritized with \$240,000 in Priority 2 & 3 projects being deferred until 2023.

Additional debt financing may be required to finance all the identified projects in 2022.

Centennial Manor Capital Projects

There are 7 new capital projects valued at \$535,000 included in the capital budget.

The prioritization of projects for Centennial Manor resulted in 2 projects valued at \$330,000 being deferred until 2023. The projects were classified as P2 and P3.



Date: December 21, 2021
Report to: Finance, Property and Personnel Committee
Report from: Susan Horwood, Director of Finance and
Jim Duffin, Director of Facilities
Subject: Asset Management Policy and Plan

Recommendation: That the Finance, Property and Personnel Committee recommend to County Council the approval of the revised Strategic Asset Management Policy

and further that

the Asset Management Plan prepared by Assetic for the County of Hastings be approved.

Financial Impact:

Does recommendation have a budgetary impact: No

If yes, has it been budgeted for this year?

If no, provide an explanation as to how these costs would be accommodated in the current year's budget:

Has Treasury provided analysis? Yes

Background Asset management planning is an ongoing and long-term process. The asset management plan guides the best possible investment decisions for infrastructure assets:

- Building
- Operations
- Maintenance
- Renewal
- Replacement
- Disposal

The County engaged Assetic to update the County's existing Asset Management Plan and a draft report was completed in April 2020. The draft plan was received by Committee in February 2021 (report attached).

In preparing the Asset Management plan, an inventory and building condition assessments were conducted on all 33 housing buildings, 2 long-term care facilities, the Administration building, and the

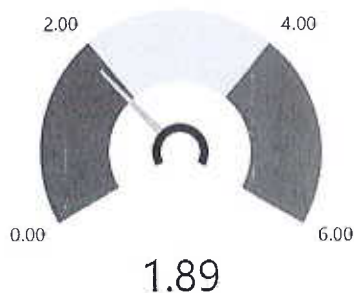
Bancroft EMS base. Data for the 2 bridges and 10.1 km of roads was taken from the latest OSM inspections performed by GD Jewell engineering.

The Study determined the estimated replacement value of the infrastructure assets at \$579,701,000.

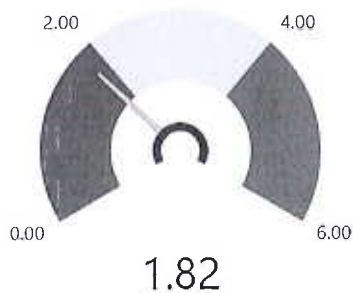
ASSET TYPE	QUANTITY	REPLACEMENT COST
Admin Building/NHPB	2	\$18,333,000
Bridges	2	\$4,039,000
Roads	10.1 Km	\$8,451,000
Paramedic Base	1	\$1,447,000
Community Housing	33 (1,433 units)	\$484,597,000
Hastings Manor	1	\$50,527,000
Centennial Manor	1	\$12,307,000
TOTAL		\$579,701,000

The report also provides a high-level snapshot of the County's asset condition as of March 2020 using an overall index score (OSI).

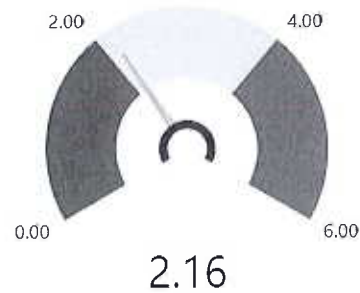
**Finance, Property & Personnel
Current Condition**



**Community & Human Services
Current Condition**



**Hastings/Quinte Long-Term Care
Current Condition**



As of March 2020, the assets were in good condition and there were minimal assets that were in the category 4/poor condition or above.

The next step was to apply the The Assetic Predictor software to the data collected through the building condition assessments and run models that show the future impacts of various funding scenarios over the next 10 years.

Two funding scenarios were chosen for modelling in this AMP;

- Status Quo; Spending is based on continuing to fund at the current levels
- Maintain the assets in their current condition.

ASSET CONDITION AS OF MARCH 2020

Asset Type	Asset Condition	% of Assets Poor Condition
General Govt	1.89	1%
Bridges	1.89	0%
Roads	1.89	0%
Paramedic Base	1.89	1%
Housing	1.82	3%
Hastings Manor	2.16	0%
Centennial Manor	2.16	1%

ASSET CONDITION AND INFRASTRUCTURE DEFICIT AT END OF 10 YEARS

Asset Type	Status Quo Current Funding Levels		Maintain Asset Condition		
	Avg Asset Condition	% of Assets Poor condition	Avg Asset Condition	% of of Assets Poor condition	Funding shortfall
General Govt	2.59	21%	2.05	1%	\$539,000
Bridges	2	0	2	0	0
Roads	2.51	0	2.51	0	0
Paramedic Base	2.84	29%	1.96	0	\$142,000
Housing	2.99	35%	1.82	3%	\$94,400,000
Hastings Manor	2.38	17%	2.13	1%	0*
Centennial Manor	1.82	13%	2.19	0	0*

*Hastings Manor and Centennial Manor fall into temporary deficit during the 10 year period

Summary of the findings:

General Government: (Administration Building and North Hastings Professional Building):

The current funding for these assets is a 1% capital levy, and an additional \$75,000 per year toward the Admin building and \$34,000 toward the NHPB.

The current funding levels are not adequate to maintain these 2 buildings.

- At the current funding levels, the asset condition is predicted to deteriorate and 21% of the value of the assets are predicted to be in poor condition at the end of 10 years.
- In order to maintain the assets in their current condition, an additional \$539,000 in funding is required over the 10 year period.

Roads & Bridges:

This chart indicates that the funding plan for the roads and bridges is adequate to maintain the condition of the roads and bridges.

The County receives annual revenue from Aggregate resources that is contributed to the roads reserve and the incremental gas tax funding is retained and available to fund roads and bridge projects.

Paramedic Base:

Currently, only \$16,350 is being contributed annually to fund the capital requirements of the Bancroft EMS base. This funding level is based on the level of amortization that is funded by the Province.

The current funding level is not adequate to maintain the Bancroft base.

- At the current funding level, the asset is predicted to deteriorate and 29% of the value of the asset will be in poor condition
- In order to maintain the asset in its current condition, an additional \$142,000 in funding is required over the 10 year period.

Housing:

The Asset management report was completed based on a funding level of \$1,610,000 for the housing portfolio.

This level of funding is not adequate to maintaining the housing portfolio.

- At this level of funding, the asset condition is predicted to deteriorate and 35% of the value of the housing assets are predicted to be in poor condition at the end of 10 years
- In order to maintain the housing portfolio in its current condition, an addition \$94,000,000 in funding is required over the 10 year period.

Since the draft asset management plan was prepared, the contribution to the housing capital reserve was increased to \$1,850,000 in 2021.

Long-Term Care:

The funding plan for the long-term care homes includes converting the current debt costs to capital investments upon the retirement of the debt.. For Hastings Manor, this was an additional investment of \$1,275,000 effective 2024 and \$379,000 effective 2023 for Centennial Manor.

The modelling shows that overall, this funding level is adequate to maintain both Long-term care homes in good to fair condition. Throughout the 10 year period, there will be temporary deficits in the capital reserves but there is not an overall deficit at the end of the 10 year period.

Next Steps:

The Asset Management Plan will continue to be developed over the next few years in accordance with the requirements of the Asset Management regulations and as staff develop the skills and expertise to manage the asset data.

In order to improve the asset management practices, a number of steps have been identified as part of the asset management plan. These steps include:

- Approve the updated Strategic Asset Management policy
 - An updated policy is attached to this report for consideration and approval at this time
- Continue to develop the levels of service for all assets
 - An RFP was recently awarded to complete the condition assessment and AMP update for the County owned trail system.
- Develop an annual process to update the asset data and asset conditions
- Consider additional funding sources to address the infrastructure gap identified in the AMP

- Record annual energy consumption per square feet for housing

The building condition assessments and Assetic predictor software have enhanced our capital budgeting process. The data is being used to form the foundation of the 5 year capital budgets but is constrained by the available funding. If we do not address the funding constraints, over time, the level of service the County provides will be negatively impacted.

In order to address the funding deficit, the following options will need to be considered:

- Increase the annual contributions to the capital reserves
- Advocate for ongoing capital funding as part of the funding formula particularly as it relates to housing and long-term care
- Develop a financing debt financing policy and strategy

These strategies will be explored and introduced as part of the 2022 budget.

