

The Corporation of the County of Prince Edward

Agenda

Committee of the Whole
Thursday, November 14, 2024 at 1:00 p.m.
Shire Hall, Picton

This meeting will be live streamed, recorded
and available on the internet by visiting the
County's website at www.thecounty.ca



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1. CALL TO ORDER

- 1.1 This meeting will be held at Shire Hall, Picton. Members of the public who wish to provide comments under Section 6 of the agenda titled "Comments from the Audience" are encouraged to contact clerks@pecounty.on.ca by noon on Thursday, November 14, 2024 to register.

2. CONFIRMATION OF AGENDA

- 2.1 Motion to Confirm Agenda
THAT the agenda for the Committee of the Whole meeting of November 14, 2024 be confirmed.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. DEPUTATIONS

5. COMMENTS FROM THE AUDIENCE (ON ITEMS ON THE AGENDA)

6. ITEMS FOR CONSIDERATION

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6.1 Report of the Community Services, Programs and Initiatives dated November 14, 2024 regarding Policy Recommendations for Community Grants

1.THAT Council receive report CSP-23-2024;

2.THAT Council rescind policy FIN-09-Community Grants and approve the new Community Grants Policy, as attached to this report;

3.THAT Council direct staff to include the following allocations for the Community Grant Program in the draft 2025 Operating Budget:

a.\$144,716 for the Under \$15,000 Cash Grant Stream

b.\$20,000 for the In-Kind Stream;

4.THAT Council direct staff to include an Exceptional Funding Partnership for the ROC Youth Services in the amount of \$90,000 in the Community Grants Budget of the municipal Operating Budget in 2025 and 2026;

5.THAT in connection to Motion 2023-35, Council direct staff to amend the allocation for the Exceptional Funding Partnership with Community Care for Seniors, previously set by Council for inclusion in each Operating Budget during this term, from a combination of cash (\$13,450) and in-kind support (\$13,940) to a single cash allocation of \$27,390 in 2025 and 2026;

6.THAT Council direct staff to include a contribution of \$50,000 to the proposed County Foundation PEC Arts Fund in the municipal Operating Budgets for the remainder of this term of Council, funded by the Municipal Accommodations Tax, and enter into an agreement with the County Foundation detailing how the funds will be used and how evaluation and reporting will be undertaken.

[CSP-23-2024](#)

[Att 1 - Community Grant Budgets](#)

[Att 2 - Consultation Summary](#)

[Att 3 - Draft Community Grants Policy](#)

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6.2 Report of the Community Services, Programs and Initiatives dated November 14, 2024 regarding Municipal Health Initiatives Update

1.THAT Council receive report CSP-22-2024;

2.THAT Council direct the CAO to execute an addendum to the Physician Recruitment Agreement with the Prince Edward Family Health Team dated September 24, 2024 specifying no recruitment solicitation will be made to physicians already practicing in other communities;

3.THAT Council direct staff to determine suitable private and municipally owned parcels within the industrial park to be zoned to allow professional services including, but not limited to, medical offices as part of the Comprehensive Zoning By-law review underway; and,

4.THAT Council approve a By-Law to enter into a Land Use Agreement with Quinte Health to permit use of the parking lot that is part of 375 Main Street Picton - Roll Number 135003003517000, accessible from McFarland Drive, as a laydown area for construction of the new Picton Memorial Hospital to be enacted at the November 26, 2024 Council meeting.

[CSP-22-2024](#)

[Att 1 - Addendum to Agreement - PEFHT](#)

[Att 2- Land Use Agreement - Quinte Health](#)

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6.3 Report of the Community Services, Programs and Initiatives dated November 14, 2024 regarding Proposed Approach to Automated Speed Enforcement (ASE)

1.THAT Council receive report CSP-21-2024; and

2.THAT Council direct staff to consult with the public and Traffic Advisory Committee to establish updated Community Safety Zone (CSZ) and School Zone (SZ) criteria, and return to Council with recommendations in Q3 2025 to update the CSZ and SZ listed in By-Law No. 2262-2008, as amended.

[CSP-21-2024](#)

[Att 1 - ASE Provincial Guidelines](#)

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6.4 Report of the Recreation and Community Facilities Department dated November 14, 2024 regarding Building Assessment Inventory

1.THAT Council receive report RCF-07-2024;

2.THAT Council endorse the Multivariable Priority Framework for municipal buildings, as outlined in this report, which staff will use to inform multi-year capital planning as part of the Asset Management Plan;

3.THAT Council direct staff to include a Building Accessibility Audit funded from the Studies Reserve in the proposed 2025 Capital Budget for consideration; and

4.THAT Council direct staff to explore the consolidation of administrative and operational buildings owned by the municipality and return to Council with a report proposing the divestment of property and the consolidation of services.

[RCF-07-2024](#)

[Att 1 - Capital Plan Guidance Report from Roth IAMS Ltd.](#)

[Att 2 - 10 Year DCRM from Roth IAMS Ltd.](#)

7. ADJOURNMENT

7.1 Motion to Adjourn

THAT this meeting now adjourn at _____ p.m.



REPORT

Community Services, Programs and Initiatives

TO: Mayor and Members of Council

FROM: Julianne Snepsts, Programs Supervisor

DATE: November 14, 2024

REPORT: CSP-23-2024

SUBJECT: Policy Recommendations for Community Grants

RECOMMENDATION:

1. **THAT** Council receive report CSP-23-2024
2. **THAT** Council rescind policy FIN-09-Community Grants and approve the new Community Grants Policy, as attached to this report;
3. **THAT** Council direct staff to include the following allocations for the Community Grant Program in the draft 2025 Operating Budget:
 - a. \$144,716 for the Under \$15,000 Cash Grant Stream
 - b. \$20,000 for the In-Kind Stream;
4. **THAT** Council direct staff to include an Exceptional Funding Partnership for the ROC Youth Services in the amount of \$90,000 in the Community Grants Budget of the municipal Operating Budget in 2025 and 2026;
5. **THAT** in connection to Motion [2023-35](#), Council direct staff to amend the allocation for the Exceptional Funding Partnership with Community Care for Seniors, previously set by Council for inclusion in each Operating Budget during this term, from a combination of cash (\$13,450) and in-kind support (\$13,940) to a single cash allocation of \$27,390 in 2025 and 2026;
6. **THAT** Council direct staff to include a contribution of \$50,000 to the proposed County Foundation PEC Arts Fund in the municipal Operating Budgets for the remainder of this term of Council, funded by the Municipal Accommodations Tax,

and enter into an agreement with the County Foundation detailing how the funds will be used and how evaluation and reporting will be undertaken.

EXECUTIVE SUMMARY:

This report presents recommendations to Council for updating the Community Grants Policy as directed by Council motions in 2023 and again in 2024. These recommendations are informed by a comprehensive program review, including consultation with the non-profit sector.

This report and its attachments provide background on the municipality's granting programs, key findings and data points coming from the program review, and analysis to support four main areas of recommendation:

- 1) **Community Grant Policy and program updates**, including the introduction of funding principles, re-alignment of some responsibilities in the granting process, clearer definitions, enhanced eligibility criteria, funding limits and reinstatement of the in-kind stream. The Community Grants Policy applies to "Community Groups," which are defined as incorporated non-profits, registered charities and informal organizations with volunteer leadership and no profit motive; however, it does not apply to municipal committees, boards or corporations (including Recreation Committees), individuals or for-profit businesses.
- 2) Consideration of **Exceptional Funding Partnerships** with Community Organizations that fall outside of the grant program, including a new process to help Council evaluate "exceptional" requests that are not eligible or do not fit within the formal program.
- 3) A proposed **PEC Arts Fund**, managed by the County Foundation that would provide a dedicated fund for organizations with a mandate focused on the arts. The municipal contribution would be paired with a contribution from the County Foundation and be used to attract additional private sector funding. This proposal leverages Municipal Accommodations Tax revenue in alignment with economic and tourism development goals.

Due to the scope of the project, the complexity of the topic, and the many options that were considered during the review, the report focuses on the major policy changes proposed by staff and financial considerations requiring Council approval. The attachments provide more detail and important context to the ideas introduced in the report.

Overall, staff recommend enhancements to the Policy and program that balance the Strategic Plan priorities of a "caring community" and "open and effective local government." These changes aim to simplify access to municipal funding for non-profit partners to enable their good work, while incorporating measures that support responsible and efficient use of municipal resources.

BACKGROUND

Project History

The municipality has a long history of granting funds to community organizations. The non-profit sector makes enormous contributions to the quality of life for residents in Prince Edward County. The municipal process for receiving grant requests and making funding decisions has evolved over time. In 2016, following a staff review of the granting process, the municipality began contracting with [The County Foundation](#) (TCF) to administer grant requests under \$5,000. In 2019, TCF was contracted to evaluate requests over \$5,000 as well. TCF was chosen as a neutral, third-party organization with expertise in the non-profit sector and in grants administration. They administer grants on behalf of the municipality in an apolitical manner, ensuring funds are awarded based on community needs and in line with policy set by Council. Funding decisions made by TCF's juries are reported to Council, with Council approving grants over \$5,000 by motion.

The budget for funding community groups has fluctuated year over year, with various factors making it challenging to conduct an accurate comparison based solely on surface-level figures. The amount awarded through the formal Community Grant Program has ranged in the past four years from \$144,716 at the low end (2024) to \$246,441 at the high end (2022). In addition to the formal Community Grant Program, Council has approved direct funding for individual organizations each year, with a total that ranges from \$117,290 in 2021 to \$287,290 in 2024. Between 2021 and 2024, the County allocated an average of 0.82% of the operating budget to grants to community organizations. A detailed summary of community grant budget allocations, including proposals for 2025 and 2026 is provided in Attachment 1 - Community Grant Budgets 2023-2026.

At the May 23 2023 meeting ([agenda](#) | [minutes](#)), Council directed staff to begin the process of reviewing the Community Grants Policy to ensure alignment with the [10 Year Community Plan](#) and municipal [Strategic Plan](#).

Staff reviewed how the municipality supports community organizations, both through the formal Community Grants Program and by other means, such as direct requests to Council or staff. The aim was to clarify all monetary and resource support provided to community organizations and to recommend a policy framework for decision-making in 2025 and beyond, ensuring fair processes aligned with municipal priorities.

The review focused on cash and in-kind support for non-profit organizations, excluding other funding types like service contracts, event sponsorships, committee funding, and programs serving individuals or businesses. Staff also gathered ideas for non-grant support for the non-profit sector, such as workshops, a community calendar, and collaboration facilitation, which will be considered in operational planning.

At the May 23, 2024 meeting of Committee of the Whole, ([agenda](#) | [minutes](#)), staff presented the first draft of a granting policy based on research and a survey of 30+

community organizations. Staff heard Council feedback on the proposed policy, and Council approved the following motion:

Motion CW-93-2024

Moved by Councillor MacNaughton

Seconded by Councillor Engelsdorfer

1. **THAT** Council receive report CSP-15-2024; and
2. **THAT** Council direct staff to consult with the not-for-profit/community groups sector on the proposed amendments to FIN-09 Community Grants Policy as attached to this report and return to Council with final recommendations prior to the 2025 budget deliberations.

CARRIED

Between May and September 2024, staff conducted further research and held in-depth focus groups with nearly 30 community groups to refine the policy recommendations. They also considered feedback from the 2024 municipal budget consultation. Details of the consultation process and its impact on the recommendations are included in Attachment 2 – Community Grants Consultation Summary (Summer 2024). Staff also analyzed program data to help shape the recommendations.

STRATEGIC PLAN ALIGNMENT:

Pillar: Support a community that cares

Council Priority: Community Cohesion

Objective: Bring all of the County together to celebrate residents' contributions and promote respect for one another.

ANALYSIS:

Policy Changes - FIN09-Community Grants Program

Staff propose rescinding the current FIN09-Community Grants Program policy and replacing it with a new, fully updated Community Grants Policy (CSP-XX Community Grants Policy) found in Attachment 3. The policy will shift from Finance to Community Services, Programs, and Initiatives, aligning it with the department primarily responsible for implementation. The new policy incorporates multiple content changes and reorganization for clarity. This summary below outlines the major changes and new concepts.

Key Changes and Rationale

Definitions: Definitions have been added to formalize the practices and concepts guiding the program. Notably, new concepts such as “Exceptional Funding

Partnerships” and “Mandated Arts Organizations” are introduced to establish clear guidelines for eligibility.

Eligible Organizations - Updates to eligible organization types include removing service clubs from the ineligible list, allowing them to apply for grants if they are applying for funding for eligible activities. Business associations, however, have been newly deemed ineligible, as their primary purpose is to serve member businesses rather than the broader community.

Principles: This new section, initially presented to Council in May 2024, provides foundational principles for the municipality’s involvement in grant-making. It emphasizes the importance of partnership with the non-profit sector, a fair and transparent funding process, and an understanding of municipal limitations.

General: New criteria outline factors for **determining the annual Community Grant Program budget**, including available resources, demand for funding, and community priorities. The policy establishes the Community Grants Program as the **sole mechanism for Community Organizations to request funding** for eligible activities. For ineligible activities and unique cases, a new concept, **Exceptional Funding Partnerships**, has been added and is discussed later in this report.

Eligibility Criteria - Organizations: Two changes to organizational eligibility criteria are proposed. Staff recommend that **organizations with less than 12 months of operating history be ineligible for cash funding**. This ensures that limited cash resources are allocated only to organizations with a track record and other funding sources. Organizations with less than 12 months of operating history would still be eligible for In-Kind Funding. Additionally, eligibility criteria have been changed to restrict **Mandated Arts Organizations** (as defined in Section 5 - Definitions) from accessing cash funding from the Community Grants Program. These organizations would still be eligible for In-Kind Funding, but their cash requests would be handled through the PEC Arts Fund which will be discussed later in this report.

Eligibility Criteria - Fundable Expenses - During the consultation, organizations strongly supported a proposed policy change to expand funding criteria to **include both operational and project-based funding**. This allows organizations to seek funding for core programs, services, and amenities, covering overhead and operating costs without needing to propose new or expanded programs to access municipal funding. This shift marks a significant and progressive step in granting philosophy, enabling organizations to sustain impactful programs while reducing the inefficiencies associated with funding new, untested projects.

Additionally, staff recommend allowing organizations to **access municipal funding for small capital projects, but only if the capital project enhances accessibility** and compliance with the *Accessibility for Ontarians with Disabilities Act*.

Funding Structure - Cash Grants - During the consultation process, staff learned that the lack of a funding maximum created unrealistic expectations among applicants and

challenging decision-making for jurors. The budget for the grant program is relatively generous in comparison to other small municipalities, but the needs are still greater than the program budget can support. A maximum grant amount would help applicants tailor their asks to the funding available and ensure that municipal funding is allocated to many organizations across all sectors. Staff analyzed program data from the past four years and looked at other municipalities' funding structures to determine a recommended maximum amount. The median grant size in the past two years was \$4,750. The median grant request in the past two years was \$5,245. From 2021-2024, 93% of the grants awarded were less than \$15,000, representing 73% of total cash awarded. Most municipal granting programs that staff researched offer a maximum funding level of less than \$20,000. Considering this, **staff recommend setting a \$15,000 maximum grant amount and offering only one funding stream: "\$15,000 and Under."**

Funding Structure - In-Kind Grants - In 2024, the In-Kind Stream of the Community Grants Program was paused when the fee waiver for community use of municipal spaces was introduced. This waiver allowed free venue rental for events that met the criteria of serving the "community good"—open to all, with no admission fee or profit opportunity. This fee waiver achieved the desired goal of increasing use of community facilities and was very popular with organizations, groups and individuals who accessed the facilities this way. However, feedback from the community grant consultations revealed unintended negative impacts from this change. After reviewing the in-kind grants awarded in 2023, staff identified that \$30,000 of these grants would not have qualified under the new fee waiver in the Fees and Charges By-Law. Reasons included events with admission fees, requests for non-venue support like staff time or equipment, or events designed for specific groups, such as seniors or youth, rather than the entire public.

Staff recommend **reinstating the in-kind grant stream with a reduced budget of \$20,000** in 2024 and a **maximum grant of \$2,000 per organization**, down from \$5,000. This approach reinstates Community Organizations' access to in-kind support while ensuring the budget can be distributed widely and equitably. The \$2,000 limit also respects the substantial resources and costs associated with certain high-demand venues, such as the Picton Fairgrounds and Wellington and District Community Centre, requiring cost-sharing between the organization and the municipality for larger events. It is also proposed that the **In-Kind Stream be delivered in two application windows** each year, providing more flexibility to organizations whose in-kind needs may evolve throughout the year.

Funding Structure - Multi-Year Cash Grants - Under the current Policy, Community Grants are awarded one year at a time. During consultations, staff heard that multi-year funding would be a welcome enhancement. This change would ease the administrative burden for both organizations and the Grant Program Manager while providing stable, predictable funding to support long-term planning and job security for non-profit workers. For organizations launching new programs, multi-year funding would enable piloting, implementation, and evaluation over time. Staff propose that **organizations with prior Community Grant success be eligible to apply for multi-year cash**

funding, limited to the current Council term, with annual allocations contingent on Council's future Community Grants budget approvals.

Assessment Criteria - There is only one significant change in this area. For the past six years, Council has allocated \$20,000 annually (with \$40,000 allocated in 2021 when additional funds were available) to eight organizations focused on food programs. This funding, managed by the now-defunct Community and Economic Development Commission advised by a Food Security Working Group, was understood to be directed solely for food purchases. With these advisory groups no longer available, staff propose **integrating food security funding into the Community Grants Program, setting a minimum of \$20,000 or 10% of the cash grant stream (whichever is greater) for food security**. This new approach will provide flexible funding for food organizations, guarantees funding for this critical issue, honours the municipality's long-standing commitment to food security, and draws on the County Foundation's expertise in allocating the funds.

Responsibilities - Staff propose shifting grant approval responsibilities by **fully delegating individual grant decisions to the County Foundation (the "Grants Program Manager")**, given the new \$15,000 limit on the Community Grants Program. Currently, the County Foundation's board approves grants under \$5,000, while Council reviews and approves those over \$5,000. In this arrangement, Council lacks details on grant applications and denied requests, limiting the ability to make informed decisions about the appropriateness of any one grant. Council's approval role is largely symbolic. With an established grant policy and budget in place, staff recommend that the Grants Program Manager be entrusted to manage approvals within these guidelines. Considering this, staff propose that Council could instead receive annual impact reports from the County Foundation in pre-budget meetings, describing the impact of the funding awarded over the last year. This will enable Council to have an informed discussion on whether the program's policy and budget effectively meet community goals. Council would still be responsible for considering and approving Exceptional Funding Partnerships, which fall outside the formal grant program.

Exceptional Funding Partnerships

This new concept emerged from consultations and addresses concerns about transparency and fairness in funding. In recent years, the municipality has funded select Community Organizations outside the Community Grants Program. These currently include the Prince Edward Fitness and Aquatic Centre funding for the provision of a public pool, the Prince Edward Learning Centre's financial empowerment program, Community Care For Seniors' Active Living program, and the ROC Youth Centre's general operations.

Representatives from other organizations have expressed concerns that these Exceptional Funding Partnerships receive higher funding, long-term commitments, and operate through a less formalized request process. In 2024, more funding was allocated through these partnerships than through the Community Grants Program.

To address this, the new policy defines "Exceptional Funding Partnerships" (Section 5 – Definitions) as unique funding cases. Organizations seeking operational funding to pursue their mission must still apply through the Community Grants Program, with a maximum of \$15,000 available for these types of requests. The exceptional funding framework is designed to establish partnerships with organizations under specific circumstances, such as:

1. The organization's services align directly with actions described in Council-approved municipal plans.
2. The organization offers services or amenities that would typically be expected from a municipality of similar size, and a municipal partnership ensures these services are available to the public.
3. The organization demonstrates an extraordinary funding need or opportunity that Council may wish to support.

In Section 7 (General) of the policy, staff outline a process for handling Exceptional Funding Partnership requests. While organizations are welcome to initiate conversations in their preferred manner, all requests for Exceptional Funding Partnerships will be referred to a staff report to support Council's decision-making. This ensures staff can provide necessary context, such as alignment with municipal plans and strategies, financial considerations, and proposed partnership terms. It also allows Council time to consider the partnership and its implications before responding in open session.

An update on each of the current Exceptional Funding Partnerships follows. This report includes recommendations for two motions related to specific, pre-existing decisions of Council that would meet the criteria of the Exceptional Funding Partnerships category.

1. theROC Youth Services

The first motion involves theROC Youth Services, which supports youth in Prince Edward County. Until 2023, theROC received a regular \$60,000 grant through the Community Grants Program - an amount notably larger than other grants awarded. In 2023, theROC requested Council consider funding outside the grants program, proposing a \$90,000 allocation to support its core services. Council approved this for a single year.

Staff now recommend formalizing this arrangement as an Exceptional Funding Partnership for the remainder of this Council term. theROC's services align with the Strategic Plan, which emphasizes a focus on youth needs to foster a safe community and reduce barriers in education. Key services offered by theROC include:

- The Youth Inclusion Program, providing intensive support for at-risk youth.
- Academic support programs that assist youth after school and in alternative learning settings.

- After-school programs focused on social connections and life skills development.
- Justice system navigation for youth in conflict with the law.
- Basic needs assistance, including food, for youth who lack essential resources.

Operating year-round in Picton with transportation support for out-of-town youth, the ROC faces increasing demand and service complexity, necessitating substantial and consistent resources. Staff recommend a \$90,000 allocation in the 2025 and 2026 operating budgets and a funding agreement to outline partnership terms.