COUNTY OF HASTINGS

HASTINGS / QUINTE LONG-TERM CARE

2022 BUDGET

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
OPERATING EXPENSES	\$ 33,896,129	\$ 36,099,038	\$ 35,993,560	6.19%
REVENUE	(29,660,047)	(31,666,633)	(31,410,160)	5.90%
NET OPERATING COST	4,236,082	4,432,405	4,583,400	8.20%
CAPITAL	2,532,293	2,534,445	2,532,293	0.00%
NET COST	<u>\$ 6,768,375</u>	<u>\$ 6,966,850</u>	<u>\$ 7,115,693</u>	<u>5.13%</u>

BREAKDOWN BY FACILITY

HASTINGS MANOR	3,966,826	4,170,402	4,179,028	5.35%
CENTENNIAL MANOR	2,801,549	2,796,448	2,936,666	4.82%
	<u>\$ 6,768,375</u>	<u>\$ 6,966,850</u>	<u>\$ 7,115,694</u>	<u>5.13%</u>

MUNICIPAL PARTNERS COST SHARE RECOVERY

BELLEVILLE	3,223,588	3,234,191	3,268,753	1.40%
QUINTE WEST	1,777,437	1,871,363	1,939,228	9.10%
HASTINGS COUNTY	1,767,350	1,861,296	1,907,711	7.94%
	<u>\$ 6,768,375</u>	<u>\$ 6,966,850</u>	<u>\$ 7,115,693</u>	<u>5.13%</u>

COUNTY OF HASTINGS

EXHIBIT G

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

2022 BUDGET

<u>OPERATING EXPENDITURES</u>	<u>2021 BUDGET</u>	<u>Preliminary 2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
WAGES	\$13,416,978	\$13,826,762	\$15,141,737	12.86%
FRINGE BENEFITS	3,354,245	3,298,314	3,785,435	12.86%
HEATING, HYDRO & WATER	743,000	823,448	855,000	15.07%
<u>SUB TOTAL</u>	<u>\$17,514,223</u>	<u>\$17,948,524</u>	<u>\$19,782,172</u>	<u>12.95%</u>
ALL OTHER EXPENSES	\$3,552,340	\$3,749,070	\$3,704,596	4.29%
CONTRIBUTION TO RESERVES	0	0	0	
COVID EXPENSES	1,794,449	2,966,669	537,913	-70.02%
<u>TOTAL EXPENDITURES</u>	<u>\$22,861,011</u>	<u>\$24,664,263</u>	<u>\$24,024,681</u>	<u>5.09%</u>

REVENUE

PROVINCIAL SUBSIDY	\$12,429,213	\$12,348,636	\$12,558,758	1.04%
RESIDENT-BASIC ACCOMMODATION	4,912,909	5,169,391	5,166,396	5.16%
RESIDENT-PREF. ACCOMMODATION	1,010,830	1,049,694	1,045,957	3.48%
PROVINCIAL SUBSIDY-PHYSICIAN ON-CALL	26,196	27,138	26,196	0.00%
-COVID-19 Funding	1,794,449	2,966,668	537,913	
-RAI-MDS INITIATIVE-SUSTAINABI	133,445	132,048	133,445	0.00%
-High Needs-Nursing Per Diem	60,721	60,024	60,721	0.00%
-Medication Safety Technology		49,865	66,492	
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-BSO Funding	100,008	100,008	100,008	0.00%
-Quality Attainment Premium	33,940	33,240	33,940	0.00%
-Falls Prevention Equipment	25,296	25,296	25,296	0.00%
-Supplemental Staffing (4 hours)		181,720	1,820,052	
MISC. REVENUE (INTEREST / DONATIONS / OTHER)	6,700	57,481	8,700	29.85%
CONTRIBUTION FROM RESERVES	98,700			-100.00%
	<u>\$20,738,414</u>	<u>\$22,307,217</u>	<u>\$21,689,882</u>	<u>4.59%</u>
<u>TOTAL OPERATING</u>	<u>\$2,122,597</u>	<u>\$2,357,046</u>	<u>\$2,334,799</u>	<u>10.00%</u>

CAPITAL

CAPITAL LEVY	\$225,000	\$225,000	\$225,000	0.00%
LONG TERM DEBT COST	2,575,000	2,544,108	2,575,000	0.00%
PROVINCIAL DEBT SERVICING ALLOWANCE	-955,771	-955,752	-955,771	0.00%
<u>TOTAL CAPITAL</u>	<u>\$1,844,229</u>	<u>\$1,813,356</u>	<u>\$1,844,229</u>	<u>0.00%</u>

NET COST

	<u>\$3,966,826</u>	<u>\$4,170,402</u>	<u>\$4,179,028</u>	<u>5.35%</u>
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BASED ON 2021

APPORTIONMENT RATES

<u>DISTRIBUTION OF NET COSTS</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>Based on proportionate share of beds(Resident Days)</u>				
BELLEVILLE	\$2,758,531	\$2,769,981	\$2,770,695	66.30%
<u>Based on proportionate share of weighted assessment</u>				
QUINTE WEST	\$604,148	\$700,210	\$709,940	16.99%
HASTINGS	\$604,148	\$700,210	\$698,392	16.71%
	<u>\$3,966,827</u>	<u>\$4,170,402</u>	<u>\$4,179,028</u>	<u>100.00%</u>

HASTINGS / QUINTE L.T.C.

HASTINGS MANOR

2022 BUDGET

EXPENDITURES	2021 BUDGET	2021 ACTUAL	2022 BUDGET	%
<u>RECREATION & THERAPY SERVICES</u>				
SALARIES	\$768,785	\$722,548	\$788,157	2.52%
SALARIES - STAFFING SUPPLEMENT			\$274,315	
FRINGE BENEFITS	192,196	170,389	265,618	38.20%
PURCHASED SERVICE - PHYSIOTHERAPY	209,484	208,305	209,484	0.00%
- OTHER	1,526	1,147	19,675	
SUPPLIES-(HOBBY/CRAFTS/RECRTN)	4,900	5,524	4,900	0.00%
EQUIPMENT - REPLACEMENTS / ADDITIONS	3,370	10,953	652	-80.65%
EQUIPMENT - MAINTENANCE	1,594	1,257	1,594	0.00%
EDUCATION/TRAINING-SUPPLIES/SER	1,800	220	640	-64.44%
ATTENDANCE COSTS-TRAVEL/CONVN				
VEHICLE OPERATIONS		10,064		
OTHER EXPENSES	9,068		1,164	-87.16%
EXPENDITURE RECOVERIES		-237		
	\$1,192,723	\$1,130,170	\$1,566,199	31.31%
<u>DIETARY SERVICES</u>				
SALARIES	\$1,383,428	\$1,428,841	\$1,410,582	1.96%
FRINGE BENEFITS	345,857	341,186	352,646	1.96%
RAW FOOD	890,206	921,995	890,712	0.06%
PURCHASED SERVICES	989	891	989	0.00%
SUPPLIES	30,118	32,762	32,585	8.19%
HIGH NEEDS SUPPLIES				
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	63,652	53,746	82,558	29.70%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	2,000	667	2,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		-1,951		
	\$2,716,250	\$2,778,137	\$2,772,072	2.06%
<u>NURSING & PERSONAL CARE</u>				
SALARIES	\$9,264,657	\$9,613,833	\$9,432,419	1.81%
SALARIES - STAFFING SUPPLEMENT			\$973,775	
FRINGE BENEFITS	2,316,164	2,297,510	2,601,549	12.32%
MEDICAL DIRECTOR FEES	27,703	27,704	27,704	0.00%
PHYSICIAN ON CALL FEES	25,302	25,302	25,302	0.00%
PURCHASED SERVICES	25,790	30,845	99,009	283.90%
MEDICAL & NURSING SUPPLIES	65,000	70,214	65,000	0.00%
HIGH NEEDS SUPPLIES	58,177	58,252	58,177	0.00%
INCONTINENT SUPPLIES	126,860	148,096	126,860	0.00%
EQUIPMENT - NEW	18,632	8,427	30,655	64.53%
EQUIPMENT - REPLACEMENTS	89,156	101,359	61,713	-30.78%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	5,650	990	7,150	26.55%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		-25,000		
	\$12,023,091	\$12,357,532	\$13,509,313	12.36%

HASTINGS / QUINTE L.T.C.