2. Community Care for Seniors – Seniors Active Living Centre

The second recommendation pertains to Community Care for Seniors' funding for the Seniors Active Living Centre. This program receives exceptional funding due to the municipal contribution required to access provincial funding, and its role in the [Community Safety and Well-being Plan](#), which addresses seniors' safety and well-being.

Council previously directed staff to provide this funding for the remainder of the term, with approximately half as cash and half as in-kind support. Staff now recommend delivering the full grant as cash, allowing greater flexibility for Community Care for Seniors and reducing administrative burdens for the organization and the municipality. The organization will continue using municipal facilities, using their cash grant to cover rental costs (as they are not eligible for the venue rental fee waiver under the Fees and Charges By-Law). This arrangement guarantees the municipal contribution, regardless of their need for municipal venues, which Community Care for Seniors can then leverage for provincial support.

Because the existing funding structure was directed by Council through Motion 2023-35 (January 24, 2023) staff are recommending that Council amend the funding structure through the motion in this report.

3. PEFAC Exceptional Funding Partnership - Public pool

In the 2025 operating budget, Council will see the Prince Edward Fitness and Aquatic Centre's funding move from the Community Grants Budget to the Corporate Management budget. This shift aligns with the rationale for the funding: that PEFAC provides a public pool that the municipality would otherwise be expected to provide. By placing this expense in the Corporate budget, it will be a truer representation of the municipality's arms length arrangements to deliver services, similar to those delivered by Hastings County (public health, emergency services), Lennox and Addington County (social housing, OSP/ODSP), or the Library Board.

4. Prince Edward Learning Centre - Financial Empowerment Program

There are no changes proposed to the existing relationship with the Prince Edward Learning Centre. Council directed staff to include \$80,000 in the 2025 and 2026

operating budgets to fund the PELC Financial Empowerment Program. This program provides counselling and services to low-income earners to build financial resiliency. A key component of this program is the free tax filing and benefits screening service provided to low-income earners. This program helps people access the tax refunds and benefits they are entitled to and has resulted in \$10,000,000 in refunds and benefits to County residents in the last decade.

Arts Funding

In the Community Grants consultation process, local arts organizations and artists, led by County Arts, advocated for a separate funding stream dedicated to the arts, emphasizing the sector's unique contributions to cultural tourism, economic development, and community well-being. They noted that the current approach—combining arts funding with other sectors—often feels like comparing “apples to oranges” and has led to a downward trend in total dollars granted to arts organizations. This trend is at odds with a recent [Hill Strategies report](#) indicating that the County has the highest concentration of artists among Ontario municipalities and ranks seventh in all of Canada. The City of Stratford, with a similar population and concentration of artists as PEC, invests \$3.67 per capita in arts funding. Through the Community Grants Program, Prince Edward County invested \$1.39 per capita in the arts in 2024. Prince Edward County is a creative community, which may warrant special attention paid to the arts sector from an economic and tourism development perspectives, as well as community vitality and cultural heritage perspectives.

Proposal for a PEC Arts Fund: County Arts and the County Foundation have proposed an innovative approach to future arts funding: establishing a dedicated PEC Arts Fund supported by Municipal Accommodations Tax revenue and private donations, managed by the County Foundation. The Foundation's board is supportive in principle of their own contribution of \$25,000 for the fund's first two years, contingent on a \$50,000 annual municipal contribution. County Arts and the Foundation plan to work with philanthropists and businesses to expand the fund through donations, amplifying the municipality's investment. The County Foundation would independently manage the fund, according to their own fund management policies, with criteria aligned to those of the Community Grants Program, including a \$15,000 maximum grant and the Mandated Arts Organization definition. Aligning PEC Arts Fund criteria with Community Grants Program guidelines aims to ensure equitable access to funding across all sectors.

Staff recommend contributing \$50,000 from MAT revenue in 2025 and 2026 to establish this fund. This investment aligns with best practices in MAT spending, focusing on spends that equally support the host community, the businesses of the tourism sector and enhance the visitor experience. The municipality and the Foundation would formalize this arrangement in an agreement specifying use and reporting requirements for municipal contributions. This partnership provides much needed support for the arts, a sector in continued crisis following the COVID-19 pandemic, while freeing up resources within the core Community Grants Program budget to be allocated to other sectors.

To put this proposal in the context of other arts funding, it is worth noting that at the October 10, 2024 Committee of the Whole ([agenda](#) | [minutes](#)), Council approved a Public Art Plan, including \$30,000 per year to engage County Arts as the administrators of a Public Art Program, and \$30,000 per year to fund public art pieces as part of this Program. This investment in public arts should not be confused with the Community Grants program and the recommendations contained in this report. The Public Art Plan is about the municipality ensuring that art is put in public spaces for all to enjoy. It's about the policies for things like selecting the locations and pieces, and the funding required to create, install and manage the art. This report and the proposal for a PEC Arts Fund deal with third-party granting: how the municipality funds non-profit arts organizations to achieve their mandates, events and activities. The Public Art Program, and the PEC Arts Fund, taken together would result in a meaningful increase in municipal support for arts and culture in the County.

Budget Considerations

If Council approves these recommendations, staff will allocate the proposed amounts in the 2025 Operating Budget for Council's review in December 2024. The recommendations for the PEC Arts Fund, the ROC Youth Services, and Community Care for Seniors also guide staff to include these amounts in the 2026 budget.

Regarding budget impact, these recommendations maintain the 2024 funding level for community grants (Grant Program and Exceptional Funding Partnerships), except for the additional \$50,000 from MAT for the PEC Arts Fund. While the public feedback gathered for the 2025 budget did not get a representative amount of participation, it does demonstrate that for those engaged in the budgeting process, they rank grants to community organizations as a lower priority. Considering this, staff recommend maintaining the current budget envelope for community grants, increasing financial support only by allocating MAT for the proposed PEC Arts Fund.

There will be some additional costs associated with revising the grant program documents and public materials for the grant program. This can be funded with operational funds available in the 2024 Community Grants budget.

Risk Implications of Implementing Recommendation(s)

| Risk Description | Risk Type | Proposed Mitigation |
|--|----------------------|---|
| Changes in eligibility criteria, funding caps, and program re-alignments may lead to resistance from long-standing community partners accustomed to existing criteria. | Public / Stakeholder | Proactively communicate policy changes and rationale to all stakeholders, to ease the transition. Create easy-to-follow flow charts etc. for public use. |
| Multi-year commitments limit flexibility in future budgets. | Financial | Clearly communicate in funding agreements/notifications that multi-year commitments are subject to Council's annual budget approval process, and set expectations for how overall budget cuts would impact individual multi-year grants. |
| Perception that arts and food security sectors are receiving preferential treatment within the grant program policy. | Stakeholder | Clearly communicate the connection between arts and tourism development, establishing the MAT as an appropriate funding source for the arts. Communicate that this move ultimately increases the amount available for other sectors through the core grant program. Clearly communicate the rationale for continued food security funding, as 25% households in Hastings-Prince Edward are food insecure. |

Other Options Considered

There were many alternate options considered through this process. Some options that were seriously considered, but ultimately not recommended include:

- Create a **"large grants stream"** to handle Exceptional Funding Partnerships and other funding requests over \$15,000. This was not recommended because it

would require significant additional financial resources to properly implement, and because large grants to community organizations are rare among comparable municipalities. Large investments tend to be made through special agreements, with staff support to structure these agreements.

- **Bring the in-kind grant stream in-house, with a staff-led assessment process.** Staff explored this idea and ultimately decided against this at this time. Staff frequently receive requests for in-kind support from organizations and individuals who would not meet the definition of Community Organizations in this policy. Building a policy and process to work with Community Organizations only addresses one stakeholder group, and not the individuals, ad hoc events, municipal committees, boards etc., that frequently request in-kind services. Instead, staff recommend returning to the County Foundation-led process that has been in place for years to address the request of Community Organizations. At the same time, staff will begin collecting more information about how in-kind requests are received across all departments and stakeholder groups, and continue to monitor the fee waiver established in the Fees and Charges By-Law to determine whether an all-encompassing in-kind policy may be helpful.
- **Increase Council involvement in the grant decision-making process** to make their approval more engaged rather than symbolic. Staff considered proposing that one or more Council members serve on the grant jury to ensure alignment with Council priorities, but this was not recommended due to the already high demands on Council members' time. Another option was to present grant decisions in a closed Council session, allowing members to view full applications and declined requests privately and discuss individual applications more freely. However, this was also not recommended, as it would largely duplicate the County Foundation's process.

NEXT STEPS:

Should Council accept the recommendations in this report, staff will:

- Include the budget recommendations for Council consideration in the 2025 operating budget
- Begin the process of revising the Community Grant Program public materials, application and reporting forms, etc. in partnership with the County Foundation.

Should Council approve the 2025 operating budget inclusive of these amounts, staff will:

- Develop agreements with all Exceptional Funding Partners for the 2025 budget year
- Develop an agreement with the County Foundation related to the PEC Arts Fund
- Launch the 2025 intake for the Community Grants Program before the end of Q1 2025 including information sessions for applicants.

ATTACHMENTS:

1. Community Grants Budgets 2023-2026
2. Consultation Summary (Summer 2024)
3. CSP-XX Community Grant Policy

AUTHORIZING SIGNATURES:

Prepared by: Julianne Snepsts October 30, 2024
Programs Supervisor

Reviewed by: 

Emily Cowan October 30, 2024
Director of Community Services, Programs &
Initiatives



Approved for submission by: Marcia Wallace October 31, 2024
Chief Administrative Officer

Attachment 1 - Community Grants Budgets 2023 - 2026

CSP-23-2024 - Policy Recommendations for Community Grants

| Proposed Budget Allocations for Community Grants | 2023 | | 2024 | | 2025 - Proposed | | 2026 - Proposed | |
|---|--------------------------------------|---------------------|--|---------------------|----------------------------------|---------------------|----------------------------------|---------------------|
| | Funding Source | Amount | Funding Source | Amount | Funding Source | Amount | Funding Source | Amount |
| Community Grants Program | | | | | | | | |
| Under \$5k | CG Budget | \$15,000.00 | CG Budget | \$15,000.00 | | | | |
| Over \$5k | CG Budget | \$189,716.00 | CG Budget | \$129,716.00 | | | | |
| NEW in 2025 - Under \$15k Funding Stream | | | | | CG Budget | \$144,716.00 | CG Budget | \$149,057.48 |
| Community Grants In-Kind Funding Stream | CG Budget | \$38,453.00 | <i>Suspended re: Fees & Charges Waiver</i> | | CG Budget | \$20,000.00 | CG Budget | \$20,000.00 |
| Exceptional Funding Partnerships | | | | | | | | |
| Community Care for Seniors - Seniors Active Living Centre | CG Budget | \$27,290.00 | CG Budget | \$27,290.00 | CG Budget | \$27,290.00 | CG Budget | \$27,290.00 |
| Prince Edward Fitness and Aquatic Centre - Public Pool | CG Budget | \$70,000.00 | CG Budget | \$70,000.00 | Corp Mgt Budget | \$70,000.00 | Corp Mgt Budget | \$70,000.00 |
| PELC - Tax Filing/Financial Empowerment | CG Budget | \$60,000.00 | CG Budget | \$80,000.00 | CG Budget | \$80,000.00 | CG Budget | \$80,000.00 |
| Recreation Outreach Centre - Youth Services | <i>\$60k Included in "Over \$5k"</i> | | CG Budget | \$90,000.00 | CG Budget | \$90,000.00 | CG Budget | \$90,000.00 |
| Food Security (Food Purchases) | Corp Mgt | \$20,000.00 | Corp Mgt | \$20,000.00 | <i>Apply to Community Grants</i> | | <i>Apply to Community Grants</i> | |
| NEW in 2025 - PEC Arts Fund | | | | | MAT | \$50,000.00 | MAT | \$50,000.00 |
| TOTAL COMMUNITY FUNDING | | \$420,459.00 | | \$432,006.00 | | \$482,006.00 | | \$486,347.48 |
| Approx % of Municipal Operating Budget | | 0.89% | | 0.85% | | TBA | | TBA |
| Approx \$ Per Household | | \$ 16.36 | | \$ 16.87 | | TBA | | TBA |

Attachment 2 - Community Grants Program Review: Consultation Summary – Aug/Sep 2024

CSP-23-2024 - Policy Recommendations for Community Grants

In August and September 2024, staff engaged with 31 representatives from community organizations in sectors such as Health/Social Services, Arts/Culture, and Recreation/Environment/Heritage to gather feedback on proposed changes to the Community Grant Policy. These consultations, held in partnership with The County Foundation, included eight online sessions, one-on-one meetings where needed, and email submissions. We also spoke with organizations involved in “Exceptional Funding Partnerships” to better understand their needs.

The consultations were a combination of education about the current granting policy and procedures and a request for feedback on policy and procedures moving forward.

These consultations, and the resulting recommendations, built on feedback obtained through a sector survey in late 2023, as well as detailed desk research, data analysis and internal conversations.

Organizations Represented in Consultation:

7th Town Historical Society, Baxter Arts Centre, Centre for Workforce Development, The Children's Foundation, Comedy Country, Community Care for Seniors Association, Community Development Council of Quinte, County Arts, County Kids Read, Department of Illumination, Friends of Sandbanks, Music at Port Milford, Oeno Gallery, Ontario Farmland Trust, PEC Chamber Music Festival, PEC Food Hub, PEC Jazz Festival, PEC Marathon, Picton Community Gardens, Picton United Church Food Bank, Pinecrest Housing, Prince Edward Fitness and Aquatic Centre, Prince Edward Learning Centre, Reaching for Rainbows, The Regent Theatre, South Shore Joint Initiative, theROC Youth Centre, Wellington Community Association

What Staff Heard and How It Shaped Recommendations:

- **Broad Range of Eligible Organizations:** Participants emphasized the importance of maintaining flexibility in the program, allowing grants of varying sizes and the inclusion of a diverse range of organizations, from registered charities to informal collaborations. **In response, staff have recommended including a broad definition of "Community Organization" to ensure continued inclusivity.**
- **Operational and Multi-Year Funding:** We heard overwhelmingly positive feedback about the proposed removal of restrictions on operational funding, a

shift toward "mission-based" funding rather than project funding, and the introduction of multi-year grants. Many called these changes "transformative," "critically important," and "progressive," especially in terms of helping organizations plan more efficiently and better serve the community. **Given this strong support, staff recommended moving forward with these changes.**

- **In-Kind Grants:** Organizations, particularly those that run events, noted that the pause in the in-kind grant stream in 2024 impacted them negatively. They explained how they were challenged without this support, as their activities did not meet the criteria for the pilot policy for waiving venue fees. Many organizations did take advantage of the fee waiver and expressed their appreciation for the new policy. **Based on this feedback, staff are recommending the reinstatement of an in-kind grant budget to better support these groups.**
- **Capital Projects for Accessibility:** Although major capital projects remain ineligible for funding, several participants highlighted the importance of supporting projects that improve accessibility and compliance with AODA. **Staff listened to their concerns and have recommended making accessibility-related capital projects eligible for funding.**
- **Arts Funding:** Arts organizations, led by County Arts, made a strong case for a separate funding stream for the arts, pointing out the unique contributions the arts make to cultural tourism, economic development, and community well-being. They highlighted that the current approach, which combines arts funding with other sectors, often feels like comparing "apples to oranges," and has resulted in a downward trend in total dollars granted to arts organizations. County Arts proposed an innovative approach, leveraging Municipal Accommodations Tax revenue and private sector donations to create a dedicated Arts Fund, managed by the County Foundation. **Staff recommend contributing \$50,000 from MAT revenues in 2025 and 2026 to help the Foundation establish this fund.**
- **Exceptional Requests to Council:** Some participants were surprised to learn that certain organizations have received larger funding amounts through deputations direct to Council. They asked for clarification on this process and whether it would be an option for them. **In response, staff have recommended clearer criteria and a defined process for handling "exceptional" requests that fall outside the standard Community Grants Program.**
- **Basic Needs:** When asked how the municipality should prioritize within the constraints of the Community Grants budget, a recurring theme from consultees was the challenge of meeting basic needs, both for the organizations themselves and the communities they serve. Health and Social Services organizations noted

the growing need for food and shelter, while other groups described the financial strain of keeping their operations running amidst rising costs and declining volunteer numbers. **To address this, staff have recommended allocating at least \$20,000 (or 10% of the funding envelope) to food security initiatives (preserving a long-standing practice of municipal funding for this sub-sector), alongside offering multi-year and mission-based funding to provide greater financial stability for organizations.**

Additional Feedback and Opportunities for Support:

- **Collaboration:** While collaboration between organizations is already common, participants expressed a desire for more support in this area. They also raised concerns about the complexities of resource-sharing and accounting in collaborations, which will need to be considered carefully to avoid unintended consequences.
- **Grant Process Feedback:** Overall, feedback on the grant process and the County Foundation's management of the program was positive, but organizations did request some improvements, such as the ability to save applications mid-process and access copies of their completed forms. The County Foundation has already addressed these concerns with updates to their online system.
- **Other ways the municipality and the County Foundation could support the sector beyond funding:** Participants suggested a few ways the municipality and/or the County Foundation could support and help build capacity in the sector. Staff and the Foundation will consider these ideas as part of operational plans for 2025 and beyond:
 - Offering workshops on themes like grant-writing, volunteer training, and securing large donors
 - Promoting their programs through municipal channels and public calendars
 - Inventorying municipal assets such as venues and equipment and clarifying how and if these can be accessed by community groups
 - Helping recruit and retain volunteers and board members
 - Providing transportation partnership for community members to attend programs and events

Additional considerations that were ultimately not recommended:

A limited number of participants raised concerns about the requirement for \$5M liability insurance for high-risk events and events including alcohol. This is the current standard

for these types of events and staff are not recommending changes to support risk management.

Some consultees suggested that a first quarter intake for the funding program isn't ideal. Staff are not recommending changes because this aligns with the municipal budget cycle.

While there was some initial support for the idea of having organizations make in-kind requests directly to municipal departments to streamline the process, internal consultation did not support this change at this time.

In all consultations, participants asked about the possibility of increasing the granting budget, noting that the current envelope is only enough to meet between 40-50% of the requests. The proposal for the dedicated arts fund initially recommended a \$100,000 annual investment from the municipality. Ultimately, staff did not recommend increasing the budget envelope at this time. The municipality, like the non-profit sector, is also facing financial constraints and competing priorities. After evaluating multiple municipal granting programs across Ontario, staff concluded that the County is a leader in community granting among small municipalities. The budget allocation is at the high end of the normal range, as a percentage of the operating budget, and the policies and grant sizes are already generous and progressive compared to most municipalities that were researched.

2025 Budget Consultation

While staff were reviewing the grant program, the municipality was also conducting public consultation about the 2024 municipal budget. Two data points were considered in shaping recommendations:

- "Grants to community organizations" was among the lowest-ranking priorities for respondents. Considering this, **staff recommend maintaining the current budget envelope for community grants, increasing financial support only by leveraging MAT for the proposed PEC Arts Fund.** Staff also recommend focusing on impact reporting, rather than funding announcements when communicating to Council and the public about the Community Grants Program. The public may not be aware of the value that non-profits contribute to the community using municipal funds.
- Funding for the arts was a common "write in answer" among survey respondents. This may have been a result of advocacy from County Arts and their membership; nonetheless, it has informed staff's recommendation to **partner with the County Foundation to establish a dedicated funding stream for the arts.**



Material changes from the previous FIN09 policy are highlighted in **RED**.

| | |
|--|---|
| Title: Community Grants Policy | |
| Policy Group: Your Livable Community | Policy Administrator: Community Services, Programs & Initiatives |
| Resolution No.: TBA | Policy Number: TBA |
| Approval Date: TBA | Revision Date: TBA |

1. Policy Statement

- a) This Policy provides a set of standards by which the Municipality will respond to requests from Community Groups for cash and in-kind funding, and by which the Municipality will administer a formal Community Grant Program.

2. Purpose

- a) The purpose of this Policy is to provide a framework for decision-making when granting municipal funds and resources to Community Organizations. The goal of the Policy is to provide consistency, rigour, transparency, and fairness to the process of allocating public funds and resources to Community Groups.

3. Scope

- a) This Policy applies to requests to the Municipality from Community Organizations as defined in this Policy. It does not apply to entities that are not Community Organizations as defined in this Policy.
- b) This Policy does not apply to requests for funding that may be administered by agencies, boards, or committees of the Municipality (e.g. PEC Library, Visit The County, etc.)

4. Legislative Authority

- a) Pursuant to Section 107 of the Municipal Act, Council has the legislative authority to provide grants as follows: *"Despite any provision of this or any Act relating to the giving of grants or aid by a municipality, subject to Section 106, a municipality may make grants, on such terms as to security and otherwise*

as the Council considers appropriate, to any person, group or body, including a fund, within or outside the boundaries of the municipality for any purpose that Council considers to be in the best interest of municipality."