HASTINGS MANOR

2022 BUDGET

<u>EXPENDITURES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>HOUSEKEEPING SERVICES</u>				
SALARIES	\$1,098,761	\$1,141,859	\$1,200,688	9.28%
FRINGE BENEFITS	274,690	269,664	300,172	9.28%
PURCHASED SERVICES	8,943	6,960	8,943	0.00%
SUPPLIES	73,025	46,318	76,916	5.33%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	8,805	4,416	8,822	0.19%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SER	1,000		1,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		-2,401		
	\$1,465,224	\$1,466,816	\$1,596,541	8.96%
<u>LAUNDRY & LINEN SERVICES</u>				
SALARIES	\$133,556	\$139,794	\$267,367	100.19%
FRINGE BENEFITS	33,389	33,386	66,842	100.19%
REPLACEMENT UNIFORMS				
PURCHASED SERVICES	200		200	0.00%
INCONTINENCE SUPPLIES				
LAUNDRY SUPPLIES	13,961	13,850	14,209	1.78%
EQUIPMENT - NEW				
EQUIPMENT - REPLACEMENTS	21,884	14,935	40,174	83.58%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	37,876	37,776	40,192	6.11%
EDUCATION/TRAINING-SUPPLIES/SER				
ATTENDANCE COSTS-TRAVEL/CONVN				
OTHER EXPENSES				
EXPENDITURE RECOVERIES				
	\$240,866	\$239,741	\$428,984	78.10%
<u>GENERAL & ADMINISTRATIVE</u>				
SALARIES	\$478,179	\$499,970	\$500,202	4.61%
FRINGE BENEFITS	119,545	119,337	125,051	4.61%
ADVERTISING	5,200	839	4,030	-22.50%
PURCHASED SERVICES	74,639	121,711	124,920	67.37%
COMMITTEE FEES	2,800	4,661	9,700	246.43%
COMMON COSTS	768,800	768,800	813,300	5.79%
HARDWARE/SOFTWARE INTERDEPT CHARGES	30,100	30,100	34,500	14.62%
BAD DEBT EXPENSE				
AUDIT FEES	9,600	7,686	9,780	1.88%
LEGAL FEES	40,000	44,536	40,000	0.00%
POSTAGE	4,643	4,155	4,730	1.87%
PRINTING & STATIONERY	14,000	16,850	15,000	7.14%
EQUIPMENT - NEW	9,320	1,062	5,000	-46.35%
EQUIPMENT - REPLACEMENTS	6,187	3,204	5,000	-19.19%
EQUIPMENT - MAINTENANCE				
VEHICLE MAINTENANCE / OPERATIONS				
CONTRIBUTION TO RESERVE - WSIB / INSURANCE		9,329		
ASSOCIATION MEMBERSHIPS	19,234	16,388	23,776	23.61%
EDUCATION/TRAINING-SUPPLIES/SER	20,000	4,358	12,000	-40.00%
ATTENDANCE COSTS-TRAVEL/CONVN	5,480	6,651	16,000	191.97%
RECRUITMENT PROGRAM		175,122		
OTHER EXPENSES	11,754	11,069	10,754	-8.51%
BANK CHARGES	2,000	108	2,000	0.00%
EXPENDITURE RECOVERIES				
INSURANCE CLAIM EXPENSE		25,000		
UNIT TOTAL	\$1,621,481	\$1,870,936	\$1,755,743	8.28%

HASTINGS / QUINTE L.T.C.

HASTINGS MANOR

2022 BUDGET

<u>EXPENDITURES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>BUILDING/FACILITY SERVICES</u>				
SALARIES	\$289,612	\$279,917	\$294,232	1.60%
FRINGE BENEFITS	72,403	66,842	73,558	1.60%
SERVICE CONTRACTS	273,000	214,488	271,425	-0.58%
EQUIPMENT - NEW	9,046	4,370	9,046	0.00%
EQUIPMENT - REPLACEMENTS	70,200	4,178	70,199	0.00%
EQUIPMENT - MAINTENANCE	64,186	88,944	64,186	0.00%
VEHICLE OPERATIONS	4,070	201		-100.00%
BUILDING REPAIRS & MAINTENANCE	164,500	249,722	103,361	-37.17%
EDUCATION/TRAINING-SUPPLIES/SER		167		
ATTENDANCE COSTS-TRAVEL/CONVN				
HEATING	185,000	213,987	230,000	24.32%
OTHER UTILITIES	558,000	609,461	625,000	12.01%
INSURANCE	141,800	135,315	141,800	0.00%
TELEPHONE	26,010	24,056	26,010	0.00%
TAXES				
CONSULTING / ARCHITECT FEES				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	-50,900	-37,386	-50,900	0.00%
	\$1,806,927	\$1,854,262	\$1,857,917	2.82%
<u>COVID EXPENSES</u>				
SALARIES	\$1,013,910	\$2,270,595	\$509,699	
FRINGE BENEFITS	253,478	354,129		
STAFF ACCOMMODATIONS				
EQUIPMENT - MEDICAL	7,510	6,382		
EQUIPMENT - IT				
EQUIPMENT - OTHER	118,392	5,431		
CLEANING SUPPLIES	13,903	35,095	28,214	
SUPPLIES PPE	387,256	161,822		
OTHER EXPENSES		133,215		
	1,794,449	2,966,669	537,913	-70.02%
TOTAL OPERATING EXPENDITURES	\$22,861,011	\$24,664,263	\$24,024,681	5.09%

COUNTY OF HASTINGS

EXHIBIT H

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

2022 BUDGET

OPERATING

<u>EXPENDITURES</u>	<u>2021 BUDGET</u>	<u>Preliminary 2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
WAGES	\$6,499,201	\$6,654,158	\$7,348,159	13.06%
FRINGE BENEFITS	1,494,816	1,475,357	1,690,077	13.06%
HEATING, HYDRO & WATER	307,250	326,166	333,750	8.62%
SUB TOTAL	\$8,301,267	\$8,455,681	\$9,371,986	12.90%
ALL OTHER EXPENSES	\$2,099,071	\$2,049,817	\$2,148,474	2.35%
CONTRIBUTION TO RESERVES	0	8,405	0	
COVID COSTS	634,780	920,872	448,420	
TOTAL EXPENDITURES	\$11,035,118	\$11,434,775	\$11,968,879	8.46%
REVENUE				
PROVINCIAL SUBSIDY	\$5,435,760	\$5,516,597	\$5,428,714	-0.13%
RESIDENT-BASIC ACCOMMODATION	2,137,820	2,142,217	2,143,389	0.26%
RESIDENT-PREF. ACCOMMODATION	350,000	350,306	333,264	-4.78%
PROVINCIAL SUBSIDY -Physician on Call	15,528	16,090	15,528	0.00%
-COVID-19 Funding	634,780	920,872	448,420	-29.36%
-RAI MDS Initiative-Sustainability	58,020	57,408	58,020	0.00%
-Quality Attainment Premium	14,757	14,448	14,757	0.00%
-Falls Prevention Equipment	11,004	11,004	11,004	0.00%
-High Needs Nursing	26,400	26,100	26,400	0.00%
-Medication Safety Technology		21,681	28,908	
-Direct Care Staffing	106,008	106,008	106,008	0.00%
-Nurse Practitioner	122,856	122,856	122,856	0.00%
-Supplemental Staffing			975,810	
MISC. REVENUE (RENT / OTHER)	8,700	46,129	7,200	-17.24%
RECRUITMENT PROGRAM		7,700		
TOTAL REVENUE	\$8,921,633	\$9,359,416	\$9,720,278	8.95%
TOTAL OPERATING	\$2,113,485	\$2,075,359	\$2,248,601	6.39%
CAPITAL				
CAPITAL LEVY	\$120,324	\$191,962	\$451,034	274.85%
LONG TERM DEBT COST	984,426	944,675	410,178	-58.33%
PROVINCIAL DEBT SERVICING ALLOWANCE	-416,686	-415,548	-173,147	-58.45%
TOTAL CAPITAL	\$688,064	\$721,089	\$688,064	0.00%
NET COST	\$2,801,549	\$2,796,448	\$2,936,666	4.82%
DISTRIBUTION OF NET COSTS	2021 BUDGET	2021 ACTUAL	2022 BUDGET	%
HASTINGS COUNTY	\$1,163,203	\$1,161,085	\$1,209,319	41.18%
QUINTE WEST	\$1,173,289	\$1,171,152	\$1,229,288	41.86%
BELLEVILLE - (THURLOW / QUINTE WEST ANNEX)	\$465,057	\$464,210	\$498,058	16.96%
TOTALS	\$2,801,549	\$2,796,448	\$2,936,665	100.00%

HASTINGS / QUINTE L.T.C.
CENTENNIAL MANOR
2022 BUDGET

EXPENDITURES	2021 BUDGET	2021 ACTUAL	2022 BUDGET	%
<u>RECREATION & THERAPY SERVICES</u>				
SALARIES	\$381,550	\$417,365	\$389,840	2.17%
SALARIES - STAFFING SUPPLEMENT			\$50,063	
FRINGE BENEFITS	87,757	92,555	101,178	15.29%
PURCHASED SERVICE - PHYSIOTHERAPY	91,080	92,163	91,080	0.00%
- OTHER	4,965	3,241	5,090	
DIETITIAN SERVICES	300	443	600	100.00%
SUPPLIES-(HOBBY/CRAFTS/RECRTN)	1,700	566	1,700	0.00%
EQUIPMENT - NEW		285		
EQUIPMENT - REPLACEMENTS	1,750	899	1,900	8.57%
EQUIPMENT - MAINTENANCE	100		100	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	1,000	420	1,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.	1,600	120	1,600	0.00%
VEHICLE OPERATIONS	1,000	340	2,000	100.00%
CLOTHING				
OTHER EXPENSES		60		
EXPENDITURE RECOVERIES		-2,779		
UNIT TOTAL	\$572,802	\$605,678	\$646,151	12.81%
<u>DIETARY SERVICES</u>				
SALARIES	\$627,070	\$640,383	\$637,652	1.69%
FRINGE BENEFITS	144,226	142,073	146,660	1.69%
RAW FOOD	419,062	474,657	419,062	0.00%
PURCHASED SERVICES	825	1,236	825	0.00%
SUPPLIES	19,731	17,868	19,731	0.00%
HINF PER DIEM SUPPLIES				
EQUIPMENT - NEW	0			
EQUIPMENT/DISHES-REPLACEMENTS	25,888	14,555	26,130	0.93%
EQUIPMENT - MAINTENANCE	600		600	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	1,500	725	1,500	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	-84,000	-80,991	-84,000	0.00%
UNIT TOTAL	\$1,154,902	\$1,210,506	\$1,168,160	1.15%
<u>NURSING & PERSONAL CARE</u>				
SALARIES	\$4,317,244	\$4,403,404	\$4,489,306	3.99%
SALARIES - STAFFING SUPPLEMENT			\$523,806	
FRINGE BENEFITS	992,966	976,919	1,153,016	16.12%
NURSE PRACTITIONER	122,853	51,040	122,853	0.00%
MEDICAL DIRECTOR	12,405	11,235	12,405	0.00%
PHYSICIAN ON CALL FEES	14,755	14,319	14,755	0.00%
PURCHASED SERVICES	11,702	14,819	18,339	56.72%
MEDICAL & NURSING SUPPLIES	27,810	44,367	30,000	7.87%
HIGH NEEDS SUPPLIES-PER DIEM	10,232	2,679	10,232	0.00%
HIGH NEEDS SUPPLIES-CLAIMS BASED	20,000	6,314	20,000	0.00%
INCONTINENT SUPPLIES	56,852	47,345	56,852	0.00%
EQUIPMENT - NEW	2,750		31,886	1059.49%
EQUIPMENT - REPLACEMENTS	16,335	25,180	16,235	-0.61%
EQUIPMENT - MAINTENANCE	550	997	550	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV	7,000	1,805	7,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES		48		
EXPENDITURE RECOVERIES		-21,898	-6,600	
UNIT TOTAL	\$5,613,454	\$5,578,573	\$6,500,635	15.80%

HASTINGS / QUINTE L.T.C.
CENTENNIAL MANOR
2022 BUDGET

EXPENDITURES	2021 BUDGET	2021 ACTUAL	2022 BUDGET	%
<u>HOUSEKEEPING SERVICES</u>				
SALARIES	\$357,591	\$475,214	\$411,920	15.19%
FRINGE BENEFITS	82,246	105,001	94,742	15.19%
PURCHASED SERVICES	4,500		4,500	0.00%
SUPPLIES	33,157	43,989	37,453	12.96%
EQUIPMENT - NEW	711	1,259		-100.00%
EQUIPMENT - REPLACEMENTS	17,078	16,911	11,250	-34.13%
EQUIPMENT - MAINTENANCE				
EDUCATION/TRAINING-SUPPLIES/SERV		19		
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES		-422		
UNIT TOTAL	\$495,283	\$641,971	\$559,865	13.04%
<u>LAUNDRY & LINEN SERVICE</u>				
SALARIES	\$208,100	\$109,636	\$211,152	1.47%
FRINGE BENEFITS	47,863	24,298	48,565	1.47%
PURCHASED SERVICES				
INCONTINENT SUPPLIES				
LAUNDRY SUPPLIES	5,630	12,323	6,060	7.64%
EQUIPMENT - NEW	965		2,261	134.30%
EQUIPMENT - REPLACEMENTS	9,286	9,422	9,285	-0.01%
EQUIPMENT - MAINTENANCE				
LINEN REPLACEMENT	19,085	9,768	19,085	0.00%
EDUCATION/TRAINING-SUPPLIES/SERV				
ATTENDANCE COSTS-TRAVEL/CONVNT.				
OTHER EXPENSES				
EXPENDITURE RECOVERIES	-51,265	-50,966	-51,265	0.00%
UNIT TOTAL	\$239,664	\$114,481	\$245,143	2.29%
<u>GENERAL & ADMINISTRATIVE</u>				
SALARIES	\$401,288	\$403,485	\$407,450	1.54%
FRINGE BENEFITS	92,296	89,224	93,714	1.54%
ADVERTISING	2,500	7,797	2,500	0.00%
PURCHASE OF SERVICE	60,870	72,395	65,125	6.99%
COMMITTEE FEES	2,900	4,661	2,900	0.00%
COMMON COSTS	510,400	510,400	519,800	1.84%
INSURANCE CLAIMS EXPENSE	1,350	851	1,350	0.00%
INTERDEPARTMENT HARDWARE/SOFTWARE CHARGES	22,600	22,600	22,600	0.00%
AUDIT FEES	4,800	3,745	4,730	-1.46%
LEGAL FEES	32,500	87,319	32,500	0.00%
POSTAGE	2,750	955	2,750	0.00%
PRINTING & STATIONERY	13,300	14,868	13,300	0.00%
EQUIPMENT - REPLACEMENTS	25,270	14,953	14,560	-42.38%
EQUIPMENT - NEW		11,284		
CONTRIBUTION TO RESERVES-WSIB		8,405		
-CAPITAL				
ASSOCIATION MEMBERSHIPS	11,767	13,188	12,150	3.25%
EDUCATION/TRAINING-SUPPLIES/SERV	12,000	2,622	12,000	0.00%
ATTENDANCE COSTS-TRAVEL/CONVNT.	9,000	290	9,000	0.00%
RECRUITMENT PROGRAM COSTS		9,127		
OTHER EXPENSES	10,000	6,236	8,000	-20.00%
BANK INTEREST CHARGES	800	561	800	0.00%
EXPENDITURE RECOVERIES		-5,800		
UNIT TOTAL	\$1,216,391	\$1,279,166	\$1,225,229	0.73%

HASTINGS / QUINTE L.T.C.
CENTENNIAL MANOR
2022 BUDGET

<u>EXPENDITURES</u>	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>%</u>
<u>BUILDING / FACILITY SERVICES</u>				
SALARIES	\$206,358	\$204,671	\$226,970	9.99%
FRINGE BENEFITS	47,462	45,287	52,203	9.99%
PURCHASED SERVICE- Interdepartmental Rent From NHPB	220,665	220,665	261,715	18.60%
- Interdepartmental Charges Offset to NHPB	-88,990	-88,900	-90,475	1.67%
-Service Contracts	180,000	192,352	180,000	0.00%
EQUIPMENT - NEW	25,034	36,086	22,316	-10.86%
EQUIPMENT - One Time Ministry Funded Purchases				
EQUIPMENT - REPLACEMENTS	62,941	38,633	76,378	21.35%
EQUIPMENT - MAINTENANCE	49,360	57,210	52,412	6.18%
BUILDING REPAIRS & MAINTENANCE	93,450	75,894	67,692	-27.56%
EDUCATION/TRAINING-SUPPLIES/SERV	1,272		877	-31.05%
ATTENDANCE COSTS-TRAVEL/CONVNT.		211		
ELECTRICITY	135,000	129,383	135,000	0.00%
GAS-PROPANE	125,000	159,946	160,000	28.00%
WATER & SEWER	47,250	36,837	38,750	-17.99%
INSURANCE PREMIUM	51,300	48,954	53,200	3.70%
INSURANCE CLAIM / DEDUCTIBLE				
TELEPHONE	21,240	24,239	27,240	28.25%
OTHER EXPENSES	3,000	3,456	11,000	266.67%
EXPENDITURE RECOVERIES	-72,500	-101,396	-100,000	37.93%
UNIT TOTAL	\$1,107,842	\$1,083,528	\$1,175,278	6.09%
<u>COVID EXPENSES</u>				
SALARIES	408,000	715,263	301,220	
FRINGE BENEFITS	93,840	93,112	69,280	-26.17%
EQUIPMENT - MEDICAL		260		
EQUIPMENT - IT				
EQUIPMENT - OTHER	77,940	49,326	77,920	-0.03%
CLEANING SUPPLIES		533		
SUPPLIES PPE	40,000	26,374		-100.00%
OTHER EXPENSES	15,000	36,004		-100.00%
UNIT TOTAL	\$634,780	\$920,872	\$448,420	
TOTAL OPERATING EXPENDITURES	11,035,118	11,434,775	11,968,879	8.46%

Hastings Manor 2022 Capital Budget

Project: Tub Replacement & Tub Room Makeover

Budget Amount: \$52,000.00

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

Project: Serveries Countertop Replacements

Budget Amount: \$80,000.00

Justification: The countertops in the eight serveries are cracked and need to be replaced. One-time Provincial funding has been made available for this project.