5. Definitions

- a) **"Community Grants"** are financial or in-kind assistance provided by the Municipality to Community Organizations providing programs, services or activities that enhance the quality of life for Prince Edward County residents in the areas of social services and health, arts, culture, heritage, recreation, and/or the environment. Community Grants are the method by which the Municipality supports Community Organizations in achieving their mission, vision, and/or mandate. For greater clarity, Community Grants do not include:
- i. funding from the Municipality which is governed by federal or provincial legislation/regulations, or municipal by-laws or policies (e.g. Recreation Ward Committee funding, funding to external agencies mandated by the Province, the Heritage Property Grant program, etc.)
 - ii. service agreements between the Municipality and Community Organizations for the provision of services to the Municipality or the community;
 - iii. service contracts, funding programs, incentives or similar initiatives aimed at the for-profit business sector;
 - iv. flow-through funding from third parties, including funding to designated Projects of Community Interest, which may be administered by the Municipality;
 - v. The Municipal Financial Relief Grant or other relief programs or policies directed at individuals or households;
 - vi. sponsorships of events or activities where the Municipality receives marketing or other tangible benefits in exchange for a sponsorship fee; and,
 - vii. commemorative activities, proclamations and other activities covered by the Municipal Celebrations and Commemorations Policy.
- b) **"Community Grants Program"** is the formal granting program of the Municipality with defined eligibility criteria, and a competitive application, adjudication, and selection process. The Community Grants Program is the primary method by which Community Organizations seek Community Grants.
- c) **"Community Organizations"** are groups of people working collectively with volunteer governance, without profit motives, for the benefit of the Prince Edward County community. They provide programs, services, and events to be accessed by the entire Prince Edward County community, or by specific segments of the population who may be underserved or at risk for negative outcomes. Community Organizations may have formal or informal structures, and can include incorporated non-profits, registered charities, ad hoc groups,

- and unincorporated organizations. For greater clarity, the following entities are not considered "Community Organizations" under this Policy:
- i. Individuals or households;
 - ii. For-profit businesses;
 - iii. Organizations with political affiliations or whose primary purpose is political activity or lobbying;
 - iv. Non-profit organizations with a mandate to serve the business sector, such as a Chamber of Commerce or a business sector association;
 - v. Hospitals or other organizations whose primary purpose is to provide medical treatment/clinical services;
 - vi. School boards, primary and secondary schools, post-secondary institutions;
 - vii. Government organizations, including agencies, boards, commissions, service corporations, and committees established by the Municipality, the Province, or the Federal Government;
 - viii. Provincial, national, and/or regional organizations, unless a local chapter exists to serve residents of Prince Edward County; and/or,
 - ix. Organizations receiving 80% or more of their funding from upper levels of government.
- d) **"Director"** for the purposes of this Policy, unless stated otherwise, refers to the Director of Community Services, Programs and Initiatives or their delegate.
- e) **"Exceptional Funding Partnership"** is any grant made to a Community Organization that falls outside of the parameters of the Community Grant Program. These grants are exceptional in that they are not awarded on a regular or routine basis, and they require a resolution of Council. Exceptional Funding Partnerships tend to involve more resources and/or more partnership from the Municipality than Community Grants awarded through the Community Grant Program. They tend to meet the following criteria:
- i. Align explicitly with strategies, actions or outcomes that are described in Council-approved Municipal plans;
 - ii. By leveraging services, programs or amenities already provided by the Community Organization, they ensure that a program, service, or amenity that would normally be provided by a municipality of a similar size and character is available in Prince Edward County; and/or,
 - iii. Respond to an extraordinary funding need or opportunity from a Community Organization with a demonstrated track record of significant and positive impact in the community.
- f) **"Grant Program Manager"** is a third-party entity contracted by the Municipality under a service contract to provide grant management services according to this Policy.
- g) **"In-Kind Municipal Services"** are municipally owned resources, services and assets that have an assigned value in the current municipal Fees and

Charges By-Law, which are eligible to be used for community activities with fees waived or provided at a reduced cost, for example:

- i. Use of municipally-owned or municipally-leased facility or land for community activities;
 - ii. Municipal staff support (labour or expertise) for community activities;
 - iii. Use of municipally-owned or municipally-controlled equipment or materials for community activities.
- h) **"Mandated Arts Organization"** is a Community Organization as defined in this Policy that has a stated organizational mandate to provide services, programs and amenities in the realm of the arts (various fine and applied art forms including but not limited to visual, performing and performance, literary, media and decorative arts.)

6. Guiding Principles:

- a) Community Organizations play an important role in making Prince Edward County a vibrant, safe and healthy community where everyone belongs. The Municipality and the broader community value the contributions of Community Organizations.
- b) The Municipality and Community Organizations are entities with common goals, and the Community Grant Program and Exceptional Funding Partnerships can be a mechanism for achieving the community vision outlined in Prince Edward County's 10-Year Community Plan.
- c) In implementing this Policy, the Municipality should strive for equitable and efficient use of funds, avoiding unnecessary duplications of service, while recognizing that sometimes several programs or services are needed in the same category to meet different resident needs and cover the geographic breadth of the Municipality.
- d) The Municipality has limited resource - cash and in-kind - to support the activities of Community Organizations and requires a fair, transparent and detailed policy to guide decision-making in distributing these limited resources in an efficient, effective, and apolitical manner.

7. General

- a) Council will establish the annual budget for the Community Grants Program as part of the annual municipal operating budget approval. Total funding allocated to the Community Grants Program each year will be approved by Council, and will be based on the municipality's available resources, past and anticipated demand for funding, and community needs and priorities.
- b) Requests for Community Organizations seeking funding for eligible activities as listed in this Policy will only be considered through the application process for the Community Grants Program as described in this Policy.

- c) Community Organizations may be eligible for Exceptional Funding Partnerships as defined in this policy. These partnerships must be approved by Council. Exceptional Funding Partnerships may be considered by the Municipality from time to time as opportunities and needs arise. Community Organizations seeking Exceptional Funding Partnership may make a deputation or comment at a meeting of Council or may discuss directly with staff or individual members of Council; however, in all cases, requests will be referred to a staff report to support Council in decision-making about these special cases. Exceptional Funding Partnerships will be documented through a funding agreement, approved by Council, outlining the terms and conditions of the grant.
- d) The Municipality will engage a third-party Grants Program Manager to administer the Community Grants Program. The parameters for this service will be described in a service agreement. Administration of the program includes detailed program design, design and management of the application process, promotion of the program, adjudication and grant selections, documentation, reporting/accountability procedures for recipients and evaluation and impact reporting to Council.

8. Community Grants Program - Eligibility Criteria

- a) To be eligible for the Community Grants Program, applicants must:
 - i. Be a "Community Organization" as defined in this Policy.
 - ii. Have a minimum of twelve (12) months of history delivering programs or services within the geographic boundaries of the Municipality of Prince Edward County, to access cash funding. Groups that have been active for less than twelve months may apply for Municipal In-Kind Funding, but not cash grants.
 - iii. Be located and conduct most activities within the geographic boundaries of the Municipality of Prince Edward County or be a local chapter of a larger organization that provides consistent services within Prince Edward County.
 - iv. Have demonstrated sound fiscal management and are in good standing with the Municipality.
 - v. Demonstrate that they provide those services and programs in an effective, accessible, open, and inclusive manner; and,
 - vi. Must have financial records in the name of the applicant.
- b) Mandated Arts Organizations as defined in this Policy are not eligible for cash funding through the Community Grants Program in years when the Municipality has contributed to the PEC Arts Fund of the County Foundation. Mandated Arts Organizations would apply to the County Foundation PEC Arts Fund to access cash funding from the Municipality. Mandated Arts

Organizations are eligible for In-Kind Grants through the Community Grants Program.

- c) The Community Grants Program provides funding for organizations, projects, events, activities, or programs that support, sustain, promote, inform, educate, celebrate, preserve, and/or provide access to:
- i. **Culture:** beliefs, customs and traditions of certain communities, societies or cultural groups relating to language, ethnicity, race, gender, sexual or gender identity, disability, religion, class, and diversity;
 - ii. **Environment:** beautification, conservation, documentation, education, interpretation, preservation, restoration, and research of the environment/natural heritage (air, water, flora, fauna, and natural landscape);
 - iii. **Heritage:** identification, documentation, interpretation, or preservation of built heritage (structure, building or group of buildings, landscape), cultural heritage (archaeology, archives, genealogy, monuments, museums, and galleries/collections), natural heritage, historic people and events, and traditions (customs and beliefs);
 - iv. **Social Services Health, and Recreation:** activities contributing to physical, mental and social wellbeing with a focus on prevention; access to housing, **accessibility for people with disabilities**, food and clothing, freedom from violence; and/or,
 - v. **Arts:** creative activity by professionals or non-professionals in various fine and applied art forms including but not limited to visual, performing and performance, literary, media and decorative arts.
- d) **Community Grant Program funding may be used for general operating expenses, special projects, capacity building projects (such as strategic planning, organizational development), events or new programs (seed funding, pilot projects etc.). There is no restriction on the percentage of operational costs that can be included in the grant request.**
- e) Community Grant Program funding may not be used for:
- i. Major capital purchases such as vehicle purchases, land or building purchases or renovations, **except for small capital purchases or projects that support compliance with *Accessibility for Ontarians with Disabilities Act* or accessibility provisions within the *Ontario Building Code*;**
 - ii. Prize money, awards, travel expenses, hospitality (food, beverage, alcohol);
 - iii. Reduction of accumulated or annual deficits, debt reduction or financing;
 - iv. Programs, services, activities, or amenities that are already supported by the Municipality through another funding program, service contract or an Exceptional Funding Partnership;

- v. Fund raising campaigns, events, or activities, except for In-Kind Grants which may be used to support fund raising initiatives;
- vi. Programs with mandates legislated or regulated by the Provincial or Federal governments;
- vii. Programs, services, activities, or amenities that promote a particular faith, or require participants to adhere to a particular faith;
- viii. Activities, programs services or amenities that will be delivered outside of the geographic boundaries of Prince Edward County;
- ix. Activities that serve to raise funds for other organizations, individuals/households, businesses, or causes; and/or,
- x. Activities that would qualify for fee reductions or waivers as describe din the current municipal Fees and Charges By-Law.

9. Community Grants Program - Funding Structure

- a) There are two (2) Community Grant streams:
 - i. **Cash Grants up to \$15,000** - Cash grants up to \$15,000 per organization per calendar year for any activity deemed eligible under this Policy. Cash grants may be awarded as single-year or multi-year grants.
 - ii. **In-Kind Grants up to \$2,000** - Use of municipal venues, services, equipment labour etc., as valued in the Fees and Charges By-Law, with a maximum grant of \$2,000 per organization per calendar year. In-Kind Grants may be awarded as single-year grants only.
- b) Multi-year grants are only available to Community Organizations that have received and satisfactorily reported on a previous Community Grant. Multi-year grants may be awarded only in the first, second or third year of a term of Council, and cannot extend beyond the end of the term of Council. Multi-year grants will be awarded with the condition that satisfactory reports will be filed on an annual basis and will be contingent on the availability of sufficient funding within the Council-approved Community Grant budget in future years.

10. Community Grants Program - Assessment Criteria

- a) Applications will be assessed based on the following criteria:
 - i. How the funding request aligns with the objectives of the Municipality as outlined in the Municipal Strategic Plan, or other relevant plans (i.e. Community Safety and Well-being Plan, 10-Year Community Plan)
 - ii. Demonstrated community need and support for the proposed activities, which could include information about:
 - 1. Evidence of community need through data, statistics, testimonial.

- 2. Community support by way of funding/sponsorships from other sources.
- 3. Evidence of community collaboration and partnerships.
- iii. Proposed community benefit and impact in relation to the funding amount requested.
- iv. Need for municipal funding (i.e. outcomes cannot be achieved without external funding)
- v. Sound fiscal management as demonstrated through accurate record-keeping, reasonable budgeting, multiple sources of income, and plans for deficit reduction or rationale for surplus.
- vi. Evaluation and accountability plans and identification of key performance metrics and anticipated outcomes.
- vii. Results and reporting on previous years' Municipal funding, if applicable.

11. Community Grants Program - Application and Assessment Process

- a) The application process will be designed by the Grants Program Manager in a way that is consistent with this Policy, consistent with granting best practice, and acceptable to the Director.
- b) Applications will be open and advertised with a fixed deadline. The Grants Program Manager will open applications at least once each calendar year for cash grants, and twice per calendar year for In-Kind Grants.
- c) Applications will be screened for eligibility by the Grant Program Manager before being reviewed by the Grant Program Manager's adjudication panel. The panel will assess applications against the criteria in Section 10 - Assessment Criteria and will provide recommendations to the Board of Directors of the Grant Program Manager. The Board of Directors will provide final approval of the grant awards.
- d) To honour the Municipality's long-standing commitment to supporting food security, the Grant Program Manager's adjudication panel will be required to allocate no less than \$20,000 or 10% (whichever is greater) of available cash grants to food security organizations, initiatives, or activities.
- e) There will be no appeal process.
- f) The adjudication process is competitive. As such, applicants are not guaranteed funding.
- g) No exceptions will be made to published deadlines or eligibility criteria. Late or incomplete applications will not be considered.

12. Responsibility and Implementation

- a) Council is responsible for:
 - i. Approving the Community Grant Policy.

- ii. Setting the annual Community Grant Program budget through the municipal Operating Budget process.
 - iii. Receiving reports and making decisions related to Exceptional Funding Partnerships.
- b) The Chief Administrative Officer (CAO) is responsible for:
- i. Approving procedures related to implementing this Policy.
- c) The Director is responsible for:
- i. Providing necessary training related to implementing the Policy.\
 - ii. Ensuring all grant funds and in-kind resources are issued in accordance with the Policy requirements.
 - iii. Ensures that grants issued are compliant with all applicable legislation.
 - iv. Managing the agreement with the Grant Program Manager and ensuring staff and the Grant Program Manager are implementing Community Grants according to the Policy.
 - v. Preparing, or directing the preparation of reports related to Exceptional Funding Partnerships.



REPORT

Community Services, Programs and Initiatives

TO: Mayor and Members of Council

FROM: Hilary Fennell, Community Initiatives Coordinator

DATE: November 14, 2024

REPORT: CSP-22-2024

SUBJECT: Municipal Health Initiatives Update

RECOMMENDATION:

1. **THAT** Council receive report CSP-22-2024;
2. **THAT** Council direct the CAO to execute an addendum to the Physician Recruitment Agreement with the Prince Edward Family Health Team dated September 24, 2024 specifying no recruitment solicitation will be made to physicians already practicing in other communities;
3. **THAT** Council direct staff to determine suitable private and municipally owned parcels within the industrial park to be zoned to allow professional services including, but not limited to, medical offices as part of the Comprehensive Zoning By-law review underway; and,
4. **THAT** Council approve a By-Law to enter into a Land Use Agreement with Quinte Health to permit use of the parking lot that is part of 375 Main Street Picton - Roll Number 135003003517000, accessible from McFarland Drive, as a laydown area for construction of the new Picton Memorial Hospital to be enacted at the November 26, 2024 Council meeting.

EXECUTIVE SUMMARY:

Though healthcare is primarily a provincial responsibility, many municipalities are working to support residents in having access to primary care in their communities. One area where municipalities like Prince Edward County are actively involved is in supporting the recruitment of primary care practitioners.

The purpose of this report is to respond to a Council motion requesting information as it pertains to nurse practitioner incentives and a "no-poaching" approach to physician recruitment. Staff do not recommend actions related to nurse practitioner recruitment at this time. Staff are recommending an addendum to the PEFHT/PEFHO agreement to restrict the recruiter from soliciting already practicing physicians from other communities. This does not change current practice, but rather, puts the practice in writing.

This report also includes information about other ways the municipality can support health care initiatives in the community. Staff are recommending entering into a Land Use Agreement with Quinte Health to use municipal land as a laydown area for the construction of the new Picton Memorial Hospital. Staff also provide a recommendation, building on the work of the Primary Care Infrastructure Working Group, to review zoning in the industrial park to permit professional services, including medical offices, to operate on these lands.

BACKGROUND

In Prince Edward County the allocation of healthcare providers, specifically family physicians and nurse practitioners, is structured to meet community needs and is determined by Ontario Health. As of now, the County has an allotment of 23 physicians and four nurse practitioners, with all nurse practitioner positions currently filled, and 16 of 23 physician spaces filled. The municipality is the primary funder of "County Docs", a physician recruitment program administered by the Prince Edward Family Health Team (PEFHT) and the Prince Edward Family Health Organization (PEFHO). The municipality works with PEFHT and PEFHO to set policy for this program.

Primary Care Recruitment - Success to date:

Since the implementation of the County Docs program, seven physicians have been recruited to Prince Edward County leveraging municipal recruitment incentive funding. This has allowed for approximately 7,000 residents to have maintained a primary health care provider. Earlier this year, Council approved continued funding for the County Docs program that would provide sufficient incentives to recruit physicians to fill the remaining seven physician vacancies ([June 27, 2024 Agenda](#) | [Minutes](#)).

Additionally, 750 residents have been newly rostered to primary care physicians through the municipally-funded [Health Care Connect Premium Pilot](#) (HCCPP) with a confirmed 500 more residents to be rostered by February 2025. Other municipalities have since attempted to replicate the HCCPP, making PEC an innovative leader in this regard provincially.

In addition to these funding allocations, Council has also supported primary care recruitment efforts through the work of the Primary Care Infrastructure Working Group (PCIWG). This group was established by Council to investigate options for medical office space and housing for physicians, as these were identified as barriers to recruitment. At their August 29, 2024 meeting, Council approved a PCIWG recommendation to

designate a parcel of municipal land in Picton as a location for a future medical office building ([August 29, 2024 Agenda](#) | [Minutes](#)).

The wider community is supporting primary care recruitment efforts through The Doctor Accommodation Network (DAN). The DAN is a unique approach in PEC in that a volunteer coordinator acts as a personal housing concierge service, connecting prospective doctors with housing options and ensuring incoming physicians feel knowledgeable and welcome in their new community.

Through the development of PEFHT's [Community Clinic](#) for unattached patients this past February, 634 patients have received front-line medical care including referrals to specialists, while increasing enrollment in the Health Care Connect list. Without requiring new net resources, PEFHT successfully identified efficiencies and made internal program changes to allocate appropriate resources to the Community Clinics. The Clinics are staffed by one Nurse Practitioner, supported by a Registered Practical Nurse and administrative staff.

At the June 27, 2024 Committee of the Whole as part of a larger discussion on successes and future opportunities to support health care in Prince Edward County, Council passed the following motion directing staff to research nurse practitioner incentives and a "no-poaching" approach from other communities as part of the County Docs physician recruitment and retention effort:

Motion CW-108-2024

Moved by Councillor Roberts

Seconded by Councillor Hirsch

THAT staff be directed to explore nurse practitioner incentives, and report back prior to 2025 budget deliberations; and

THAT staff be directed to explore a no-poaching approach to Northern, Indigenous or small remote communities in Ontario in the primary care recruitment policy.

CARRIED

Nurse Practitioners:

The province has allocated Prince Edward County with four nurse practitioner (NP) full-time equivalent positions. The Prince Edward Family Health Team Executive Director is responsible for NP recruitment. At this time, all NP positions have been filled, meaning there is no further provincial funding to support the salaries of additional nurse practitioners in the area.

Although PEFHT's NPs cannot roster patients under the current model, they provide primary care in various settings throughout the community. NPs see unattached patients through the Community Clinic (Picton and Wellington), through PEC Memorial Hospital emergency visits, as well as provide support through palliative care, coordinated care cancer, memory clinics, and home visits.

Barinder Gill, Executive Director of PEFHT and Co-Lead of the local constellation of the [Hastings Prince Edward Ontario Health Team](#) (OHT) made a [deputation](#) to Council on October 22, 2024, on behalf of OHT. His deputation described how the partners in the OHT are actively exploring an alternative model of care in which patients are rostered to the Family Health Team, and other primary care providers throughout the region, rather than to individual primary care providers, and all care providers are salaried (rather than billing Ontario Health). This model would include a complement of additional NPs and other allied health staff in the future, pending the successful receipt of funding and support from Ontario Health. The educated decision to pursue this route of enhancing and expanding primary care delivery came from feedback through Ontario Health, following an unsuccessful submission for funding in 2023. As stated in Mr. Gill's deputation, the next application date is pending. These efforts are all a part the Government of Ontario's plan to transform the way primary care is delivered.

There are only 25 provincially funded, nurse practitioner-led clinics in Ontario. Under this model, NPs can roster patients and provide primary care without the supervision of a physician. The City of Belleville has been host to a non-profit nurse practitioner-led clinic since August of 2010. There are currently six NPs employed at the clinic alongside registered nurses, a registered dietician, social workers, and a chiropractor. It is important to note that NP recruitment incentives were implemented in Belleville due to the high volume of positions that needed to be filled to support this clinic.

It is possible for municipalities to advocate to the province for a nurse practitioner-led clinic. This could be achieved through an application to secure funding for the operating costs and salaries, followed by the implementation considerations such as a practice location and staff recruitment program. This approach would be inconsistent with the move toward the new model of care that is being proposed by the OHT, the PEFHT and Ontario Health. For this reason, staff do not recommend advocacy for an NP-led clinic.

Without nurse practitioner vacancies to fill, staff do not recommend the implementation of a nurse practitioner incentive program at this time. There may be a need for recruitment incentives for NPs and/or other health care workers in the future if the care model transitions to that which is being proposed by the OHT. Staff will remain in close contact with PEFHT and the OHT to determine an appropriate time, if any, to reintroduce the idea of NP incentives.

Context for "No-Poaching" Policy

The [Rurality Index for Ontario](#) (RIO) is used by the Ministry and the Ontario Medical Association to assess the degree of rurality of communities in Ontario. RIO is used to determine which communities are eligible for a provincial funding program called the Northern and Rural Recruitment and Retention Initiative (NRRRI.) Physicians can access up to \$124,730 in NRRRI funding to establish their practices in rural and Northern communities, under a four-year return of service model.

RIO is calculated through a combination of: a) the measure of community population and population density, b) the measure of travel time to the nearest basic referral centre, and

c) the measure of travel time to the nearest advanced referral centre. Scores range from 0 to 100, with a higher score indicating a higher degree of rurality. Prince Edward County is listed as a Census Division with a RIO score of 28, indicating our community is considerably less rural compared to other areas in Ontario. Communities scoring 40 or higher are considered for NRRRI grants. Based on this, PEC is ineligible.