Project: Hallway Painting

Budget Amount: \$80,000.00

Justification: Now that the handrails and wall protection have been completed on the 5th floor of the Home, it is planned to paint the balance of the hallway walls to give the area a fresh new appearance. The plan is to continue to repaint the hallways 1 floor each year. The resident rooms are repainted and updated as needed prior to a new resident moving in.

Project: Resident Room Floor Replacement

Budget Amount: \$50,000.00

Justification: The resident room floors are original to the building and in need of replacement. A plan has been developed to replace these tile floors as resident rooms become vacant over the next 5 years.

Project: Power Factor Capacitor Bank Replacement

Budget Amount: \$25,000.00

Justification: The power factor capacitor bank at Hastings Manor was inspected and found to be failing. The power factor has dropped below an acceptable level and as a result the Manor is consuming more hydro than should be normally required for our operations. The replacement of this unit will result in a lower peak load draw and a corresponding energy cost saving.

HASTINGS MANOR 2022 CAPITAL EXPENDITURE PLAN

Project	2022 Projects	Justification/ Comments	Priority Level
Hand rails and wall protection - carryforward	237,280		P1
Building Automation System - carryforward	195,000	The system is unsupported, obsolete and parts are scarce	P1
Generator & Fuel Storage Upgrades - carryforward	160,000		P1
Tube replacements & tub room makeover	52,000		P1
Resident Services Room Counter Replacement	80,000		P2
Hallway Painting	80,000		P2
Resident Room Floor Replacements	50,000		P2
Replace Power Factor Correction Banks	25,000		P2
Total	879,280		
2021 Capital Budget			
	\$ 644,280	P1 - Legislated/mandate, health & safety, operational failure	
	\$ 235,000	P2 - Lifecycle management, efficiency/cost reduction if completed	
	\$ -	P3 - Lifecycle replacement, scheduled replacement	
	<u>\$ 879,280</u>	P4 - Service Enhancement	

RESERVE

Opening Reserve	150,729	
2022 Contribution	225,000	
Grants / Donations	0	
Infection Prevention Control Minor Capital	80,000	
Debt Financing	355,000	Building Automation System & Generator
Current Year Capital Projects	<u>(879,280)</u>	
Closing Reserves	<u>(68,551)</u>	

Hastings Manor Capital Budget
Multi-Year Forecast

Project	2023	2024	2025	2026	2027	Priority Level
Tub replacements & Tub room makeover	52,000	52,000	52,000		52,000	P1
Door Security Alarm Upgrade/Replacement	60,000					P1
Resident Room Floor Replacements **	100,000	100,000	100,000	100,000	100,000	P2
Wall Bumper Rail Protection **	235,000					P2
Carpet replacement Offices, Library & Hallways **	100,000					P2
Hallway Painting	80,000	80,000	80,000	80,000	80,000	P2
Roof	400,000					P3
Air Make Up unit	150,000		150,000	150,000	150,000	P3
Tree Planting**	40,000					P3
Public Wifi; hardware	76,000					P4
Driveway Repairs/Repaving		258,000				P3
Replace smoke Detectors			50,000			P1
Replace Main Fire Alarm Panel			20,000			P1
Replace Ceiling Tile As Needed			384,000			P3
Sidewalk Repair/Replacement			22,000			P3
Kitchen Refurbishment				80,000		P3
LED Lighting Retrofits					800,000	P2
Building Caulking					125,000	P3
Replace 4 Boilers					470,000	P3
Parking Lot & Ramp Repair					42,000	P3
Parking Lot & Exterior Lighting Replacement					125,000	P3
\$ 1,293,000	\$ 490,000	\$ 858,000	\$ 410,000	\$ 1,944,000		

** Deferred from 2021

Opening Reserve	(68,551)	(836,551)	173,449	815,449	1,905,449	*Debt retired as of Sept 2023; savings of \$115,000/month
Contribution	525,000	1,500,000	1,500,000	1,500,000	1,500,000	
Grants	(1,293,000)	(490,000)	(858,000)	(410,000)	(1,944,000)	
Expenditures	(836,551)	173,449	815,449	1,905,449	1,461,449	

Centennial Manor 2022 Capital Budget

Project: Tunnel Waterproofing

Budget Amount: \$200,000.00

Justification: Water leaks have been detected in the underground service tunnel joining Centennial Manor and the North Hastings Professional Building. An engineering review will be conducted of the area and it is anticipated that it will be necessary to expose and waterproof the exterior surface of the tunnel.

Project: Balcony Floor Replacements

Budget Amount: \$50,000.00

Justification: The existing plywood surface on the balcony decks are showing signs of rot and need repair. This project will remove the existing wooden surface and replace it with pressure treated plywood covered by a waterproof membrane.

Project: Resident Rooms Floor Replacement

Budget Amount: \$40,000.00

Justification: The resident room floors are original to the Manor and in need of replacement. A plan has been developed to replace these floors as resident rooms become vacant over the next 5 years.

Project: LED Lighting Upgrades

Budget Amount: \$150,000.00

Justification: Over the past few years, the Home has been upgrading and replacing lighting with LED fixtures. This project will replace the balance of the hallway lights with energy efficient LED lights.

Project: Resident Rooms Toilet Replacements

Budget Amount: \$45,000.00

Justification: The resident room toilets are original to the Manor and replacement parts are no longer available. This project will allow for several toilets to be replaced each year as resident rooms become vacant.

Project: Resident Shower Room Upgrade

Budget Amount: \$25,000.00

Justification: For the past few years the Home has been replacing 1 of the Arjo resident bathtubs and renovating the tub room. This project will continue and focus on shower unit replacements.

CENTENNIAL MANOR 2022 CAPITAL EXPENDITURE PLAN

Project	2022 Projects	Justification/ Comments	Priority Level
Air Conditioning - Carryforward	\$ 225,500		P1
Tunnel Waterproofing ****	200,000		P1
Balcony Floor Replacements *****	50,000		P1
Resident Room tile Floor Replacement	40,000		P1
LED Lighting Upgrades	150,000	Project will only proceed with 50% funding	P2
Resident Rooms Toilet Replacements	45,000		P2
Resident Park Enhancement - carryforward	25,000		P2
Resident Shower Room Upgrade	25,000	Part of tub replacement budget	P3
Total	\$ 760,500		
2022 Capital Budget			
	515,500	P1 - Legislated/mandate, Health & Safety, operational failure	
	195,000	P2 - Lifecycle Management; cost reduction if completed	
	50,000	P3 - Lifecycle Replacement, Scheduled End of Life	
	-	P4 - Service Enhancement	
	\$ 760,500		

RESERVE

Opening Reserve	410,602
2022 Contribution	395,324
Grants / Donations: ICIP application/ 50% LED	257,885
Debt Financing	
Current Year Capital Projects	(760,500)
Closing Reserves	<u>303,311</u>

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

Project	2023	2024	2025	2026	2027	Priority
Flooring Repair and Replacement	40,000	40,000	40,000	40,000	40,000	P1
Portable Lifts X2	28,000		28,000			P1
Resident Shower Room Upgrade	25,000	25,000	25,000			P1
Replace Sprinkler System Pump	12,000					P1
***Resident Park Enhancement	300,000					P2
Toilet Replacements	45,000	45,000	45,000	45,000	45,000	P2
10 Resident Beds & Mattress	20,000		20,000			P2
Ceiling Tile Replacement	108,000					P3
Kitchenette Refurbishment	90,000					P3
Public Wifi; hardware	37,000					P4
***Screening Glanmire Sunroom porch	30,000					P4
Parking Lot Paving		312,000				P3
Resident Wing Washer & Dryers		10,000				P3
Replace Fire Alarm System			40,000			P1
Upgrade Exit Signage & Lighting			20,000			P1
Tub Replacement			35,000			P2
Freight Elevator Refurbishment			115,000			P3
NHPB Roof Replacement				322,000		P3
Kitchen Refurbishment					50,000	P2
Eavetrough & Downspouts					50,000	P3
	\$ 695,000	\$ 392,000	\$ 328,000	\$ 367,000	\$ 95,000	
Opening Reserve	303,311	276,911	553,511	894,111	1,195,711	
Contribution	668,600	668,600	668,600	668,600	668,600	
Grants						
Expenditures	(695,000)	(392,000)	(328,000)	(367,000)	(95,000)	
Closing Reserve	276,911	553,511	894,111	1,195,711	1,769,311	

From: [Mayor Panciuk](#)
To: [Hinze, Carol](#); [Bovay, Rod](#)
Subject: Fw: MPAC: 2022 Provincial Municipal Levy Announcement
Date: Monday, October 18, 2021 12:19:57 PM

No new increases again this year from MPAC.

FYI,

Mayor Mitch Panciuk
Head of Council and CEO
Corporation of the City of Belleville
City Hall, 169 Front Street
Belleville, ON
K8N 2Y8

613-967-3267

Follow me @mitchpanciuk

From: Nicole McNeill <Nicole.Mcneill@mpac.ca>
Sent: Monday, October 18, 2021 12:16 PM
To: Mayor Panciuk
Subject: MPAC: 2022 Provincial Municipal Levy Announcement

CAUTION: This email is **NOT** from the city of Belleville. Do **NOT** click links or open attachments unless you recognize the sender and know the content is safe!

Good afternoon Mayor Panciuk,

As the pandemic continues, the work of municipalities to keep our communities safe and healthy is as important as ever. We recognize that pandemic management and recovery is the foremost priority for the coming year, and at MPAC we've been working throughout 2021 to do everything we can to support our municipal partners.

During this time of uncertainty, we have continued our work to control MPAC's budget. We have also been working diligently to capture new assessment, which will bolster municipal revenues.

Controlling costs: 2022 provincial municipal levy

In recognition of the ongoing challenges of the pandemic, MPAC's Board of Directors approved the 2022 operating budget with a total municipal levy increase of 0%. This is the second year in a row with no increase in the levy.

MPAC has been working hard to control expenses. Despite increases to collectively bargained labour costs, we have managed costs in other areas, and have been able to apply savings from 2021 to maintain the budget at the current level. As always, the individual levy amount for municipal billing partners is determined by a formula based on our total costs, as well as the assessment base and number of properties within each municipality.

MPAC remains committed to ensuring its services are delivered efficiently. As Ontario continues to move toward a pandemic exit it is expected that additional revenue from levies will be needed to support MPAC's operations in upcoming years. However, MPAC is committed to providing cost stability to

municipalities by carefully managing the level of future increases.

Municipal billing partners can expect to receive more details about their individual 2022 levy in early December. Municipalities can contact their Account Manager with inquiries in the interim.

Supporting pandemic recovery: capturing new assessment

We know that funding from new construction, additions and renovations provides a critical stream of new revenue for municipalities. We also know that as Ontarians were urged to “stay home” to limit the spread of COVID-19, many saw an opportunity to improve their homes. MPAC data shows that in 2020, residential building permits for home improvements jumped by 15% compared to the year before.

The pandemic has presented challenges to MPAC’s efforts to capture this new assessment. However, by working with our municipal partners on innovations such as sharing electronic building plans, we have been able to continue capturing the value of Ontarians’ home improvements.

While the pandemic continues, there is much to be optimistic about—COVID-19 vaccines are an incredible tool that are putting us on the path to the post-pandemic future. As we go down that path, MPAC will continue to adapt as the situation changes, while providing the services that you rely on.

Thank you for your work to guide our communities through a period of incredible challenges.

Alan Spacek

Chair, MPAC Board of Directors

Nicole McNeill

President and Chief Administrative Officer, MPAC



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

February 24, 2022

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: 2022 Health Unit Budget and Municipal Levy Assessment

The Board of Health for Hastings Prince Edward Public Health approved the 2022 Budget in December, 2021.

In accordance with Section 72(5) of the *Health Protection and Promotion Act*, notice is hereby provided that the 2022 Budget for the Board of Health is set at \$15,774,785 for Ministry of Health cost shared programs. This includes anticipated one-time revenues from the Ministry for Covid-19 extraordinary costs.

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 2022, the municipal levy has been increased by 1.5% over the previous year and up to \$300,000 will be transferred from operating reserves if required. A Summary of Municipal Funding is attached for your information and reference.

Based on the 2016 Statistics Canada population figures, your share of the 2022 levy is \$1,116,067. Invoices will follow 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,

A handwritten signature in black ink that reads "Valerie R. Dunham".

Valerie R. Dunham
Director of Corporate Services/Associate CEO

VRD

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

**HASTINGS PRINCE EDWARD PUBLIC HEALTH
2022 - Calculation of Municipal Levy**

*Municipal levy for 2022 includes a 1.5% increase as approved by the Board of Health on December 1, 2021.
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 up to \$300,000 from operating reserves if required. One-time grants anticipated from Ministry to offset extraordinary Covid-19 costs.*

Contributing Municipalities	2021 Levy			2022 - Using 2016 Census Data				
	Population	% of Total	Levy	Population	% of Total	2022 Levy	\$ Change	% Change
City of Belleville	158,667	100.00%	3,439,788	158,667	100.00%	3,491,385	51,597	1.5%
City of Quinte West	50,720	32.0%	1,099,574	50,720	32.0%	1,116,067	16,494	1.5%
Hastings County	43,577	27.5%	944,718	43,577	27.5%	958,889	14,171	1.5%
Prince Edward County	39,630	25.0%	859,150	39,630	25.0%	872,038	12,887	1.5%
TOTAL	24,740	15.6%	536,346	24,740	15.6%	544,391	8,045	1.5%
			3,439,788			3,491,385		

Quarterly Invoice calculations	2022				Total 2022
	Q1	Q2	Q3	Q4	
City of Belleville (BELL001)	279,067	279,000	279,000	279,000	1,116,067
City of Quinte West (CQWE001)	238,889	240,000	240,000	240,000	958,889
Hastings County (HAST001)	218,038	218,000	218,000	218,000	872,038
Prince Edward County (CPED001)	136,391	136,000	136,000	136,000	544,391
	3,491,385				3,491,385



HASTINGS PRINCE EDWARD
Public Health

2022 BUDGET PACKAGE

For Board Approval December 1, 2021

2022 BUDGET- Executive Summary**For Board Approval December 1, 2021**

As plans for the 2022 budget evolved, several factors were considered that greatly influenced the approach and finalization of the budget presentation.

Strategic Directions - In October 2021, strategic directions for a Recovery Plan for HPEPH were endorsed by the Board of Health. Key directions included the recovery, rebuilding and re-imagining of public health programs, the optimal use of human and financial resources and developing a comprehensive information technology and communications strategy.

Recovery of Services - The budget presented assumes a gradual recovery of most programs during the 2022 fiscal year focusing on priority services identified by the Ministry, critical operations such as inspections and imminent health threats, and the reopening of established programs with particular focus on equity and priority populations. In some cases, services may continue to be adapted to a virtual format for efficiency and to ensure health and safety during the continued uncertainty of the pandemic.

COVID-19 – The pandemic response will continue as a priority service area in 2022 with emphasis on case and contact management and an immunization program that will provide children, aged five to 11, with the COVID-19 vaccine as well as booster shots for specific populations. In addition, the "catch up" of outstanding immunizations for school-aged children and babies that were not completed in 2020 and 2021 will be a priority. These two key areas of the budget are presented as COVID-19 extraordinary costs with a total cost of approximately \$1.5 million. The Ministry of Health has confirmed continued support in 2022 for these expenses.

Key Revenue Highlights and Assumptions:

- Revenues from the provincial ministries and federal agencies are anticipated to be consistent with the level of funding received in 2021. It is important to note that mitigation funding from the Ministry of Health continues in 2022 in the amount of \$1.1 million.
- Contract funding for the eight school focused nurses that work in our Healthy Schools Program concludes on July 31, 2022. These nursing positions have been invaluable in meeting the COVID-19 demands in local schools.
- Funding for COVID-19 extraordinary costs in 2022 is anticipated to be \$1.5 million, which is similar to the level of expenses in 2021. Assumptions for this funding include the creation of a dedicated team to respond to COVID-19 cases throughout the year and provide case and contact management work. If cases escalate, recovery efforts will be decreased, and staff will be redeployed to COVID-19 activities. This funding will also include a team of nurses to provide the continued vaccine roll out for COVID-19 and do catch up immunizations throughout the community.
- Municipal levies will be increased by 1.5% for the 2022 fiscal year. In addition, the budget assumes a transfer from municipal reserves in the amount of \$300,000. These increases will ensure that staffing levels are maintained, and recovery plans can be implemented.