Prince Edward County, like many communities that are ineligible for the NRRRI, remains competitive in the recruitment environment through a municipally-funded incentive program. The recruitment incentives offered by Prince Edward County are comparable to or less than those offered through the NRRRI. Additionally, some NRRRI-eligible communities are also offering municipally-funded incentives on top of the NRRRI.

The province also offers a program called the Northern Physician Retention Initiative (NPRI), which provides nearly \$7,500 in funding per physician per year to support the retention of physicians in Northern Ontario.

Physician recruitment is a competitive space in Ontario, but the NRRRI and NPRI are two tools established by the province to level the playing field and support Northern and rural communities to attract and retain physicians. Prince Edward County offers competitive recruitment incentives which are comparable to what might be available in many rural, Northern and Indigenous communities, whether these incentives are funded through Provincial or municipal programs.

Current Physician Recruitment Practice:

The County Docs Physician Recruiter currently takes a no solicitation approach to recruitment. The recruiter does not do "outbound sales" to physicians currently practicing in other communities, including rural, Northern and Indigenous communities. The recruiter does only "inbound sales," acting on inquiries received through email, phone, and in person at conventions and recruitment events. These inquiries could include contact from physicians who are practicing in other communities. If a physician is seeking a change, and is considering their relocation options, the recruiter would engage in a conversation about the incentive program, only if initiated by an interested physician.

Staff recommend codifying this practice by amending the existing agreement with PEFHT and PEFHO to explicitly prohibit the recruiter from soliciting physicians who are currently practicing in other communities. The County Docs recruiter may only engage in relocation and incentive conversations if the conversation is initiated by the physician.

Prince Edward County has also entered into a Memorandum of Understanding with neighboring municipalities in the Quinte Region to support non-competitive recruitment given our connected economies and communities. The regional Memorandum of Understanding ([Minutes April 23, 2023](#)) explicitly restricts the County Docs recruiter from offering incentives to physicians who previously received incentives from other recruiting programs in the Bay of Quinte Region.

Staff recommend an addendum (Attachment 1) be added to the [agreement](#) with the PEFHT for no solicitation as it relates to physician recruitment. This will formalize the existing practice already in place by the Physician Recruiter and PEFHT and achieve the municipality's interest in transparent ethical behaviour.

Industrial Park Properties

The Primary Care Infrastructure Working Group (PCIWG) was an ad hoc group created by Council to support physician recruitment by identifying medical office space and housing options for new and current physicians. The PCIWG recommended a parcel of land near the Industrial Park for long-term lease to PEFHT, allowing for the development of a medical office building funded by Ontario Health. Council approved this designation on August 28, 2024 ([Agenda](#) | [Minutes](#)), for the parking lot beside the HUB Child and Family Centre, pending PEFHT's capital funding approval. PEFHT has since begun the funding application process.

PEFHT's application for funding and construction of a medical building on the municipally-owned parking lot in the Industrial Park will take several years, with no work expected to begin within the next three years. Meanwhile, Quinte Health needs a nearby property for contractor parking and as a laydown area for the new hospital build. Staff recommend allowing Quinte Health to use this parking lot at no charge, with a Land Use Agreement (Attachment 2). The agreement permits The HUB Child and Family Centre to continue using part of the lot for parking, and PEFHT has confirmed they will not need the property for at least three years. Under the agreement, contractors are responsible for liability, must follow environmental protections, and are required to remediate any contamination and return the property to its original condition.

If approved for provincial capital funding, the project would provide a substantial amount of turn-key office space for the County's physicians. However, additional office space will still be needed.

The Industrial Park area is ideal for medical offices due to its proximity to the hospital. Building on PCIWG's work, staff recommend identifying and rezoning additional suitable parcels within the Industrial Park to support professional services, including medical offices, on both public and private land near the hospital.

For example, in addition to the designated municipal parking lot within the Fairgrounds property, PEFHT is collaborating with private property owners to create more medical office space within the Park. A medical office has operated in the Park for over a decade, as well as insurance, financial, dental, and veterinary services. While the current zoning restricts professional and medical offices on most Park properties, this rezoning effort offers an opportunity to diversify land use within the Park and expand options for medical office space.

Should Council approve the recommendations in this report, staff will work through the Comprehensive Zoning By-law review to identify and rezone suitable properties, both private and municipal, for these purposes.

STRATEGIC PLAN ALIGNMENT:

Pillar: Support a community that cares

Council Priority: Community Health

Objective: Be an active partner working with others to narrow socioeconomic gaps and reduce poverty in our community.

ANALYSIS:

Budget Considerations

There are no budget implications for the purposes of this report.

Risk Implications of Implementing Recommendation(s)

| Risk Description | Risk Type | Proposed Mitigation |
|--|----------------------|---|
| A codified no-poaching policy could limit the pool of available physicians for recruitment. | Public / Stakeholder | The municipality can explore alternative competitive physician recruitment solutions in the form of increased incentives and benefits to attract eligible physicians. |
| The construction of the new hospital takes longer than three years. | Public / Stakeholder | Staff will work closely with PEFHT and Quinte Health to assess needs and timing throughout both the construction project and the grant application for the medical building development. PEFHT are quite content with the property being used for this purpose, due to its importance to the community and the Family Health Team. |
| Private property owners on the Industrial Park do not want their property rezoned to allow for medical office space. | Public / Stakeholder | The municipality can rezone property in order to support a Council priority. The proposed amendment would not remove approved uses from properties on the Industrial Park, but would allow professional services offices to also operate. Staff will provide written notice to property owners to inform them of this intent and engage them in the Comprehensive Zoning By-Law Review process. |

Other Options Considered

No-Poaching Policy: An alternative option would be to strengthen the "no-poaching" policy, restricting the recruiter from engaging in conversation with or offering incentives to any physician who is practicing in any other community, **regardless of who initiates the conversation**. Staff do not recommend this approach as it would limit the recruitment pool for County Docs. Physicians may wish to relocate for a variety of reasons, and most recruitment programs honour their freedom of choice by engaging in conversations with those who are actively seeking a change.

Nurse Practitioner Recruitment: Another option is to advocate for a NP-led clinic in PEC. Staff do not recommend this, considering the current PEFHT/OHT advocacy to Ontario Health regarding the school board model of care. Staff recommend supporting their efforts through letters of support, delegations, etc.

Another option is to amend the contract with PEFHT/PEFHO to permit them to re-purpose some of the current budget allocation for physician recruitment if a need presents itself during the term of the current agreement. Staff do not recommend this approach as County Docs have indicated there is no current or anticipated need for an incentive.

Industrial Park Re-Zoning: Staff considered adjusting zoning specifically for the property that PEFHT and the private owners intend to use for medical offices. However, given the growing trend of professional services and medical office use within the Industrial Park, and the ongoing need for medical office space near the hospital, staff recommend a broader review of properties across the Industrial Park. This approach would identify multiple options in a single process.

NEXT STEPS:

Should the recommendations of this report be supported, the CAO will sign the Addendum to the Agreement with PEFHT/PEFHO (Attachment 1) and the By-Law to enter into a Land Use Agreement with Quinte Health (Attachment 2) will be enacted at the November 26, 2024 Council meeting.

Staff would also begin the process of identifying suitable properties within the Industrial Park for re-zoning, and include these recommendations in the Comprehensive Zoning By-Law review, which is expected to come before the Planning and Development Committee in early 2025.

ATTACHMENTS:

1. Addendum to Agreement - PEFHT/PEFHO
2. Draft By-Law XX-2024 and Land Use Agreement with Quinte Health

AUTHORIZING SIGNATURES:

Prepared by: Hilary Fennell October 28, 2024
Community Initiatives Coordinator



Reviewed by: Emily Cowan October 29, 2024
Director of Community Services, Programs and
Initiatives



Approved for submission by: Marcia Wallace October 31, 2024
Chief Administrative Officer

ADDENDUM TO PEFHT/PEFHO PHYSICIAN RECRUITMENT AGREEMENT

THIS ADDENDUM made this XX day of November, 2024,

B E T W E E N :

THE CORPORATION OF THE COUNTY OF PRINCE EDWARD

(the "Municipality")

- and -

PRINCE EDWARD FAMILY HEALTH TEAM

(Hereinafter called "PEFHT")

- and -

PRINCE EDWARD FAMILY HEALTH ORGANIZATION

(Hereinafter called "PEFHO")

WHEREAS on September 24, 2024, the Municipality and PEFHT/PEFHO renewed the Agreement for the Physician Recruitment and Retention Program (the "Program");

AND WHEREAS, the Municipality aims to uphold ethical standards in the recruitment of physicians;

AND WHEREAS, a non-solicitation clause will support in maintaining continuity of care in other communities who are also facing physician shortages;

AND WHEREAS, as a condition of the Agreement, the Municipality and PEFHT/PEFHO have agreed to ensure the ethical standards of the Municipality are put into practice;

NOW THEREFORE, in consideration of the mutual covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Municipality and PEFHT/PEFHO agree to amend the Agreement as follows:

1. The Agreement is amended as follows:
 - a. Section 3.3. will be added to read as follows "The Parties agree to a no-solicitation approach to recruitment, whereby recruitment efforts shall not include active solicitation of physicians currently practicing in other communities. For clarity, this does not prevent the recruitment program from engaging with such physicians if the physician initiates contact."
2. Except as set forth in this Amending Agreement, the Agreement is unaffected and shall continue in full force and effect in accordance with all the terms contained therein. If there is conflict between this Amending Agreement and the Agreement or any earlier amendment, the terms of this Amending Agreement will prevail.

SIGNED, SEALED AND DELIVERED IN WITNESS

whereof I have herunderto set my hand and seal:

PRINCE EDWARD FAMILY HEALTH TEAM/PRINCE EDWARD FAMILY HEALTH ORGANIZATION

Per: _____

Name: _____

Title: _____

I have the authority to bind the Corporation.

The above signed _____ agrees to the above Amendment.

DATED AT: _____ this _____ day of _____, 2024.

SIGNED, SEALED AND DELIVERED IN WITNESS

whereof I have hereunderto set my hand and seal:

THE CORPORATION OF THE COUNTY OF PRINCE EDWARD

Per: _____

Name: Marcia Wallace

Title: Chief Administrative Officer

I have the authority to bind the Corporation

The above signed agree to the above Agreement

DATED AT Picton, Ontario this _____ day of _____, 2024.

THE CORPORATION OF THE COUNTY OF PRINCE EDWARD

BY-LAW NO. xx-2024

A BY-LAW TO AUTHORIZE THE MAYOR & CLERK TO EXECUTE A LAND USE AGREEMENT BETWEEN THE CORPORATION OF THE COUNTY OF PRINCE EDWARD AND QUINTE HEALTH

(Parking Lot located on MacFarland Court, near intersection with MacSteven Drive)

WHEREAS Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS QUINTE HEALTH has requested from the municipality permission to use property owned by the municipality, namely the gravel Parking Lot located on MacFarland Court, near intersection with MacSteven Drive, being part of the Picton Fairgrounds, 375 Main Street, Picton, ON, and as more particularly described in Schedule 1 - Parking Lot Site Plan, attached to this Agreement, for the purposes of parking, site trailers, installation of temporary utility services, storage of materials, C-cans and include secure fencing around the perimeter of the gravelled area;;

AND WHEREAS has agreed to permit access to and the use of the Parking Lot for such purposes, subject to the terms and conditions contained in the agreement;

NOW THEREFORE BE IT RESOLVED THAT the Council of The Corporation of the County of Prince Edward enacts as follows;

1. **THAT** the Land Use Agreement substantially in the form attached hereto as Schedule 'A' to this By-Law is hereby authorized and approved.
2. **THAT** the Mayor and Clerk are hereby authorized and directed to execute the Land Use Agreement authorized and approved under Schedule 'A' of this by-law.
3. **THAT** the provisions of this by-law shall come into force and effect on the day of final passing thereof.

Read a first, second and a third time and finally passed this 26th day of November, 2024.

Catalina Blumenberg, **CLERK**

Steve Ferguson, **MAYOR**

LAND USE AGREEMENT

BETWEEN

QUINTE HEALTH

- AND -

THE CORPORATION OF THE COUNTY OF PRINCE EDWARD

DRAFT

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THIS LAND USE AGREEMENT (the "**Agreement**") is made this ____ day of _____, 2024 (the "**Effective Date**"),

BETWEEN

QUINTE HEALTH

with an office at 265 Dundas Street East, Belleville, ON, K8N 5A9

- and -

THE CORPORATION OF THE COUNTY OF PRINCE EDWARD

with an office at Shire Hall – 332 Picton Main Street, Picton ON, K0K2T0
 ("THE COUNTY")

QUINTE HEALTH and THE COUNTY collectively referred to herein as "**the Parties**,"

WHEREAS QUINTE HEALTH has requested from THE COUNTY permission to use property owned by THE COUNTY, namely the gravel Parking Lot located on MacFarland Court, near intersection with MacSteven Drive, being part of the Picton Fairgrounds, 375 Main Street, Picton, ON, and as more particularly described in Schedule 1 - Parking Lot Site Plan, attached to this Agreement, for the purposes of parking, site trailers, installation of temporary utility services, storage of materials, C-cans and include secure fencing around the perimeter of the gravelled area;

AND WHEREAS THE COUNTY has agreed to permit access to and the use of the Parking Lot for such purposes, subject to the terms and conditions contained herein;

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency thereof is hereby acknowledged, the parties hereto agree as follows:

Article 1 Interpretation

1.1 Definitions

- (a) In this Agreement, unless the context otherwise requires, the following terms have the meanings indicated below:
- i) "**Business Day**" or "**Business Days**" means Monday to Friday between the hours of 8:00 a.m. to 4:00 p.m., except when such a day is a public holiday, as defined in the *Employment Standards Act* (Ontario) or as otherwise agreed to by the Parties in writing.
 - ii) "**Days**" means calendar days.
 - iii) "**Effective Date**" means the date that this Agreement is made, as first shown above.
 - iv) "**Governmental Authorities**" means governments, regulatory authorities, governmental departments, agencies, agents, commissions, bureaus, officials, ministers, Crown corporations, courts, bodies, boards, tribunals, or dispute settlement panels or other law, rule, or regulation-making organizations or

entities having or purporting to have jurisdiction on behalf of any nation, province, territory, state, or other geographic or political subdivision thereof; or exercising, or entitled or purporting to exercise any administrative, executive, judicial, legislative, policy, regulatory, or taxing authority or power, and includes the Ministry of Health and Long Term Care and Health Canada.

- v) **“Parking Lot”** means the gravel parking lot located at MacFarland Court, near intersection with MacSteven Drive, owned by THE COUNTY, and as further particularized in Schedule 1 – Parking Lot Site Plan, attached to and forming part of this Agreement;
- vi) **“Term”** means the effective period of the Agreement as set out in Section 6.1 of this Agreement.

1.2 Schedules

- (a) The following Schedules are attached to and form an integral part of this Agreement:
 - i) Schedule 1 - Parking Lot Site Plan

1.3 Rules of Interpretation

- (a) This Agreement shall be interpreted according to the following provisions, unless the context requires a different meaning:
 - i) the plural includes the singular, the singular includes the plural, and each of the masculine and feminine includes the other gender;
 - ii) words in the Agreement shall bear their natural meaning;
 - iii) references containing terms such as “includes” and “including”, whether or not used with the words “without limitation” or “but not limited to”, shall not be deemed limited by the specific enumeration of items but shall, in all cases, be deemed to be without limitation and construed and interpreted to mean “includes without limitation” and “including without limitation;” and
 - iv) general words introduced or followed by the word “other” or “including” or “in particular” shall not be given a restrictive meaning because they are followed or preceded (as the case may be) by particular examples intended to fall within the meaning of the general words.

Article 2 Maintenance and Operations

2.1 General

- (a) QUINTE HEALTH acknowledges and agrees that, by entering into this Agreement, THE COUNTY makes no representations or warranties of any kind regarding the quality and/or suitability of the Parking Lot to meet the needs or expectations of QUINTE HEALTH.
- (b) THE COUNTY agrees to provide QUINTE HEALTH full access to the Parking Lot in accordance with the terms and conditions of this Agreement for the entire period of

construction of the new Prince Edward County Memorial Hospital (PECMH), commencing in September 2024 and with an anticipated completion date of December 31, 2027.

- (c) Notwithstanding any other provisions of this Agreement, QUINTE HEALTH shall have no access to or permission to use the Parking Lot two (2) days per year, as set out in Section 3.1(c) of this Agreement
- (d) THE COUNTY shall NOT be in any way responsible for the Parking Lot during the entire Term of this Agreement, with the exception of the two (2) days per year noted in Section 3.1(c).
- (e) During the entire Term, QUINTE HEALTH shall be completely responsible for the Parking Lot, which responsibility shall include, but not be limited to, logistics, management, activity, maintenance, snow clearing, health and safety, site security, signage related to operating the Parking Lot.
- (f) THE COUNTY, its authorized employees, agents, contractors and subcontractors, shall have the right to enter and inspect the Parking Lot at any reasonable time to confirm compliance with this Agreement or for any purpose that THE COUNTY, in its sole and absolute discretion, deems appropriate.

2.2 Hours

- (a) With the exception of the two (2) days per year set out in Section 3.1(c) of this Agreement, QUINTE HEALTH shall have access to and use of the Parking Lot at all times throughout the Term (24 hours a day, 7 days a week, 365 days a year).

Article 3 Conditions of Use

3.1 General

- (a) THE COUNTY grants QUINTE HEALTH, and its agents, contractors and subcontractors, full permission to use and access the Parking Lot on the understanding that QUINTE HEALTH intends to use the Parking Lot property to support the PECMH Redevelopment Project and for no other purpose.
- (b) It is understood that the Parking Lot may be used by QUINTE HEALTH for parking, site trailers, installation of temporary utility services, storage of materials, C-cans and include secure fencing around the perimeter.
- (c) QUINTE HEALTH acknowledges and agrees that the Prince Edward County (PEC) Agricultural Society will have restricted access to the Parking Lot property for two (2) days each year (the Friday and Saturday that follows Labour Day) as follows:
 - i) September 13 & 14, 2024, from 12:01AM of the Friday to 11:59PM on the Saturday
 - ii) September 12 & 13, 2025, from 12:01AM of the Friday to 11:59PM on the Saturday

- iii) September 11 & 12, 2026, from 12:01AM of the Friday to 11:59PM on the Saturday
- iv) September 10 & 11, 2027, from 12:01AM of the Friday to 11:59PM on the Saturday
- (d) During the dates and times set out in Section 3.1(c) of this Agreement, QUINTE HEALTH acknowledges and agrees that it shall have no access to or use of the Parking Lot, and will ensure the Parking Lot is free and clear of all hindrances, equipment, vehicles, buildings, and in the same condition as the first day of this Agreement.
- (e) QUINTE HEALTH will consult with and comply with any requirements of Quinte Conservation related to any intended use by QUINTE HEALTH.

3.2 Environmental Protections

- (a) QUINTE HEALTH shall ensure all trees in and around the Parking Lot are protected from all equipment, and shall, at its sole cost and expense, and within a reasonable timeframe following termination or expiration of this Agreement, replace any trees that are injured or destroyed in accordance with THE COUNTY'S Tree Management and Preservation Policy.
- (b) QUINTE HEALTH shall immediately report all spills to THE COUNTY and shall at all times comply with all its requirements under the EPA and O.Reg 675/98. QUINTE HEALTH acknowledges and agrees that its failure to do so constitutes a breach of this Agreement and may result in the forfeiture of use of the Parking Lot.
- (c) QUINTE HEALTH shall have a spill response policy and equipment on-site at all times, and shall provide a copy of such policy to THE COUNTY upon request.
- (d) QUINTE HEALTH shall be solely responsible for any remediation of any contamination occurring as a result of a spill on the Parking Lot or otherwise in relation to this Agreement.
- (d) QUINTE HEALTH shall restore the Parking Lot after use, including restoring or repairing any environmental condition and any structural, surface, and/or other landscaping features that are damaged.
- (e) QUINTE HEALTH shall not cause or permit waste of any kind to be stored on the Parking Lot at any time.
- (f) QUINTE HEALTH shall not cause or permit any hazardous materials (including portable fuel tanks, etc.) or excess soil to be stored at the Parking Lot.
- (g) QUINTE HEALTH acknowledges and agrees that any storage of pristine soil at the Parking Lot will require prior approval of THE COUNTY, and shall be subject to THE COUNTY'S requirements, including but not limited to the installation of silt fencing to prevent any egress of sediment into the creek.

Article 4 Costs

4.1 Costs

- (a) THE COUNTY agrees that QUINTE HEALTH will not incur any rental cost or other fees for use of the Parking Lot during the Term.
- (b) QUINTE HEALTH shall be solely responsible for and shall bare all costs related to its access and use of the Parking Lot, including but not limited to: insurances, maintenance, snow clearing, health and safety, site security, and signage.
- (c) QUINTE HEALTH agrees that at the end of the Term, it shall return the Parking Lot to THE COUNTY in the same condition as at the start of this Agreement.

Article 5 Indemnity

5.1 Indemnity

- (a) QUINTE HEALTH shall indemnify, defend (at its expense) and hold the Indemnitees harmless in respect of any action, claim, demand, cost, charge, losses, and expenses (including legal costs on a substantial indemnity basis), whether or not well-founded, ("**Losses**") brought against or suffered by THE COUNTY arising out of or related to:
 - i) claims for bodily injury, including death, and claims asserted by third parties for bodily injury, including death;
 - ii) claims for loss or damage to tangible property, and claims asserted by third parties for loss or damage to tangible property;
 - iii) any breach or alleged breach by QUINTE HEALTH of any of its obligations, warranties, or representations in the Agreement;
- (b) THE COUNTY shall assume no liability for special, indirect, incidental or consequential damages arising in connection with this Agreement, even if advised of the possibility thereof.