Key Expenditure Highlights and Assumptions:

- Significant staffing changes have been implemented in 2021 and redeployments will continue well into 2022 to address COVID-19 demands. A key driver in the development of this budget is to ensure a sufficient level of staffing for COVID response and ensure the availability of staff to gradually return to recovery efforts and regular service delivery. Although many changes have been made throughout the year, a net increase of three Full Time Equivalents (FTEs) has been included in this budget bringing the total staff complement to 148 FTEs. This is a 15 per cent increase since the beginning of 2020.
- The negotiated economic increase of 1.5 per cent is built into salary costs
- Overtime and standby costs are projected to be considerably less than in 2021, which will result in lower staffing costs than what was incurred in 2021.
- Employee benefits have increased due to the total number of FTEs and ongoing maternity leave costs. Increases were offset by an overall reduction in group benefit costs by 7.6 per cent.
- Staff training has been increased significantly to provide a comprehensive leadership development course to management and invest in the professional development of staff as we return to traditional public health services. Many staff have been hired since 2020 and have never worked in their home position.
- Capital expenditures represents planned investments in IT equipment that will be leased over a period of time.
- Variances in discretionary costs reflect the differences between programming in 2021 that was primarily vaccine rollout versus 2022 that will offer a broader spectrum of services delivered.
- The transfer to capital/operating funds represents the annual transfer of funds to the building reserve for future maintenance and development.

Throughout 2022, we will continue to work closely with the Board of Health to implement our recovery plan, address COVID-19 demands and plan proactively for future budgets.

HASTINGS PRINCE EDWARD PUBLIC HEALTH
2021 Actuals & 2022 Proposed BUDGET
For Board Approval on December 1, 2021

	2021 Forecast Actuals	2021 Board of Health Approved Budget	2021 Variance Budget vs Actual	2022 Proposed Budget	Variance (2022 Proposed Budget vs 2021 Approved Budget)	% Variance
REVENUES						
1 Ministry of Health						
a) Mandatory Programs - Cost shared	9,204,700	9,204,700	-	9,204,700	-	0%
b) 100% Programs - Seniors Dental Program	931,300	931,300	-	931,300	-	0%
c) Annual Grants and one-time grants	937,527	701,500	236,027	623,400	(78,100)	-11%
d) Mitigation Funding	1,120,000	1,120,000	-	1,120,000	-	0%
e) COVID-19 Extraordinary Funding	1,594,000	1,560,000	34,000	1,520,000	(40,000)	-3%
2 Municipal Levy	3,439,788	3,439,788	-	3,491,385	51,597	1.5%
3 Ministry of Children, Community & Social Services	1,179,801	1,160,543	19,258	1,160,543	-	0%
4 Public Health Agency of Canada	107,510	89,988	17,522	89,988	-	0%
5 Health Canada	53,667	39,000	14,667	39,000	-	0%
6 Expenditure Recoveries	32,299	98,000	(65,701)	138,700	40,700	42%
7 Transfer from Municipal Reserves		237,181	(237,181)	300,000	62,819	0%
TOTAL REVENUES	18,600,591	18,582,000	18,591	18,619,016	37,016	0.2%
EXPENSES						
1 Salaries & Wages	12,019,670	12,078,000	(58,330)	11,895,016	(182,984)	-1.5%
2 Employee Benefits	2,970,489	3,100,000	(129,511)	3,210,000	110,000	3.5%
3 Staff Training	54,412	120,000	(65,588)	159,000	39,000	32.5%
4 Travel Expenses	129,431	214,000	(84,569)	178,000	(36,000)	-16.8%
5 Building Occupancy	1,063,846	1,008,000	55,846	1,041,000	33,000	3.3%
6 Office Expenses, Printing, Postage	45,483	105,000	(59,517)	75,000	(30,000)	-28.6%
7 Program Materials, Supplies	480,611	801,000	(320,389)	442,000	(359,000)	-44.8%
8 Professional & Purchased Services	819,281	630,000	189,281	771,000	141,000	22.4%
9 Communication Costs	148,884	142,000	6,884	139,000	(3,000)	-2.1%
10 Information Technology	481,284	384,000	97,284	374,000	(10,000)	-2.6%
11 Capital Expenditures	-	-	-	75,000	75,000	
12 Transfer to Capital/Operating Funds	260,000	-	260,000	260,000	260,000	
TOTAL EXPENSES	18,473,391	18,582,000	(108,609)	18,619,016	37,016	0.2%
SURPLUS/DEFICIT	127,200	-	127,200	(0)	(0)	
ANALYSIS OF SURPLUS BALANCE						
MCCS Programs Deferrals to March	76,000					
Federal Programs Deferrals to March	51,200					
	<u>127,200</u>					

HASTINGS PRINCE EDWARD PUBLIC HEALTH
Budgeted Revenues - For the period January 1, 2022 to December 31, 2022
For Board Approval December 1, 2021

Revenue Source	Ministry of Health		TOTAL Ministry of Health Programs	Other Grants & Contracts			TOTAL Other Grants & Contracts	Consolidated Budget
	Mandatory Programs	100% Seniors Dental Program		Ministry of Health	Healthy Babies Healthy Children	Federal Grants		
PROVINCIAL & MUNICIPAL FUNDING								
Ministry of Health								
Mandatory and 100% Programs	9,204,700	931,300	10,136,000					10,136,000
Annual and one time grants				623,400			623,400	623,400
Mitigation Funding	1,120,000		1,120,000					1,120,000
COVID-19 Extraordinary Funding	1,520,000		1,520,000					1,520,000
Municipal Levy	3,491,385		3,491,385					3,491,385
Transfer from Municipal Reserves	300,000		300,000					300,000
Ministry of Children, Community & Social Services					1,160,543		1,160,543	1,160,543
TOTAL PROVINCIAL & MUNICIPAL GRANTS	15,636,085	931,300	16,567,385	623,400	1,160,543	-	1,783,943	18,351,328
FEDERAL FUNDING								
Public Health Agency of Canada						89,988	89,988	89,988
Health Canada						39,000	39,000	39,000
EXPENDITURE RECOVERIES								
Nicotine Replacement Therapy Sales	14,000		14,000					14,000
Contraceptive Sales	3,000		3,000					3,000
OHIP Payments	-		-					-
Food Handler Course Registrations	16,000		16,000					16,000
Shingrix Vaccine	10,200		10,200					10,200
Travel Vaccines	-		-					-
Menactra Vaccine	32,000		32,000					32,000
Human Papilloma Virus (HPV) Vaccine	25,000		25,000					25,000
Flu Vaccine	8,500		8,500					8,500
Seniors Dental Program - Denture Recoveries	4,000		4,000					4,000
Interest/Other	26,000		26,000					26,000
	138,700	-	138,700	-	-	128,988	128,988	267,688
TOTAL REVENUES	15,774,785	931,300	16,706,085	623,400	1,160,543	128,988	1,912,931	18,619,016

HASTINGS PRINCE EDWARD PUBLIC HEALTH
2022 BUDGET - Explanatory Notes and Variance Analysis - REVENUES
For Board Approval December 1, 2021

	Approved Budget 2021	Budget 2022	Variance 2022 vs 2021
1. MINISTRY OF HEALTH			
a) <u>Mandatory Programs - Cost shared</u>	\$ 9,204,700	\$ 9,204,700	\$ -
<p>The Ministry of Health issues an accountability agreement each year outlining the terms of transfer payments to public health. Programs covered through cost shared funding include the following program areas:</p>			
Foundational Standards			
Population Health Assessment			
Health Equity			
Effective Public Health Practice			
Emergency Management			
Program Standards			
Chronic Disease Prevention and Well-being			
Food Safety			
Healthy Environments			
Healthy Growth and Development			
Immunization			
Infectious and Communicable Diseases Prevention and Control			
Safe Water			
School Health			
Substance Use and Injury Prevention			
b) <u>100% Programs - Seniors Dental Program</u>	931,300	931,300	-
Total Ministry of Health Accountability Agreement	\$ 10,136,000	\$ 10,136,000	\$ -
c) <u>Annual Grants and one-time grants</u>			
<p><i>A Compensation Grant is provided on an annual basis to offset the total compensation of the MOH. Funding will be requested for one student to complete their PHI Practicum at HPEPH over the summer of 2022. The School-Focused Nurses Initiative grant will end on July 31, 2022.</i></p>			
<i>MOH Compensation Grant</i>	135,500	149,400	13,900
<i>Public Health Inspector Practicum Student</i>	10,000	10,000	-
<i>COVID-19 School-Focused Nurses Initiative</i>	556,000	464,000	(92,000)
Total Annual and one-time funding Ministry of Health Grants	701,500	623,400	(78,100)
d) Mitigation Funding	1,120,000	1,120,000	-
<p><i>One time funding to offset the increased costs of municipalities as a result of the 70% (provincial) and 30% (municipal) cost-sharing change for mandatory programs.</i></p>			
e) COVID-19 Extraordinary Funding	1,560,000	1,520,000	(40,000)
<p><i>One-time funding to offset extraordinary costs associated with COVID-10 Case and Contact Management and the vaccine roll-out.</i></p>			

2. MUNICIPAL LEVY

Municipal levies have been increased in the 2022 budget by 1.5%. This is in accordance with discussions in the September 2021 Board of Health meeting.