Article 6 Term and Termination

6.1 Term

- (a) This Agreement shall become effective on the Effective Date, and shall expire on **December 31, 2027** unless it is terminated early in accordance with the provisions of the Agreement (the "**Term**").

6.2 Extension

- (a) QUINTE HEALTH may request an extension of the Term for an additional period of twelve (12) months by giving three (3) months written notice to THE COUNTY prior to the commencement of the extension period.

- (b) Any extension of the Term shall be upon the same terms and conditions as set out in this Agreement.

6.3 Termination

- (a) Either Party may, without liability, cost or penalty, terminate this Agreement on providing written notice to the other Party.
- (b) Notwithstanding Section 6.3(a) of this Agreement, either Party may terminate this Agreement immediately where such other Party neglects or fails to perform or observe any material term or obligation of the Agreement and such failure has not been cured within thirty (30) days' written notice of such default.
- (c) Should THE COUNTY exercise its right to terminate this Agreement pursuant to Section 6.3(a) of this Agreement, THE COUNTY shall provide QUINTE HEALTH no less than six (6) months' written notice to assist QUINTE HEALTH in finding alternative arrangements.
- (d) Should QUINTE HEALTH exercise its right to terminate this Agreement pursuant to Section 6.3(a) of this Agreement, QUINTE HEALTH shall provide THE COUNTY no less than three (3) months' written notice of its intention to terminate.

6.4 Obligations in the Event of Termination or Expiration of the Agreement

- (a) At the expiration or termination of this Agreement, QUINTE HEALTH shall:
- i) Remove any and all items from the Parking Lot; and
 - ii) Return the Parking Lot to THE COUNTY in the same state under which it was received at the start of this Agreement

6.5 No Limitation of Remedies

- (a) Any termination of the Agreement shall not in any respect limit any of either party's rights or remedies either in law or in equity or relieve either party of any obligation incurred prior to the effective date of such termination.

6.6 Survival

- (a) In addition to any other provision dealing with the survival of obligations hereunder, all of the obligations regarding confidentiality, privacy, Intellectual Property Rights, indemnifications, disclaimers and limitations on liability set out in this Agreement shall survive the expiry or termination of this Agreement, as shall all any other provisions which, by their nature, ought reasonably to survive expiry or termination.

Article 7 General

7.1 Liability Insurance

7.1.1 THE COUNTY's Insurance

- (a) THE COUNTY shall, in its sole discretion, determine the appropriate insurance coverage it may hold as the owner of the Parking Lot, but THE COUNTY shall not carry any other insurance related to QUINTE HEALTH's use of or access to the Parking Lot during the Term.

7.1.2 QUINTE HEALTH's Insurance

- (a) QUINTE HEALTH shall provide and maintain General Liability insurance subject to a limit of no less than Five Million Dollars (\$5,000,000) per occurrence. Coverage shall include but not limited to bodily injury, personal injury, property damage including loss of use thereof, contractual liability, non-owned automobile liability, no exclusionary language with respect to tree removal or remediation, and contain a cross liability, severability of insured clause. THE COUNTY shall be added as an additional insured but only with respect to liability arising out of the operations of QUINTE HEALTH and their access and use of the Property as per this Agreement. Coverage shall be maintained throughout the term of this Agreement and any extension thereof. QUINTE HEALTH shall provide THE COUNTY with a certificate of insurance as confirmation of coverage prior to the commencement of any use of or access to the Parking Lot and upon the placement, renewal or extension of all or any part of the insurance. The policy shall be endorsed to provide THE COUNTY with not less than 30 days' written notice of cancellation. The policy shall be with insurers licensed to underwrite insurance in the Province of Ontario. The policy shall apply as primary and not as excess of any insurance available to THE COUNTY.
- (b) QUINTE HEALTH shall cause any Contractor or Sub-Contractor on behalf of QUINTE HEALTH working on, accessing or using the Parking Lot for the purposes related to this Agreement, to provide and maintain the following insurance coverage:
- a. Commercial General Liability insurance subject to limits of not less than Five Million Dollars (\$5,000,000) inclusive per occurrence. Coverage shall include but not limited to bodily injury, personal injury, property damage including loss of use thereof, contractual liability, tenant's legal liability, non-owned automobile and contain a cross liability, severability of insured clause and no exclusionary language with respect to tree removal or remediation. THE COUNTY shall be added as an additional insured;
 - b. Standard OAP 1 Automobile Policy subject to a limit not less than Five Million Dollars (\$5,000,000) per occurrence for Third Party Liability in respect to the use of operation of all licensed Motor Vehicles owned, leased or operated by the Contractor or Sub-Contractor. Where applicable, coverage shall not include OPCF 30, Removing Coverage for Attached Machinery; and
 - ~~c. Contractor's Pollution Liability Insurance subject to limits of not less than~~

One Million Dollars (\$1,000,000) inclusive per claim and shall include coverage for but not limited to, bodily injury including death, property damage including remediation costs which are reasonable and necessary to investigate, neutralize, remove, remediate (including associated monitoring) or dispose of soil, surface water, groundwater or other contamination. The policy shall remain in force for twenty (24) months following the expiration of this Agreement. THE COUNTY shall be added as an additional insured but only with respect to liability arising out of the operations of the Contractor or Sub-Contractor.

To achieve the desired limit, umbrella or excess insurance may be used. With the exception of the Standard OAP 1 Automobile Insurance, all other policies shall be endorsed to provide THE COUNTY with not less than thirty (30) Days' written notice of cancellation. All policies shall be with insurers licensed to underwrite insurance in the Province of Ontario. Prior to the use of or access to the Parking Lot and upon the placement, renewal, amendment, or extension of all or any part of the insurance, QUINTE HEALTH shall promptly provide THE COUNTY with a certificate of insurance as confirmation of the Contractor or Sub-Contractor's insurance coverage meeting the above noted requirements. Coverage shall be maintained throughout the Term of this Agreement and any extension thereof or as noted otherwise.

- (c) QUINTE HEALTH shall be, at its own expense, responsible for any loss, costs, damages, charges or expenses whatsoever which may be sustained by THE COUNTY as a result of any environmental condition, contamination, spill or hazard as may be created by QUINTE HEALTH or its Contractors or Sub-Contractor's during its use of the Property. Any environmental damage occurring as a result of QUINTE HEALTH's occupation of the Parking Lot shall be remediated upon the expiration of this Agreement at the sole cost of QUINTE HEALTH.

7.2 Compliance with Laws

- (a) QUINTE HEALTH acknowledges and agrees that it shall comply with all federal, provincial, and local laws, regulations, and orders in fulfilling its obligations under this Agreement.

7.3 Remedies Cumulative

- (a) The rights and remedies of the Parties under this Agreement are cumulative and are in addition to and not in substitution for any other rights or remedies provided in the Agreement, by law or in equity. Any single or partial exercise by a Party of any right under this Agreement, or any failure to exercise or delay in exercising any such right, shall not be or be deemed to be a waiver of, or to prejudice any other rights or remedies to which such Party may be entitled.

7.4 Entire Agreement

- (a) This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior agreements, understandings,

negotiations, and discussions, whether written or oral and whether between THE COUNTY and QUINTE HEALTH. There are no conditions, covenants, agreements, representations, warranties, or other provisions, expressed or implied, collateral, statutory, or otherwise, relating to the subject matter hereof except as provided herein.

7.5 Time of Essence

- (a) Time shall be of the essence of this Agreement.

7.6 Amendment and Waivers

- (a) This Agreement may not be amended or modified in any respect except by written instrument signed by both Parties.

7.7 Independent Parties

- (a) This Agreement does not create a relationship of principal and agent or employer and employee between QUINTE HEALTH and THE COUNTY and under no circumstance shall either Party be considered the agent of the other. QUINTE HEALTH shall have no authority to assume or create any obligation whatsoever, express or implied, in the name of or on behalf of THE COUNTY.

7.8 Legislation

- (a) Where a statute is referred to in the Agreement, such statute shall be interpreted to include all of its related regulations, as may be amended from time to time.

7.9 Governing Laws

- (a) This Agreement shall be interpreted and enforced in accordance with, and the respective rights and obligations of the parties shall be governed by, the laws of the Province of Ontario, except that such Province's conflict of laws rules shall not apply to this Agreement. Each Party irrevocably and unconditionally submits to the non-exclusive jurisdiction of the courts of the Province of Ontario and the courts competent to hear any appeal.

7.10 Notices

- (a) Any notice, payment or other communication required or permitted to be given under this Agreement shall be in writing and shall be sufficiently given if delivered in person or by mailing by prepaid registered post, or by email.
- (b) All such notices shall be deemed to have been delivered to and received by the addressee: (a) on the date of receipt if delivered in person or by prepaid registered post; or (b) received on the date of its transmission, if delivered by e-mail, provided that if such day is not a business day or it is received after the end of normal

business hours on the date of its transmission then it shall be deemed to have been given and received at the opening of business in the office of the addressee on the first business day next following the transmission thereof if delivered by e-mail.

(c) All such notices shall be delivered,

i) If to THE COUNTY: [NAME]
 332 Main Street, Picton ON, K0K2T0
 Attention: Phone:
 Email:

ii) If to QUINTE HEALTH: [NAME]
 [ADDRESS]
 Attention: Phone:
 Email:

This space intentionally left blank (signing page to follow)

DRAFT

IN WITNESS THEREOF, the Parties have executed this Agreement on the date(s) set forth below:

QUINTE HEALTH

Per: _____

Date: _____

Name **James Hildebrand**

Director, Redevelopment, Facilities and Support Services

I HAVE AUTHORITY TO BIND QUNITE HEALTH

AND:

THE CORPORATION OF THE COUNTY OF PRINCE EDWARD

Per: _____

Date: _____

Name: _____

Title: Mayor

Per: _____

Date: _____

Name: _____

Title: Clerk

We have Authority to bind THE COUNTY

Schedule 1 – Parking Lot Site Plan



Quinte Health
Laydown Area.

The Hub Child &
Family Centre
Parking.



REPORT

Community Services, Programs and Initiatives

TO: Mayor and Members of Council

FROM: Ashley Stewart, Community Services & Programs Coordinator

DATE: November 14, 2024

REPORT: CSP-21-2024

SUBJECT: Proposed Approach to Automated Speed Enforcement (ASE)

RECOMMENDATION:

1. **THAT** Council receive report CSP-21-2024; and
2. **THAT** Council direct staff to consult with the public and Traffic Advisory Committee to establish updated Community Safety Zone (CSZ) and School Zone (SZ) criteria, and return to Council with recommendations in Q3 2025 to update the CSZ and SZ listed in By-Law No. 2262-2008.

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with a general overview of the implementation of an Automated Speed Enforcement (ASE) program and considerations for its possible use in Prince Edward County, in response to a motion from Council.

Speeding has been identified by a variety of community stakeholders as a problem in several areas in Prince Edward County, and ASE is one of many tools that can be used to address this concern. This report outlines best practices for Automated Speed Enforcement (ASE) implementation, with data collection as the first step. Should an ASE program be considered at a later date, subsequent steps could include exploration of the administrative requirements, the implementation process and monitoring.

Staff is recommending moving forward with a phased approach to ASE adoption, starting first with a review of the areas where it could apply, namely Community Safety Zones and School Zones. Due to the complex nature of ASE, its full implementation would require coordination across multiple departments and, if pursued, would have substantial budgetary impacts (both revenue and expenses).

Updating the By-Law for *Regulation Traffic on Highways Through the Installation of Traffic Signs* ([By-Law No. 2262-2008](#)) as a first step would provide insights into which roads are suitable for ASE. This initial phase is intended to gather essential information to inform future decisions on whether to proceed with ASE implementation, and if so, in what locations.

BACKGROUND

What is Automated Speed Enforcement (ASE)

Automated Speed Enforcement (ASE) is a system that uses camera and speed measurement technology to detect and capture images of vehicles exceeding the posted speed limit. ASE is intended to complement other traffic calming measures, such as engineered solutions (e.g., bollards, road design), educational initiatives (e.g., campaigns, radar signs), and traditional police enforcement (e.g., speed radar). ASE is designed to deter speeding and enhance public safety.

When an ASE camera records a speeding violation, the images are reviewed by a Provincial Offences Officer. If deemed eligible, a ticket is then issued to the registered owner of the vehicle and sent via mail. The penalty is a monetary fine, with no impact on demerit points or the owner's driving record.

Authorization of Automated Speed Enforcement (ASE)

In 2019, the Ministry of Transportation (MTO) granted Ontario municipalities the authority to implement Automated Speed Enforcement (ASE) on roadways that have a speed limit of 80km/h or less and have also been designated Community Safety Zones (CSZ) and/or School Zones (SZ); not all Community Safety Zones (CSZ) or School Zones (SZ) require an ASE camera if a program is implemented.

For an ASE program to be implemented, a municipality must enter into agreement with the Ministry of Transportation, the Ministry of the Attorney General and the Information and Privacy Commissioner.

The Ministry of Transportation (MTO) has strict guidelines regarding the use of any revenue generated by an ASE program. Given the significant costs of implementing ASE, it is unlikely that municipalities will generate profit, however, should any revenue be earned, MTO regulations require that the funds be reinvested into public road safety education or related road safety measures.

Impact and Implementation of ASE

As of the timing of this report, ASE has been adopted by 11 municipalities across Ontario. In the Bay of Quinte region, ASE was implemented in Belleville in July 2024, and the municipality of Brighton is nearing implementation of their ASE program. Studies show that ASE can reduce speeding from 15% of vehicles down to 4% in ASE zones within a few months. More information is available at aseontario.com and in the ASE Provincial Guidelines (Attachment 2).

Council Motion

This report comes following a motion from Council at the [January 18, 2024](#), Committee of the Whole Meeting:

Motion CW-05-2024

Moved by Councillor Grosso

Seconded by Councillor Engelsdorfer

WHEREAS the Automated Speed Enforcement (ASE) is an automated system which uses a camera and speed measurement to detect and capture images of vehicles travelling in excess of the posted speed limit;

AND WHEREAS the Ontario average speeding for Hasting and Prince Edward in 2023 determined that 15% of the traffic was travelling over the speed limit;

AND WHEREAS the goal is to plan and develop a safe and efficient road and transportation system that address the needs of our residents, visitors and businesses;

AND WHEREAS the Province of Ontario authorized the use of ASE in municipalities to address ongoing issues with speeding in school zones and community safety zones, and is being utilized by our neighbours City of Belleville and Napanee;

THEREFORE BE IT RESOLVED THAT Council direct applicable staff to explore the creation of an automated speed enforcement (ASE) program, and return to Council with a report by Q4 2024.

CARRIED

STRATEGIC PLAN ALIGNMENT:

Pillar: Strive for good infrastructure and a diversified economy

Council Priority: Roads

Objective: Implement a long-term roads plan focusing on both maintenance and rehabilitation.

ANALYSIS:Community Safety Zones (CSZ) and School Zones (SZ)

Municipalities have the authority to designate Community Safety Zones (CSZ) and School Zones (SZ), but careful selection is critical to maximizing safety benefits. The Ministry of Transportation (MTO) emphasizes that ASE sites should be placed where the risk of speeding-related crashes, injuries, and fatalities is highest. When evaluating potential CSZ and SZ locations, the MTO recommends considering the following factors:

- Speed related collisions, fatalities, injuries
- Population density
- Concentration of vulnerable road users, especially pedestrians and cyclists
- Proximity to sensitive community areas (e.g. schools, senior residences, hospitals, libraries, community centres, parks, etc)
- Existing roadway design features and infrastructure (e.g. lack of sidewalks or crosswalks)

In Prince Edward County, CSZ and SZ are identified in Schedule C of [By-Law No. 2262-2008](#), as amended, and include:

| | |
|---|-----------------------------------|
| Massassauga Rednersville School, 11155 County Road 3, Ameliasburgh Ward - 1 kilometer in length, 500 metres in each direction from the main entrance to the school. | School (Massassauga Rednersville) |
| The existing 1 kilometer long 50 km/hr speed zone on County Road 7 which runs from Chuckery Hill Road to 100 metres west of Bradley Road and contains the Lake on the Mountain Provincial Park. By-law 2693-2010. | Lake on the Mountain |
| The establishment and designation of a Community Safety Zone on Wellington Main Street, which runs from Consecon Street to Beach Street; | School (CML Snider) |
| A school area sign to be installed 20m west of Maple Street for westbound traffic. | School (CML Snider) |
| The establishment and designation of a Community Safety Zone on Picton Main Street (East) which runs from Maple Avenue to McFarland Drive. | Picton Hospital |
| Prince Edward Collegiate Institute (PECI) school zone, 41 Baker Street, Picton, Ontario. | School (PECI) |
| The establishment and designation of a Community Safety Zone on County Road 10, running from County Road 18 southernly to the 80 km/h. | School (Athol) |
| The establishment and designation of a Community Safety Zone on County Road 15 in Sophiasburgh Ward - 0.5 kilometres in length, 250 meters in both directions of the entrance of Sophiasburgh Central School. | School (Sophiasburgh) |

Kente Public School, St. Gregory Catholic School (neither the current location or proposed new location), and Sunrise Christian Academy are not currently listed in the

By-law, and there isn't a clear guideline on how CSZ and SZ are currently selected, illustrating the need to review, update and establish selection criteria.

In addition, the Traffic Advisory Committee regularly receives speeding complaints regarding County Road 10 (Cherry Valley), County Road 17 (Milford), County Road 15 (Sophiasburgh), County Road 3 (Rednersville), Talbot Street (Picton), and Loyalist Parkway (between Hillier and Consecon). These locations, and others, would also be explored as part of the By-law review. In addition to these known areas, settlement areas and roadways with set speed limits of 40km/h, 50km/h, 60km/h and 70km/h could also be reviewed / explored for CSZ designation.

If Council directs staff to move forward with an update to the By-law, the Traffic Advisory Committee would be involved in developing criteria for CSZ and SZ designations, recommending updates to these zones, and identifying proposed locations for ASE cameras. Public consultation would also take place during this exploratory phase. Staff recommend undertaking this process over the next four to six months, with a report to Council to confirm CSZ and SZ designation criteria and specific zones in Q3 of 2025.

ASE Implementation

Implementation of an ASE program is expected to take between 18-24 months. Based on consultation with other municipalities (Belleville, Brighton, Toronto) and staff across several departments, a phased approach is being proposed, beginning with information gathering and a review of current Community Safety Zones and School Zones.

This report recommends starting the first phase of a multi-phase project: information Gathering / Community Safety Zone (CSZ) and School Zone (SZ) Review (approximately six to eight months):

- Work with the Traffic Advisory Committee (TAC) to establish criteria / process for reviewing CSZ and SZ and recommended updates to the By-law
- Community Engagement / Public Consultation
- Speed data collection within existing / proposed CSZ / SZ
- Exploration of non-ASE traffic calming solutions within proposed and existing CSZ / SZ
- Recommendations for possible ASE locations, if implemented

Following this exploratory phase, future phases would include considerations for program administration, implementation, communication, monitoring and reporting. Based on consultation with other municipalities, it is expected that these future phases would take 12-18 months to complete, once the CSZ/SZ review / updates are finalized.

Budget Considerations

At this time, there is no immediate impact on the budget, as the municipality has equipment that can be used to gather speed data during this first initial phase of data collection. However, subsequent phases to explore implementation of ASE would require significant involvement from staff across several departments including: Provincial Offenses, Clerk's Office, Legal, Engineering, GIS, Operational Services, Communications, Finance and IT.

Risk Implications of Implementing Recommendation(s)

| Risk Description | Risk Type | Proposed Mitigation |
|---|-----------------------------|--|
| <p>Proceeding with a phased approach could be seen as delaying the process.</p> | <p>Public / Stakeholder</p> | <p>Staff from other municipalities have advised that a methodical, data-driven approach is more effective than rushing the process. Phasing ensures decisions are well-informed. Communication efforts will make it clear that a full ASE implementation is likely an 18–24-month process, helping to set realistic expectations. A phased approach would also assure detractors that the program was well-considered before implementation.</p> |

Other Options Considered

Staff considered taking initial steps toward implementing ASE but are not recommending this course of action. Other municipalities have advised caution, emphasizing the need to proceed slowly and methodically due to the substantial costs and staffing / departmental demands involved. It is suggested that thorough research, along with speed data collection and analysis, be conducted before moving forward with implementation. It is suggested that full implementation would take between 18-24 months.

NEXT STEPS:

Should Council support the recommendations in this report, staff from related departments will be tasked with executing the recommendations, with input from the Traffic Advisory Committee and public consultation.

ATTACHMENTS:

1. ASE Provincial Guidelines

AUTHORIZING SIGNATURES:

Prepared by: Ashley Stewart October 1, 2024
Community Services & Programs Coordinator



Reviewed by: Emily Cowan October 28, 2024
Director of Community Services, Programs & Initiatives



Approved for submission by: Marcia Wallace October 31, 2024
Chief Administrative Officer

Ontario Automated Speed Enforcement (ASE) System Program

Municipalities are responsible for all aspects of their ASE program administration, subject to the rules and procedures included in the Highway Traffic Act and its regulations. These guidelines are provided to support municipalities in developing responsible and safety-oriented ASE programs in their communities.

Municipalities are responsible for ensuring that their ASE systems are deployed transparently and for the express purpose of promoting road safety, while maintaining public trust.

Provincial Guidelines

| | |
|---------------------------------------|--|
| <p>General Operating Requirements</p> | <p>Municipalities that choose to deploy ASE system technology should ensure that:</p> <ul style="list-style-type: none"> ▶ Municipal ASE systems are deployed exclusively in school zones and community safety zones with speed limits under 80km/h; ▶ They sign and remain in compliance with the Ministry of Transportation's data sharing agreement; ▶ Municipal ASE charges and deployed camera technology comply with provincial legislation and regulations; ▶ Municipal ASE systems are deployed where speed limits are clearly posted and not in areas where speed limits transition; ▶ Municipal revenue, collected under any Municipal ASE program, that exceeds the costs of delivering the Municipal ASE program is used to support local public safety and educational initiatives. ▶ Reasonable and consistent enforcement thresholds are established across all participating municipalities which are not inconsistent with current law enforcement practices. |
| <p>Site and Zone Selection</p> | <p>Appropriate site selection is essential to achieving the highest level of safety benefit. Priority municipal enforcement sites should be located where the risk of speeding-related crashes, injuries, and fatalities is greatest.</p> <p>To support this objective, municipalities should consider the following factors when selecting school zones and community safety zones for ASE system deployment:</p> <ul style="list-style-type: none"> ▶ Speed related collisions, fatalities and injuries; ▶ Population density; ▶ Concentration of vulnerable road users, especially pedestrians and cyclists; ▶ Proximity to sensitive community areas, such as schools, senior residences, hospitals, libraries, community centres, etc.; ▶ Existing roadway design features and infrastructure (e.g. lack of sidewalks or crosswalks); ▶ Adequate signage locations to inform drivers that they are approaching a municipal speed camera. |
| <p>Education/ Warning Period</p> | <p>Municipalities should implement a communications/public education plan to inform the public about their ASE programs, including website and question and answer documents, both in advance of their launch and during their application. This should include information about the municipal ASE program, warning period and when enforcement will begin.</p> <p>Municipalities should establish a 90-day warning period in advance of an ASE system activation and each new municipal ASE camera deployment to educate the public and raise awareness of the upcoming implementation. This warning period should include:</p> <ul style="list-style-type: none"> ▶ Signage where ASE system is deployed ▶ Issuing warning letters to drivers who exceed the speed limit in prospective zones |
| <p>Mandatory Signage</p> | <p>Signage has been proven to maintain transparency and openness, which increases public acceptance of a municipal ASE regime by establishing a sense of fairness to drivers. The goal is to indicate where ASE is being used in the municipality and that drivers should not speed.</p> <p>Well-designed advanced warning signs of the presence of speed cameras have a great potential for early speed reduction in advance of the camera site.</p> |
| <p>Offences</p> | <p>Existing Highway Traffic Act speeding fines apply under section 128. ASE remains an owner liability offence for which no demerit points or licence suspensions are imposed. In addition, ASE offenders are subject to licence plate denials and other penalties for defaulting on fines.</p> |
| <p>Evaluation</p> | <p>As per the Provincial-Municipal (ASE) Agreement, municipalities are required to remit program data at required times, including:</p> <ul style="list-style-type: none"> ▶ Dates of mobile ASE placement/relocation, the dates of signage installation/modification, and the times of ASE activation; ▶ Vehicle speed data; ▶ Number of charges laid (via ASE); ▶ Number and types of injuries, fatalities, and property damage only collisions that occurred on each road segment adjacent to an installed ASE device. |
| <p>Program Review Period</p> | <p>The previously communicated 180-day preliminary review of ASE will be postponed until further notice as a result of the COVID-19 pandemic. A future review of the program will focus on operational aspects of the program and ensure that municipal ASE programs are meeting the objective of transparently improving road safety while retaining the public's trust.</p> |



REPORT

Recreation and Community Facilities

TO: Mayor and Members of Council

FROM: Lisa Lindsay, Director of Recreation & Community Facilities

DATE: November 14, 2024

REPORT: RCF-07-2024

SUBJECT: Building Assessment Inventory

RECOMMENDATION:

1. **THAT** Council receive report RCF-07-2024;
2. **THAT** Council endorse the Multivariable Priority Framework for municipal buildings, as outlined in this report, which staff will use to inform multi-year capital planning as part of the Asset Management Plan;
3. **THAT** Council direct staff to include a Building Accessibility Audit funded from the Studies Reserve in the proposed 2025 Capital Budget for consideration; and
4. **THAT** Council direct staff to explore the consolidation of administrative and operational buildings owned by the municipality and return to Council with a report proposing the divestment of property and the consolidation of services.

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with an update regarding the work undertaken to date with Roth IAMS, the municipality's infrastructure asset management consultants, as well as with an overview of the results of the Facility Condition Assessments (FCA). These FCAs will inform the asset management planning work associated with the Facilities non-core asset class and the options related to service standards. The Roth IAMS report focuses on four of the five Facilities non-core asset categories:

1. Administrative Buildings
2. Community Use Facilities

3. Fire Halls
4. Operations

The final report from Roth IAMs, including their recommendations, is included as Attachment 1. The report expands on the proposed Multivariable Prioritization Framework and identifies possible next steps in asset management and capital planning. Staff are proposing to use the report's findings and recommendations to facilitate a review of the properties in the municipality's portfolio and come back to Council in 2025 with a plan to potentially divest properties through the consolidation of administrative and operational services. **Staff do not recommend any further changes to or disposition of buildings used currently for community use.**

BACKGROUND

In 2021, KPMG Canada was contracted to conduct a [third-party assessment](#) and analysis of the municipality's real estate holdings. The objective was to identify and develop opportunities for how to make better use of municipal properties and to also develop an accessibility action plan for the properties. The majority of facilities were identified as underutilized and most did not meet the *Accessibility for Ontarians with Disabilities Act (AODA)* requirements. One of the recommendations from the assessment was to have a building condition assessment completed on all municipal properties.

Capital Project STU-0070 - Facility Condition Assessment Project was approved by Council in the 2023 budget. The \$200,000 budget for the project included a \$50,000 Grant from the Federation of Canadian Municipalities.

In February 2023, Council passed the following motion:

Motion 2023-130

Moved by Councillor Braney

Seconded by Councillor Harrison

THAT Council direct staff to explore options to surplus municipal buildings with consideration for current and potential community use, projected maintenance and capital costs and possible revenue, and return to Council in Q2 2023.

CARRIED

In response to this motion, Roth IAMS were contracted through the Request for Proposal process to facilitate this work in partnership with County staff.

Facility Condition Assessments

Facility condition assessments (FCA) play a crucial role in determining baseline data for maintaining the safety, longevity, and value of any structure. Buildings are subject to various external and internal forces, such as weather conditions, material degradation, and wear from use, which can impact their structural integrity and performance. An FCA

is a non-intrusive systematic visual evaluation process that identifies the physical condition of a building and its components. The assessment encompasses both visible and hidden components, offering detailed insights into the immediate and long-term needs of the structure.

On February 27, 2024, Roth IAMS presented to Council the Summary of the [Facility Condition Assessments](#). This presentation identified that the municipality has cumulative deferred capital and renewal maintenance (DCRM) expenses of \$12,632,484.81 over the next five years. It is not reasonable, nor was it suggested by Roth IAMS, that the municipality spend that amount of money to maintain its buildings. Roth IAMS advice was that the municipality develop a strategic Asset Management Plan to provide guidance regarding its asset portfolio. The FCA revealed that while facilities are functioning adequately, targeted investments in repairs and upgrades are essential to maintain operational standards, ensure occupancy safety, and reduce long-term maintenance costs. A strategic Asset Management Plan was recommended which would act as a guide for how to invest in its assets over the next 20 to 30 years. The municipality will use the findings of the Roth IAMS report in the work ongoing to develop a comprehensive Asset Management Plan across all asset classes, including buildings.

The July 25, 2024 [Non-Core Asset Management Plan](#) report presented to Council mentions FCAs were completed on 49 of 98 municipally owned buildings. These assessments were completed by Roth IAMS and focused on the most publicly used buildings in the municipality's holdings. The FCAs revealed that a significant portion of these facilities are in poor condition, necessitating substantial capital investments to maintain current service levels. The 49 municipally owned buildings that were assessed comprised of a variety of uses including administrative and operational buildings, fire halls, community use facilities, and water/wastewater stations.

STRATEGIC PLAN ALIGNMENT:

Pillar: Strive for good infrastructure and a diversified economy

Council Priority: Community Infrastructure

Objective: Maintain municipal assets in good condition and encourage the provision of community infrastructure, such as internet, to all parts of the County.

ANALYSIS:

Roth IAMS was contracted to complete FCAs of municipal buildings. The project was initiated with 49 of the municipality's facilities. Public washrooms, secondary operation spaces and the public library buildings were not included in the initial assessment to ensure the project did not exceed the approved funding.

Setting Priorities and Establishing Service Standards

Roth IAMS does not recommend categorical prioritization of expenditures on buildings based on facility condition (e.g. High, Medium, Low) as, on its own, condition does not provide sufficient support for on-going asset management. In addition to facility

condition, other additional criteria should be considered (e.g. heritage or accessibility) to drive priority setting.

To assist the municipality in selecting specific renewal needs to implement as projects or programs, staff worked with Roth IAMS to develop and apply a Multivariable Prioritization (MVP) calculation that provides:

1. A specific numerical priority ranking for each recommendation (study, repair, replacement or other recommendation); and
2. A decision support tool as part of the development of a multi-year Capital Plan which will inform the comprehensive Asset Management Plan for all municipal asset classes.

| Prince Edward County Multivariable Priority Framework | | | | |
|--|--|---------------------------------|-----------------------------------|-------|
| Category-Type | Category | Weighting | Subcategory | Score |
| Element | Condition | 20% | 1 - Excellent | 1 |
| | | | 2 - Good | 15 |
| | | | 3 - Fair | 60 |
| | | | 4 - Poor | 80 |
| | | | 5 - Missing/Failed | 100 |
| | Consequence of Failure | 25% | Life Safety | 100 |
| | | | Full Building Closure | 90 |
| | | | Partial Building Closure | 70 |
| | | | Secondary / Environmental Damage | 60 |
| | | | Disruption of Service | 60 |
| | | | Aesthetics / Community Perception | 30 |
| | Energy / OP Cost Savings Potential <i>Energy Efficiency, Sustainability, Modernization</i> | 5% | Nuisance | 10 |
| | | | High | 100 |
| | | | Medium | 50 |
| | | | Low | 20 |
| Level of Regulation <i>Safety, Legislation, Affects Use, Reactive Maintenance</i> | 15% | None | 1 | |
| | | Regulated (Service Consequence) | 100 | |
| | | Grandfathered | 80 | |
| Asset | Service Delivery <i>Utilization, Business Continuity, Multi-use Buildings, Function, Geography, Ward Distribution, Revenue Generation, Community Impact, No. of Buildings, Decentralized Model, User Experience</i> | 15% | Unregulated | 1 |
| | | | High Current / High Future | 100 |
| | | | High Current / Medium Future | 80 |
| | | | High Current / Low Future | 50 |
| | | | Medium Current / High Future | 80 |
| | | | Medium Current / Medium Future | 50 |
| | | | Medium Current / Low Future | 20 |
| | | | Low Current / High Future | 60 |
| | | | Low Current / Medium Future | 30 |
| | Low Current / Low Future | 1 | | |
| | Accessibility (Current Use) | 10% | Fully Compliant | 1 |
| | | | Partially Compliant | 70 |
| | | | Not Compliant | 100 |
| | Heritage | 10% | Designated | 100 |
| | | | Not Designated | 1 |

Capital Plan

The second phase of the process was the development of a Capital Plan strategy. The municipality worked with Roth IAMS to develop a roadmap for categorization of the 2,246 recommendations that came from the FCA program. Criteria in the road map

included items such as work completed since the FCA took place, recommendations that were beyond the scope (occurring after 2030), recommendations funded from other budgets, Priority 1: health and safety, energy savings, engineering studies, repairs, etc.

The results of this exercise produced a result of 310 recommended actions/expenditures being prioritized as needing to be addressed before 2030. The total cost of these prioritized recommendations is \$6,969,866.53; or an annualized funding need of \$1,161,644.42 between 2025 and 2030.

Budget Considerations

The Facilities Condition Assessment project was approved in the 2023 Capital Budget for \$200,000. To date, \$140,103 has been spent on the building assessment review, leaving \$59,897 remaining. Staff are not recommending moving forward with assessments on the remaining buildings until decisions can be made on a proposed consolidation and disposition of administrative and/or operational buildings. Staff are also recommending that Accessibility Audits be done on these buildings, focusing on Town Halls and buildings where there is community access to inform future capital projects to improve accessibility. Staff recommend this study be brought forward to the 2025 Budget deliberations.

Historically, the municipality has not held a reserve for capital works on municipal buildings. The new Buildings Reserve that was created for 2025 is currently unfunded, but any potential sale of buildings/properties could be used to create funds for managing the assets with prioritized recommendations.

Risk Implications of Implementing Recommendation(s)

| Risk Description | Risk Type | Proposed Mitigation |
|---|-----------------------------|--|
| <p>Poor ratings in building condition may make members of the community concerned those buildings will be sold or not invested in</p> | <p>Public / Stakeholder</p> | <p>Communicate the upcoming asset management work to be done across all asset classes in early 2025. Emphasize the recommendations are to use a multi-factor analysis and there are future service standard decisions to be made. Staff would bring back a report on potential divesting of administrative / operational buildings, not community use buildings.</p> |

Other Options Considered

To ensure the project was completed within the approved funding, FCAs were completed by Roth IAMS Ltd on 49 of the 98 municipally owned buildings. This left 49



The County™

PRINCE EDWARD COUNTY ✦ ONTARIO

Submission to:
Prince Edward County

Capital Plan Guidance Report

Version
Final

Date
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Prepared by:
Roth IAMS Ltd.
Project No. 23105
www.rothiams.com



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Executive Summary

This Capital Plan Guidance Report provides a comprehensive approach towards developing a Capital Plan for the municipality of Prince Edward County (The County). Building Condition Assessment (BCA) data coupled with deferred capital renewal maintenance (DCRM) analyses and a Multivariable Prioritization (MVP) matrix are combined to guide informed decision-making.

The County's portfolio includes a diverse range of municipal buildings, infrastructure, and equipment that it heavily relies on to deliver essential services to the community. The total portfolio value of the 49 recently assessed assets is estimated at \$107 million, representing a significant investment.

The overall 5-Year FCI of the 49-asset portfolio is 10.34% with a 5-Year DCRM of roughly \$11.08 million, indicating an overall Poor rating. This suggests that assets are functioning as intended with normal wear and tear observed, and an investment in maintenance will be required within the next 5 years to maintain functionality.

The breakdown of the 49 assets as a percentage is as follows:

- 26.53% of facilities are categorized as Good
- 26.53% are Fair
- 30.61% are Poor
- 12.24% fall under Critical
- 4.08% are classified as Divest.

To strategically prioritize renewal needs, in collaboration with key stakeholders from the County, a Multivariable Prioritization (MVP) strategy session was held on February 28th, 2024. The result of this meeting was that a prioritization matrix was developed. This matrix allowed County staff to select risk criteria for both assets and elements within an asset before applying the criteria to BCA data. Using this method the County was able to provide a numerical value from 0 to 100 for each recommendation based on a set of criteria that is in alignment with their organizational vision, mission, and values.

In applying the established MVP along with a refined selection criterion, the 6-Year prioritized DCRM becomes approximately \$6.97 million. Administration Buildings and Community Use Facilities make up 84% of this subsequent renewal need at \$5.88 million, where the construction year for all of these is in the pre-1900s.

To this end, the recommendation is to allocate resources to Administration Buildings and Community Use Facilities. Particularly, for buildings that house vital services to the municipality.

This report provides insights and guidance into the development of a Capital Plan that is conducive towards maintaining operational efficiency, extending asset lifecycles, and maximizing return on investment.

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1 INTRODUCTION

Roth IAMS Ltd. was retained to undertake a Building Condition Assessment (BCA) for a select 49 assets from the municipality of Prince Edward County’s (The County) portfolio that took place from in August 2023.

The SLAM CAP database by Slam Technologies Ltd. has been employed for compiling assessment data, photographs, and other relevant information about each building that is subsequently used in this report. The collected information is then analyzed to determine the condition of each building system, identify deficiencies, and assign condition ratings. The Current Replacement Value (CRV) is determined by the sum of the elements. Recommendations for studies, repairs, lifecycle replacements, or other corrective actions are provided to guide decision-making.

2 CURRENT STATE

2.1 AGE PROFILE

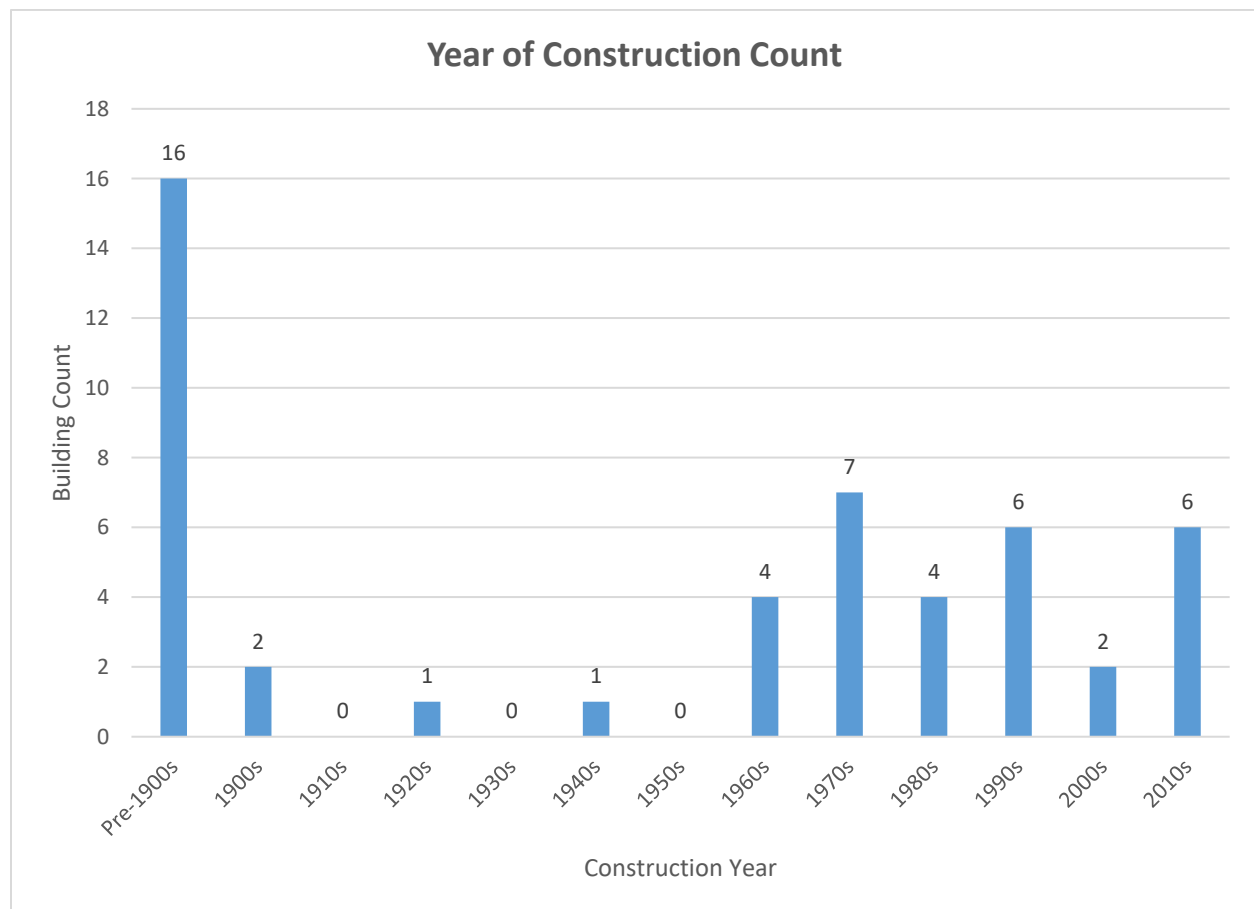


Figure 1 - Age Profile of the 49 Assets Assessed

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2.2 5-YEAR FCI DISTRIBUTION BY ASSET CATEGORY

| Asset Type | Total Number of Facilities | Total Area (Square Metres) | Total Percentage of Portfolio |
|--------------------------|-----------------------------------|-----------------------------------|--------------------------------------|
| Administration Buildings | 2 | 6,614 | 20.27% |
| Community Use Facilities | 20 | 14,204 | 43.53% |
| Fire Halls | 8 | 5,974 | 18.31% |
| Operations | 4 | 1,719 | 5.27% |
| Water / Waste Water | 15 | 4,120 | 12.62% |
| Total Facilities | 49 | 32,631 | 100% |

Facility Condition Index (FCI) is an industry-standard metric used to measure the overall condition of a building across a portfolio. It is expressed as a percentage with the sum of the renewal need over the specified time horizon divided by the current replacement value of the building(s).

$$FCI = \frac{\sum \text{Renewal Needs in Specified Time Horizon}}{\text{Current Replacement Value}}$$

The standard used in this analysis is a 5-year time horizon, where it consists of the backlog in addition to the current year’s renewal need along with the next four years.

| FCI Definition | Description |
|---------------------------|---|
| Divest: FCI ≥ 60% | Not functioning as intended. Significant deterioration and major distress observed with possible damage to support structure. May present a risk to people or materials and must be dealt with without delay. |
| Critical: FCI 30% to <60% | Not functioning as intended. Significant deterioration and distress observed. Maintenance and some repair required within the next year to restore functionality. |
| Poor: FCI 10% to ≤30% | Functioning as intended. Normal deterioration and minor distress observed. Maintenance will be required within the next 5 years to maintain functionality. |
| Fair: FCI 5% to ≤10% | Functioning as intended. Normal deterioration observed. For most infrastructure assets, this implies that no maintenance is anticipated within the next 5 years. |
| Good: FCI 0% to ≤5% | Functioning as intended. Limited (if any) deterioration observed on major elements. |