City of Belleville	1,072,895	1,088,988	16,093
City of Quinte West	922,159	935,991	13,832
Hastings County	883,300	896,550	13,249
Prince Edward County	561,434	569,856	8,422
	<u>3,439,788</u>	<u>3,491,385</u>	<u>51,597</u>

3. MINISTRY OF CHILDREN, COMMUNITY & SOCIAL SERVICES

MCCSS funds the Healthy Babies, Healthy Children program; no increase is anticipated for this contract. The HBHC contract is based on a March 31st fiscal year. Forecast actuals include the carry forward of funds at December 2020.

1,160,543	1,160,543	-
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4. PUBLIC HEALTH AGENCY OF CANADA (PHAC)

PHAC funds the Canada Prenatal Nutrition Program (CPNP); no increase is anticipated for this contract. This program has a March 31st fiscal year. Forecast actuals include the carry forward of funds at December 2020. This contribution assists in meeting the Ontario Public Health Standards for vulnerable populations.

89,988	89,988	-
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5. HEALTH CANADA

Health Canada funds the Children's Oral Health Program (COHP); no increase is anticipated for this contract. The program has a March 31st fiscal year. Forecast actuals include the carry forward of funds at December 2020.

39,000	39,000	-
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6. EXPENDITURE RECOVERIES

Expenditure recoveries include OHIP reimbursements, vaccine recoveries, food handler course registrations, contraceptives, nicotine replacement therapy recoveries and interest earnings on transfer payments. Expenditure recoveries were significantly reduced in 2021 due to the cancellation of services. As programs resume in 2022, it is expected that recoveries will increase dramatically, most notably for HPV and Meningococcal vaccines due to the catch-up required in this area.

98,000	138,700	40,700
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7. TRANSFER FROM RESERVES

237,181	300,000	62,819
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TOTAL BUDGETED REVENUES

<u>\$ 18,582,000</u>	<u>\$ 18,619,016</u>	<u>\$ 37,016</u>
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HASTINGS PRINCE EDWARD PUBLIC HEALTH
Budgeted Expenses - For the period January 1, 2022 to December 31, 2022
For Board Approval December 1, 2021

Expense Item	Ministry of Health	Other Grants & Contracts			TOTAL Other Grants & Contracts	Consolidated Budget
	Mandatory, Related and 100% Programs	Annual Grants and one-time grants	Healthy Babies Healthy Children	Federal Grants		
Salaries & Wages	10,431,989	562,543	819,841	80,643	1,463,027	11,895,016
Employee Benefits	2,900,337	60,857	227,202	21,605	309,664	3,210,000
Staff Training	152,400	-	5,000	1,600	6,600	159,000
Travel Expenses	148,000	-	22,000	8,000	30,000	178,000
Building Occupancy	996,000	-	45,000	-	45,000	1,041,000
Office Expenses, Printing, Postage	73,000	-	2,000	-	2,000	75,000
Program Materials, Supplies	419,860	-	5,000	17,140	22,140	442,000
Professional & Purchased Services	769,900	-	1,100	-	1,100	771,000
Communication Costs	128,000	-	11,000	-	11,000	139,000
Information Technology	351,600	-	22,400	-	22,400	374,000
Capital Expenditures	75,000	-	-	-	-	75,000
Transfer to Capital/Operating Funds	260,000	-	-	-	-	260,000
TOTAL EXPENDITURES	16,706,086	623,400	1,160,543	128,988	1,912,930	18,619,016

HASTINGS PRINCE EDWARD PUBLIC HEALTH
2022 BUDGET - Explanatory Notes and Variance Analysis - EXPENSES
For Board Approval December 1, 2021

1. STAFF SALARIES

During 2021, many staffing decisions were made to align our human resources with community and service needs. These decisions have greatly influenced the development of the 2022 staffing budget and include the creation of four permanent nursing positions in the Healthy Schools program, the creation of a dedicated COVID-19 response team, the redeployment of staff where required and the recruitment of many contract staff to address recovery and COVID demands.

For the budget year 2022, the total number of full-time equivalent positions has been increased by three positions including nursing, program assistant time and an epidemiologist. The budget includes many contract staff who have been hired to support the School Focused Nursing Program, case and contact management and vaccine clinics. The 2022 figures include the negotiated wage increase of 1.5 per cent for all staff.

Compared to the 2020 budget, the staff complement has increased from 130 to 148 full time equivalents (FTEs) in a two year period. In addition, the organization is using temporary staffing agencies to provide approximately four staff for vaccine clinics throughout the first half of 2022. This translates to an increase of over 15 per cent in the number of FTEs; the actual number of staff employed is higher as many of our contract staff are part time.

Salary costs in 2021 include significant overtime expenses resulting from evening and weekend work. This pattern of work is not anticipated to continue leading to lower salary costs in 2022.

2. EMPLOYEE BENEFITS

Employee benefits are higher in 2022 due to the increased number of staff positions and maternity leave costs. Fortunately, some of these increased costs were reduced by a rate reduction of 7.6 per cent for the cost of group benefits. Overall, benefits amount to 27 per cent of salaries. This includes statutory benefits (CPP, EI, EHT and WSIB), OMERS pension plan contributions, group health, dental and life insurance and a per cent in lieu for part-time and contract staff.

3. STAFF TRAINING

Staff were not able to participate in training during the 2021 year. The budget for 2022 reflects a strategic direction to invest significantly in the training and development of our staff. A comprehensive leadership and capacity building training course has been budgeted as well as significant increases in many program budgets for training given the large number of new staff.

4. TRAVEL EXPENSES

Travel expenses account for staff travel throughout Hastings and Prince Edward Counties to deliver services including the inspection of food and water premises, immunization and dental clinics in the community and home visits. Although services are planned to resume in 2022, the use of virtual services is predicted to decrease the overall cost of travel thus explaining the decreased budget in this area. A delay in receiving the Mobile Dental Clinics is also affecting the travel expense budget in 2022. During 2021, service reductions led to minimal travel.

5. BUILDING OCCUPANCY

Building occupancy expenses include the building loan, leases, maintenance costs, cleaning services and supplies for all locations of the organization. Increases to ongoing maintenance costs, including a significant repair to the generator in early 2022, explains the increase of \$33,000 in this budget. For 2021, costs were higher than budgeted due to rental fees for the storage of mass immunization supplies as well as higher property insurance and unplanned building expenses.

6. OFFICE EXPENSES, PRINTING, POSTAGE

Office expenses have been reduced for 2022 to reflect the rate of current expenditures in this expense area. Postage costs have been dramatically reduced as well as printing and courier costs. The budget for 2021 included a provision for significant courier costs which ended up not being required leading to decreased expenditures.

7. PROGRAM MATERIALS, SUPPLIES

The 2021 budget included supplies for mass immunization and significant dental supplies for the mobile dental clinic. The Ministry provided the majority of supplies required for the vaccine rollout and the production of the mobile clinic has been delayed thus leading to savings. The budget for 2022 is consistent with the level of supplies purchased in the current year. An adequate supply of masks and related supplies is currently in storage for use in 2022.

8. PROFESSIONAL & PURCHASED SERVICES

The majority of the budget for professional and purchased services reflects dental, denturist and lab fees in the Seniors Dental program. Insurance costs are included in this area and are expected to increase by 15 per cent. A service agreement for information technology consulting is also included in the purchased services budget. In 2021, professional services include legal costs related to COVID enforcement activities, an increase of 14 per cent for liability insurance and IT consulting fees. The vast majority of expenses are for purchased services for the Seniors Dental program where services could be increased due to savings in supplies and travel.

9. COMMUNICATION COSTS

The communication budget is consistent with previous years. No significant change.

10. INFORMATION TECHNOLOGY

Information Technology costs escalated during the 2021 fiscal year due to ongoing pandemic related technology requirements. Although some of these increases will continue during 2022, the increases will be offset by infrastructure consolidation initiatives.

11. CAPITAL EXPENDITURES

A budget of \$75,000 is included for the purchase of IT infrastructure upgrades. A procurement process will be completed in 2022 with the expectation that equipment will be leased over a three to five year period. In the past, significant upgrades have been covered through one-time grants however, this is not a viable option at this time.

12. TRANSFER TO CAPITAL/OPERATING FUNDS

Transfers represent retainable funds that will be held for future building and/or critical service requirements as per the Accounting Practices policy. Ongoing investment in these funds helps ensure continuity of service and availability of funds for future capital costs.