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| Table 3 – 5-Year FCI Distribution by Asset Category | | | | | | |
|--|------------------------|--------------------------|-------------------------------|--------------------------------------|--------------------------|--------------|
| Asset Category | Good: 0 to ≤ 5% | Fair: 5% to ≤ 10% | Poor: FCI 10% to ≤ 30% | Critical: FCI 30% to < 60% | Divest: FCI ≥ 60% | Total |
| Administration Buildings | - | - | 1 | 1 | - | 2 |
| Community Use Facilities | 2 | 9 | 5 | 3 | 1 | 20 |
| Fire Halls | 3 | 2 | 3 | - | - | 8 |
| Operations | - | - | 4 | - | - | 4 |
| Water / Waste Water | 8 | 2 | 2 | 2 | 1 | 15 |
| Total | 13 | 13 | 15 | 6 | 2 | 49 |

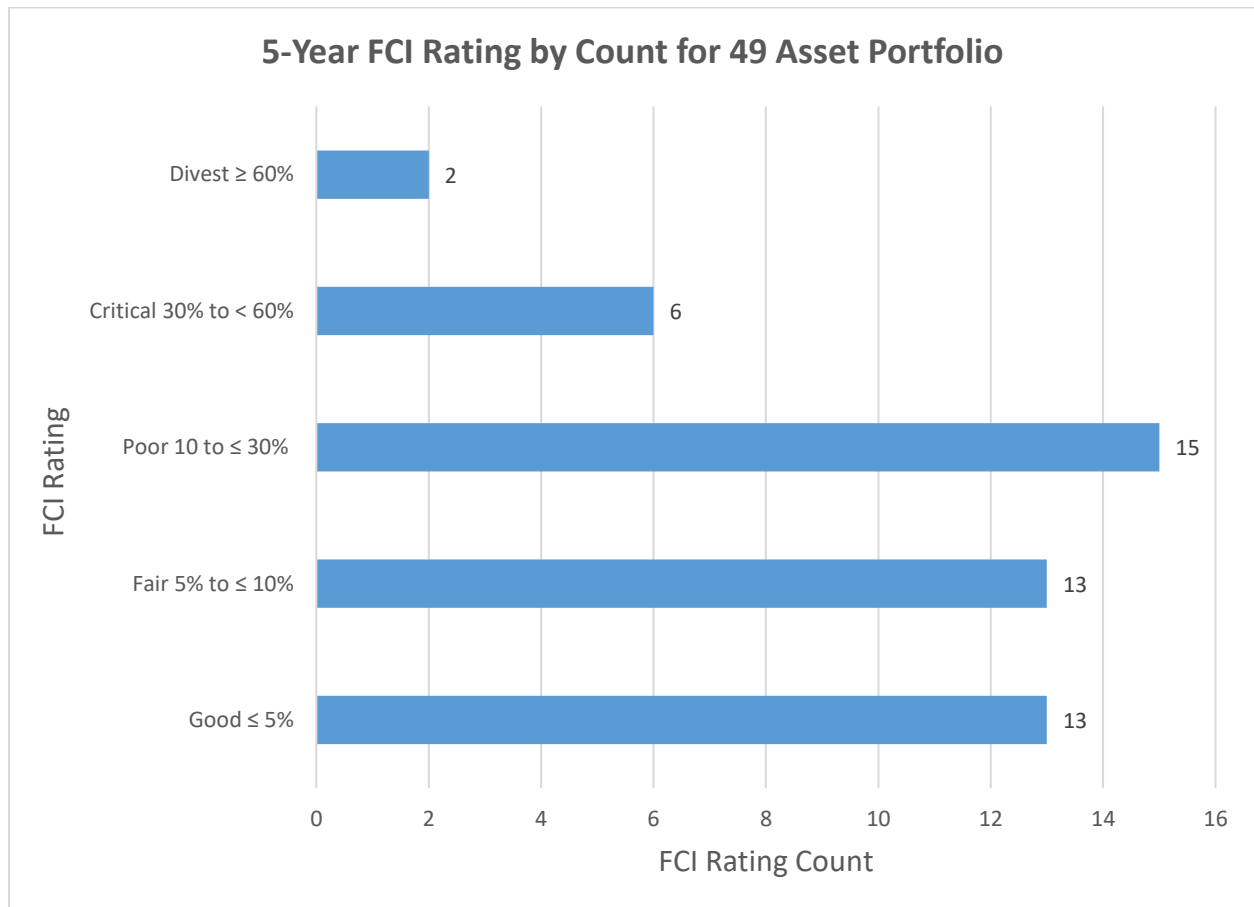


Figure 2 - FCI Rating by Count

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| Table 4 – 5-Year FCI by Count and Percentage of Total Area in Portfolio | | | | | | |
|--|--------------------------------|----------------------------------|---|--|----------------------------------|--------------|
| Prince Edward County | Good: 0 to ≤ 5% | Fair: 5% to ≤ 10% | Poor: FCI 10% to ≤ 30% | Critical: FCI 30% to < 60% | Divest: FCI ≥ 60% | Total |
| Count | 13 | 13 | 15 | 6 | 2 | 49 |
| Percentage of the County's Portfolio Count | 26.53% | 26.53% | 30.61% | 12.24% | 4.08% | 100% |
| Facility Size Breakdown (Square Metres) | 10,332 | 6,304 | 15,021 | 806 | 168 | 32,631 |
| Percentage of the County's Total Area of the Portfolio | 31.66% | 19.32% | 46.03% | 2.47% | 0.51% | 100% |

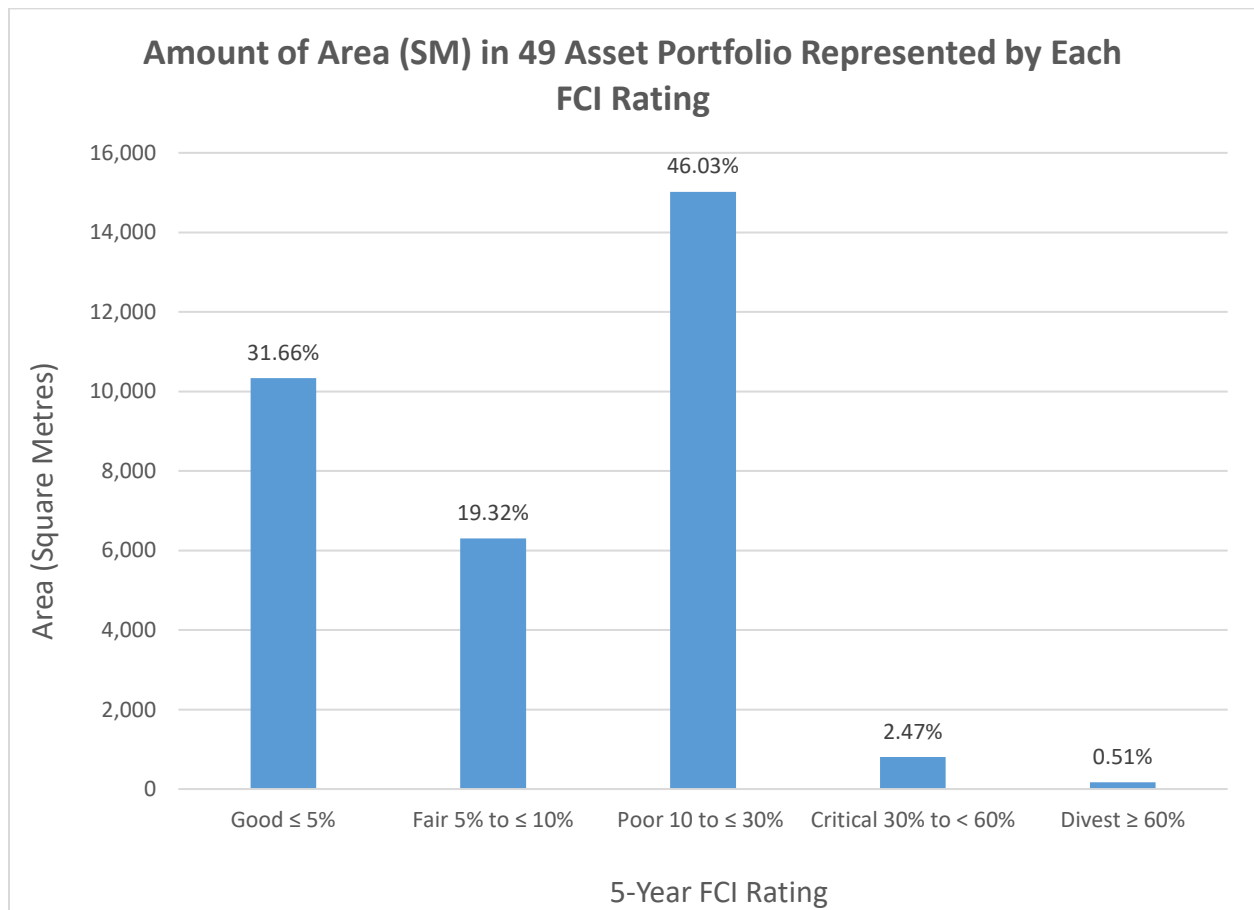


Figure 3 - Area (SM) Represented in Each FCI Rating

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| Table 5 – Asset Category 5-Year FCI and Rating | | | | |
|---|--------------------------------|----------------------------|-------------------|-------------------|
| Asset Category | Replacement Value (CRV) | 5-Year Renewal Need | 5-Year FCI | FCI Rating |
| Administration Buildings | \$9,109,402.82 | \$2,155,070.59 | 23.66% | Poor |
| Community Use Facilities | \$57,621,398.23 | \$5,726,943.06 | 9.94% | Fair |
| Fire Halls | \$13,693,482.92 | \$1,175,987.51 | 8.59% | Fair |
| Operations | \$5,599,324.45 | \$791,748.22 | 14.14% | Poor |
| Water / Waste Water | \$21,134,332.36 | \$1,226,035.05 | 5.80% | Fair |
| Total Facilities | \$107,157,940.78 | \$11,075,784.43 | 10.34% | Poor |

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3 MULTIVARIABLE PRIORITIZATION (MVP) MATRIX

3.1 MVP FRAMEWORK

To prioritize renewal needs that align with the County’s organization vision, mission, and values, the following priority matrix was developed in collaboration with stakeholders:

Table 6 – Prince Edward County Multivariable Priority Framework

| Category - Type | Category | Weight | Subcategory | Score |
|-----------------|------------------------------------|--------|-----------------------------------|-------|
| Element | Condition | 20% | 5 – Missing / Failed | 100 |
| | | | 4 – Poor | 80 |
| | | | 3 – Fair | 60 |
| | | | 2 – Good | 15 |
| | | | 1 – Excellent | 1 |
| | Consequence of Failure | 25% | Life Safety | 100 |
| | | | Full Building Closure | 90 |
| | | | Partial Building Closure | 70 |
| | | | Secondary / Environmental Damage | 60 |
| | | | Disruption of Service | 60 |
| | | | Aesthetics / Community Perception | 30 |
| | | | Nuisance | 10 |
| | Energy / OP Cost Savings Potential | 5% | High | 100 |
| | | | Medium | 50 |
| | | | Low | 20 |
| | | | None | 1 |
| | Level of Regulation | 15% | Regulated (Service Consequence) | 100 |
| | | | Grandfathered | 80 |
| | | | Unregulated | 1 |
| Asset | Service Delivery | 15% | High Current / High Future | 100 |
| | | | High Current / Medium Future | 80 |
| | | | High Current / Low Future | 50 |
| | | | Medium Current / High Future | 80 |
| | | | Medium Current / Medium Future | 50 |
| | | | Medium Current / Low Future | 20 |
| | | | Low Current / High Future | 60 |
| | | | Low Current / Medium Future | 30 |
| | | | Low Current / Low Future | 1 |
| | Accessibility (Current Use) | 10% | Not Compliant | 100 |
| | | | Partially Compliant | 70 |
| | | | Fully Compliant | 1 |
| | Heritage | 10% | Designated | 100 |
| | | | Not Designated | 1 |

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The matrix is subsequently applied to generate a number value between 0 to 100 for each recommendation in the County’s BCA data.

Consequently, creating a rank for each requirement and enabling the County to account for non-technical factors and other business priorities in the decision-making process.

3.2 PRIORITIZED SELECTION CRITERIA

Moreover, the prioritization of renewal needs was refined further with the application of a selection criteria determined by stakeholders in the County as follows:

| Table 7 – Prioritized Selection Criteria | | | | |
|---|--------------------------------|---|-----------------------|--------------------------|
| No. | Selection Criteria | Description | Deferred Count | Prioritized Count |
| 1 | Completed | Work completed since BCAs were done | 4 | |
| 2 | Water/Wastewater | In the rates budget | 357 | |
| | Outside of Scope | Anything in 2030 and beyond was not considered in the immediate plan | 1018 | |
| 3 | Good Based | Items in Good or Excellent Condition were deferred | 448 | |
| 4 | Structural Work – Replacements | Life Cycle Replacement only | 12 | |
| 5 | Exterior | | 3 | |
| 6 | Interiors | | 35 | |
| 7 | Not Heritage | | 59 | |
| 8 | Priority 1: Health and Safety | | | 7 |
| 9 | Priority 3: Imminent Breakdown | | | 13 |
| 10 | Heritage | | | 150 |
| 11 | Energy Savings | | | 67 |
| 12 | Major Repair | | | 40 |
| 13 | Engineering Study | Recommendations for additional investigation to determine repair / replacement action | | 14 |
| 14 | Condition Based | Poor and Missing / Failed | | 19 |
| Total | | | 1936 | 310 |

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3.3 PRIORITIZED 6-YEAR DCRM

Applying the prioritization criteria in Table 7, brings down the focus from the initial 5-Year DCRM of \$11.08 million to roughly \$6.97 million (up to 2029, so a 6-Year DCRM) with 84% of it being in the Administration Buildings and Community Use Facilities asset categories.

| Table 8 – Prioritized 6-Year DCRM for Each Asset Category | |
|--|--------------------------------|
| Asset Category | Prioritized 6-Year DCRM |
| Administration Buildings | \$ 2,668,581.25 |
| Community Use Facilities | \$ 3,214,774.81 |
| Fire Halls | \$ 651,562.83 |
| Operations | \$ 434,947.64 |
| Total | \$ 6,969,866.53 |

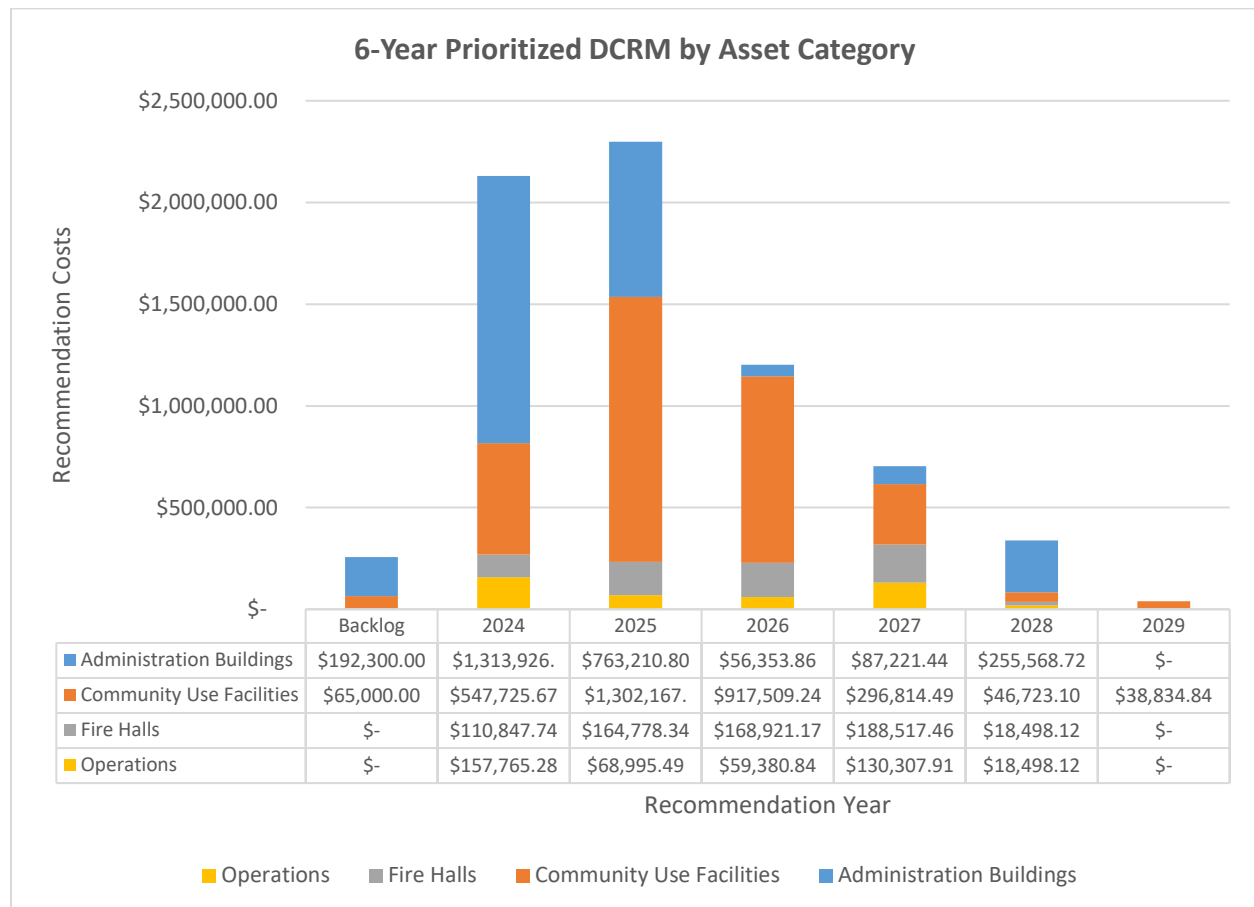


Figure 4 - DCRM per Year in a 6-Year Period

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3.4 PRIORITIZED 6-YEAR DCRM BY UNIFORMAT

Uniformat II is the industry standard for classifying building elements. It is based on a hierarchical structure that organizes building elements into four levels: Level 1 - Major Group, Level 2 – Subgroup, Level 3 – System, and Level 4 – Assembly.

For the purposes of this report, the breakdown is as follows:

- A – Substructure
- B – Envelope
- C – Interiors
- D10 – Elevators
- D20 – Plumbing
- D30 – HVAC
- D40 – Fire Protection
- D50 – Electrical
- E – Equipment and Furnishings
- F – Special Structures
- G – Building Site Work

where all the building elements are organized by Level 1 – Major Group except D – Mechanical and Electrical Services, which is broken down a level further to the Level 2 – Subgroup. This is to be more specific about how the DCRM within this broader category are distributed.

| Table 9 – Prioritized Uniformat Cost per Year (6-Year Period) as a Percentage | | |
|--|------------------------|-------------------|
| Uniformat II | Estimated Cost | Percentage |
| A – Substructure | \$ 283,200.00 | 4.06% |
| B – Envelope | \$ 2,120,313.31 | 30.42% |
| C – Interiors | \$ 188,262.12 | 2.70% |
| D10 – Elevators | \$ - | - |
| D20 – Plumbing | \$ 556,020.24 | 7.98% |
| D30 – HVAC | \$ 1,078,016.66 | 15.47% |
| D40 – Fire Protection | \$ - | - |
| D50 – Electrical | \$ 2,080,032.48 | 29.84% |
| E – Equipment and Furnishings | \$ - | - |
| F – Special Structures | \$ 72,631.09 | 1.04% |
| G – Building Site Work | \$ 591,390.63 | 8.48% |
| Grand Total | \$ 6,969,866.53 | 100% |

Figure 5 summarizes Table 8 in a pie chart highlighting that B – Envelope, D30 – HVAC, and D50 – Electrical make up the largest portion of the 6-Year prioritized renewal needs.

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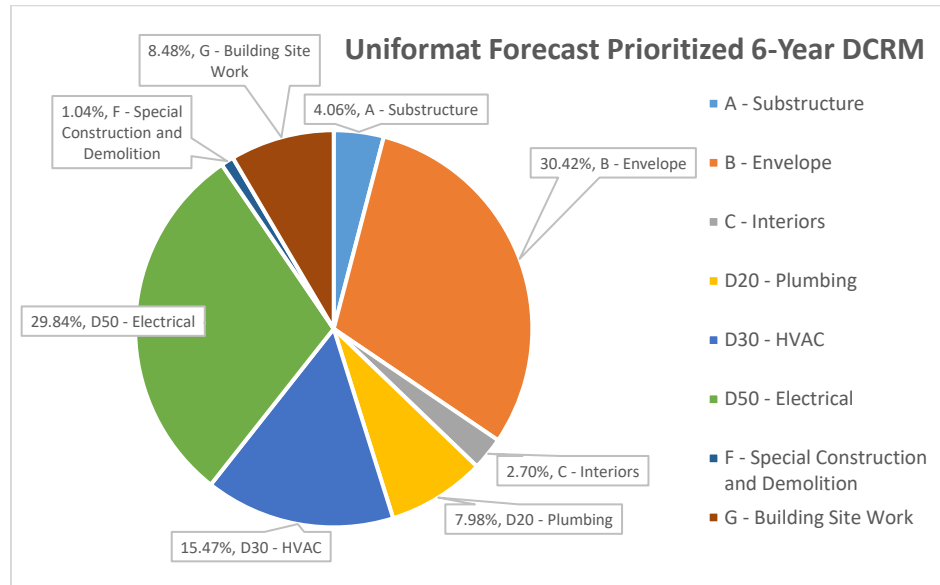


Figure 5 - Uniformat Cost per Year as a % of Total Prioritized DCRM (6-Years)

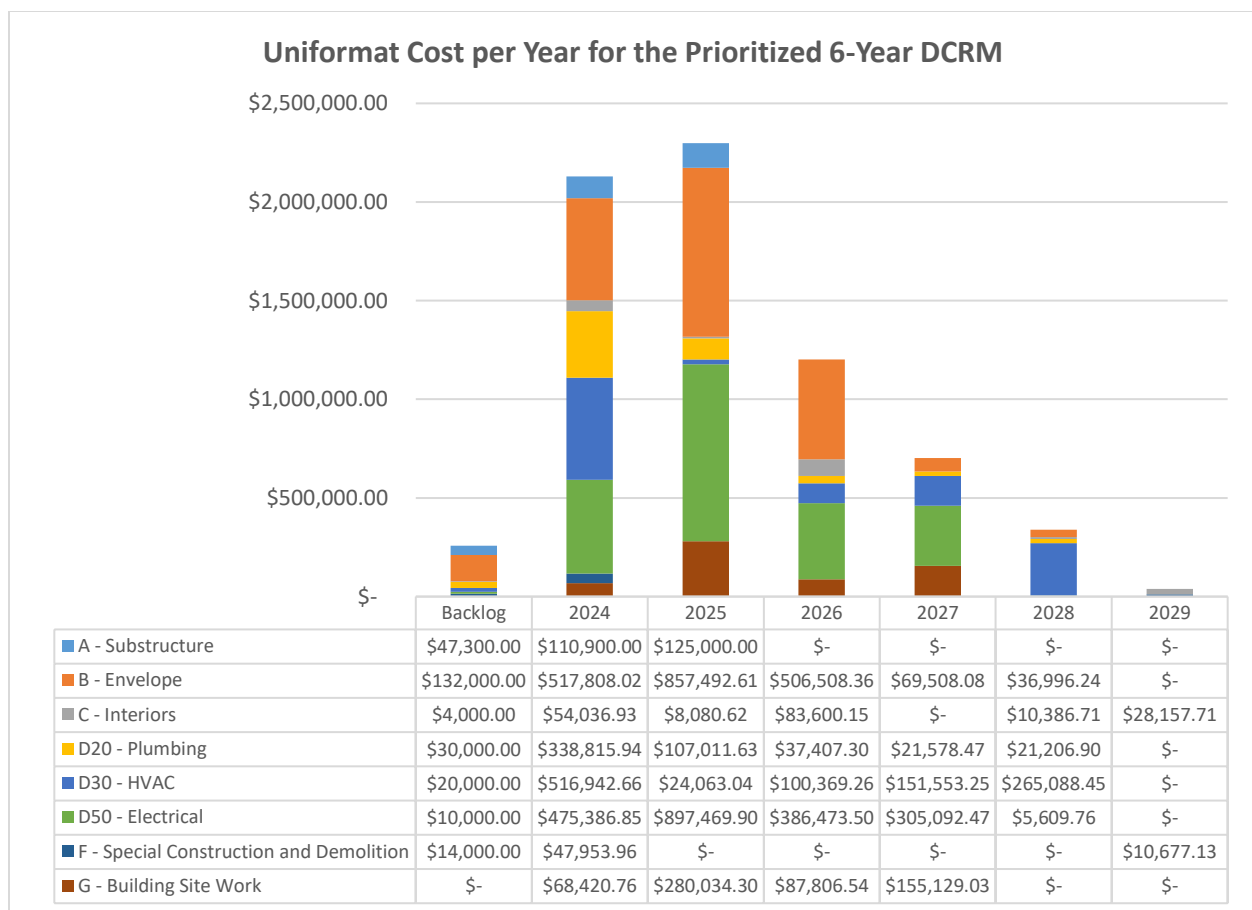


Figure 6 - Uniformat Cost per Year of Prioritized DCRM (6-Years)

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4 RECOMMENDATION

As identified by the MVP, the Administration Buildings and Community Use Facilities have been highlighted as a high priority. This is due in part to their year of construction being in late 1800s and 84% of the prioritized 6-Year DCRM (at \$5.88 million combined, out of the \$6.97 million total) falling under these two asset categories.

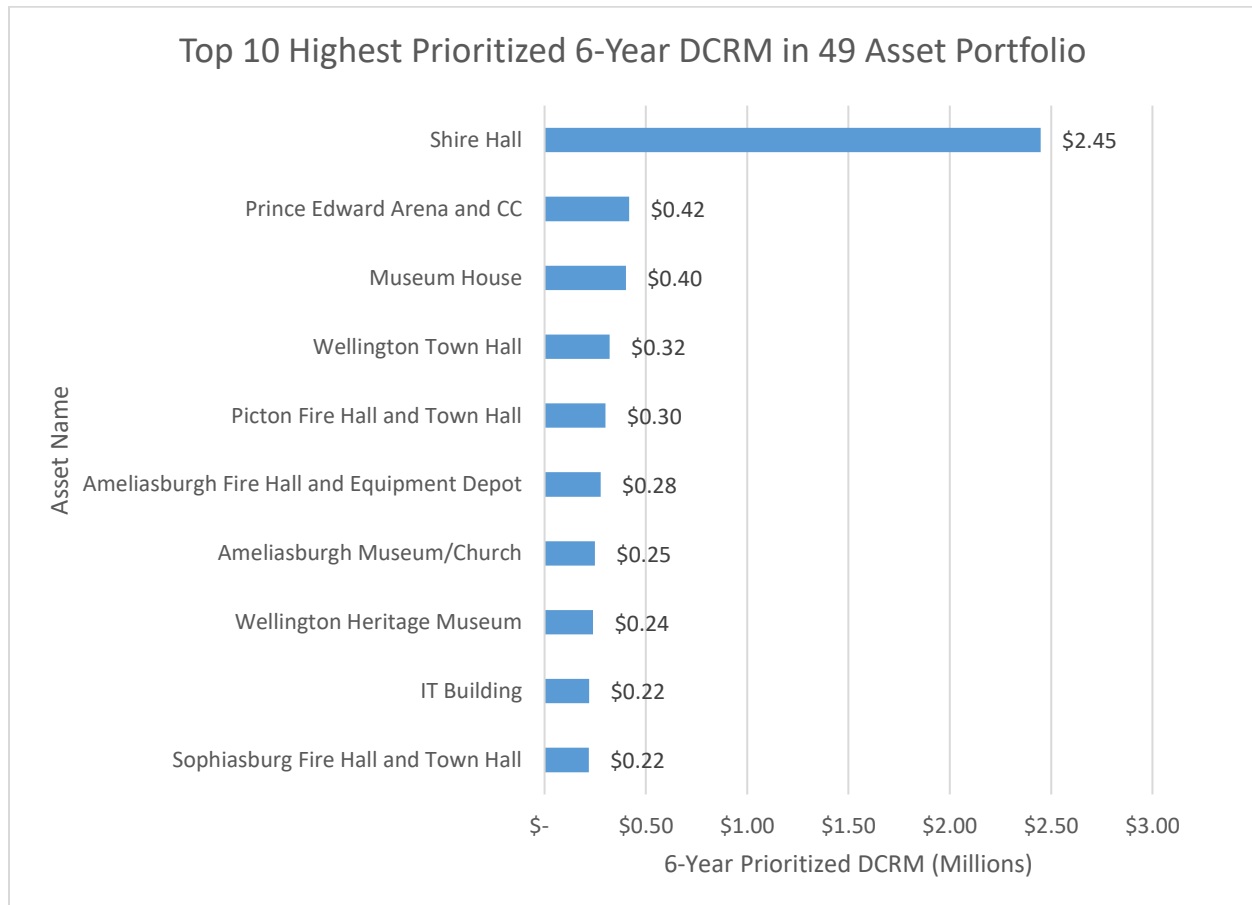


Figure 7 - Top 10 Highest Prioritized 6-Year DCRM in 49 Asset Portfolio

Among the top 10 highest 6-Year prioritized DCRM assets, 9 out of the 10 buildings are in the Administration and Community Use asset categories with more than a third of the total in Shire Hall and the IT Building alone at \$2.67 million out of the \$6.97 million total.

It is recommended that the County allocate resources to Administration Buildings and Community Use Facilities to prevent the assets in these asset categories from deteriorating further.

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5 CONCLUSION

The integration of BCA data coupled with an MVP offers the County a customized tool to prioritize renewal needs, mitigate risks, and manage its diverse asset portfolio. By aligning interventions with risks levels along with the County's priorities, it can maintain vital services, reduce long-term costs, and realize optimal value from its infrastructure assets.

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Appendix – Council Presentation February 2024

SUMMARY OF BUILDING CONDITION ASSESSMENTS

PRINCE EDWARD COUNTY



Overview

Roth IAMS Ltd. was retained by Prince Edward County to undertake a Building Condition Assessment (BCA) of their portfolio (includes 49 buildings), located across Prince Edward County in Ontario.

Analysis of these assets shows the following renewal needs:

- 10 Year Cumulative \$ 52,157,126.61
- 20 Year Cumulative \$ 78,359,560.67
- 30 Year Cumulative \$ 94,559,361.26

This has been further detailed in the following slides and broken down by Administration, Community Use Facilities, Fire Halls, Operations and Water/Waste Water

Facility Condition Index (FCI) is an industry-standard benchmark used to compare the overall condition of a building across a portfolio. FCI is displayed as a percentage of the specified facilities needs over a specified time horizon divided by the total current replacement value of the building.

$$FCI = \frac{\sum \text{Renewal Needs in a Given Period of Time}}{\text{Current Replacement Value (CRV)}}$$

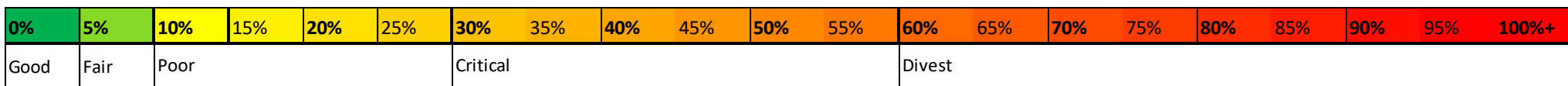
| Rating | Definition |
|------------------------------|---|
| FCI: 0% to < 5% (Good) | · Functioning as intended; limited (if any) deterioration observed on major systems |
| FCI: 6% to < 10% (Fair) | · Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no maintenance is anticipated within the next five years |
| FCI: 11% to < 30% (Poor) | · Functioning as intended; normal deterioration and minor distress observed; maintenance will be required within the next five years to maintain functionality |
| FCI: 31% to < 60% (Critical) | · Not functioning as intended; significant deterioration and distress observed; maintenance and some repair required within the next year to restore functionality |
| FCI >60% (Divest) | · Not functioning as intended; significant deterioration and major distress observed, possible damage to support structure; may present a risk to people or materials; must be dealt with without delay |

| | | | | | | | | | | | | | | | | | | | | |
|------|------|------|----------|-----|-----|-----|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| 0% | 5% | 10% | 15% | 20% | 25% | 30% | 35% | 40% | 45% | 50% | 55% | 60% | 65% | 70% | 75% | 80% | 85% | 90% | 95% | 100%+ |
| Good | Fair | Poor | Critical | | | | Divest | | | | | | | | | | | | | |

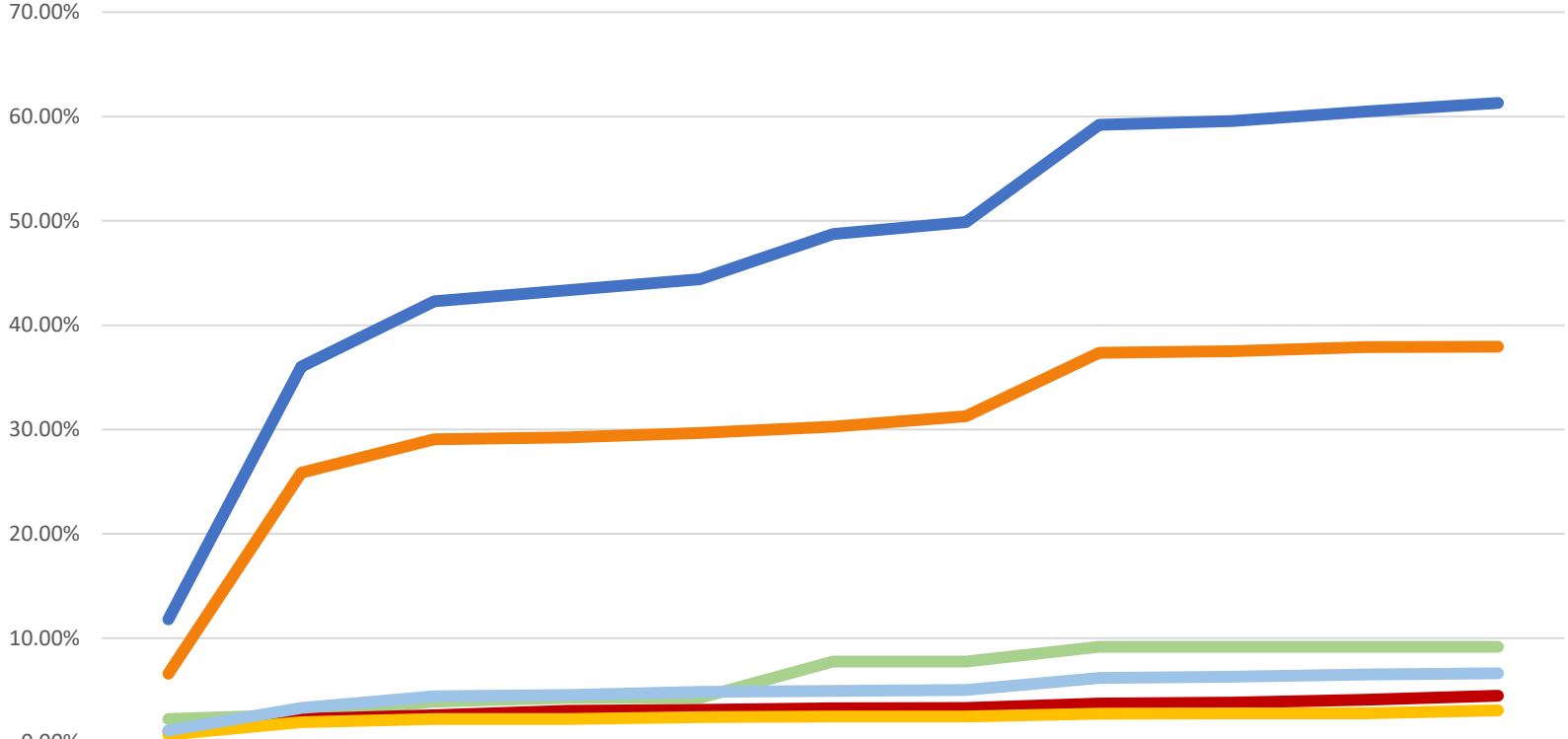
| Asset | 5Y FCI |
|--|---------------|
| Administration Buildings | 26.46% |
| IT Building | 44.14% |
| Shire Hall | 25.48% |
| Fire Halls | 8.33% |
| Ameliasburgh Fire Hall and Equipment Depot | 27.87% |
| Bloomfield Firehall | 21.54% |
| Carrying Place Fire Hall | 7.90% |
| Consecon Fire Station | 0.00% |
| Milford Fire Hall | 12.36% |
| Picton Fire Hall | 0.00% |
| Rossmore Fire Hall | 2.87% |
| Wellington Fire Hall | 8.33% |
| Operations | 14.47% |
| Cherry Valley Equipment Depot | 20.96% |
| Demorestville Equipment Depot | 11.48% |
| Picton Equipment Depot | 13.39% |
| Storage and Sign Shop | 16.50% |

| Asset | 5Y FCI |
|--|---------------|
| Community Use Facilities | 12.24% |
| Ameliasburgh Museum/Church | 22.33% |
| Ameliasburghh Town Hall | 7.00% |
| Athol Ward Town Hall | 9.94% |
| Bloomfield Town Hall | 23.51% |
| Crystal Palace | 38.30% |
| Crystal Palace - Fruit Growers Building | 58.90% |
| Crystal Palace Washrooms | 42.26% |
| Curling Rink | 14.50% |
| Hillier Town Hall | 8.60% |
| Macaulay Heritage Museum Church | 0.05% |
| Milford Town Hall | 9.10% |
| Mount Tabor Playhouse | 8.89% |
| Museum House | 23.16% |
| North Marysburgh Town Hall | 8.08% |
| Picton Town Hall | 10.97% |
| Prince Edward Arena and CC | 19.26% |
| Sophiasburg Fire Hall and Town Hall | 9.56% |
| Wellington and District Community Centre | 1.36% |
| Wellington Heritage Museum | 39.38% |
| Wellington Town Hall | 74.49% |

| Asset | 5Y FCI |
|--------------------------------------|--------------|
| Water/Waste Water | 5.82% |
| Bridge Street Sewage Pumping Station | 29.51% |
| Harbour St. Sewage Pump Station | 59.87% |
| Lalor St. Sewage Pumping Station | 0.00% |
| Picton Equipment Depot Water/Sewer | 9.86% |
| Rickerton Sewage Pump Station | 4.61% |
| Sewage Lift Station | 5.03% |
| Sewage Treatment Plant | 3.21% |
| Storage - Water/Sewer | 56.07% |
| Transfer Station | 0.40% |
| Wastewater Treatment Plant | 0.00% |
| Water Filtration Plant | 0.49% |
| Water Pumphouse | 4.51% |
| Water Treatment Plant | 12.18% |
| Wellbanks Pumping Station | 0.00% |
| Wharf St. Sewage Pump Station | 89.53% |

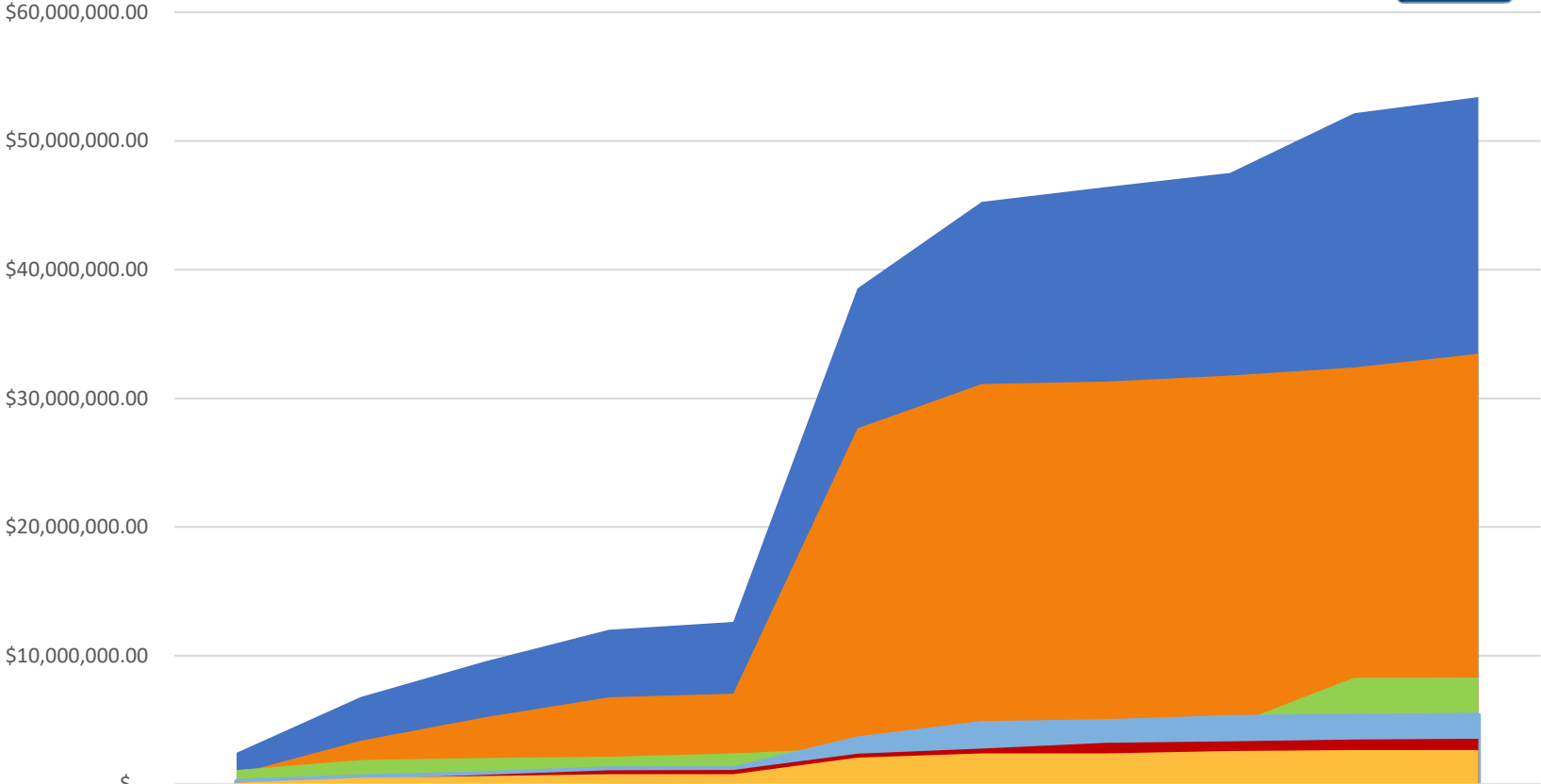


5Yr FCI for 10-Year Period - No Funding



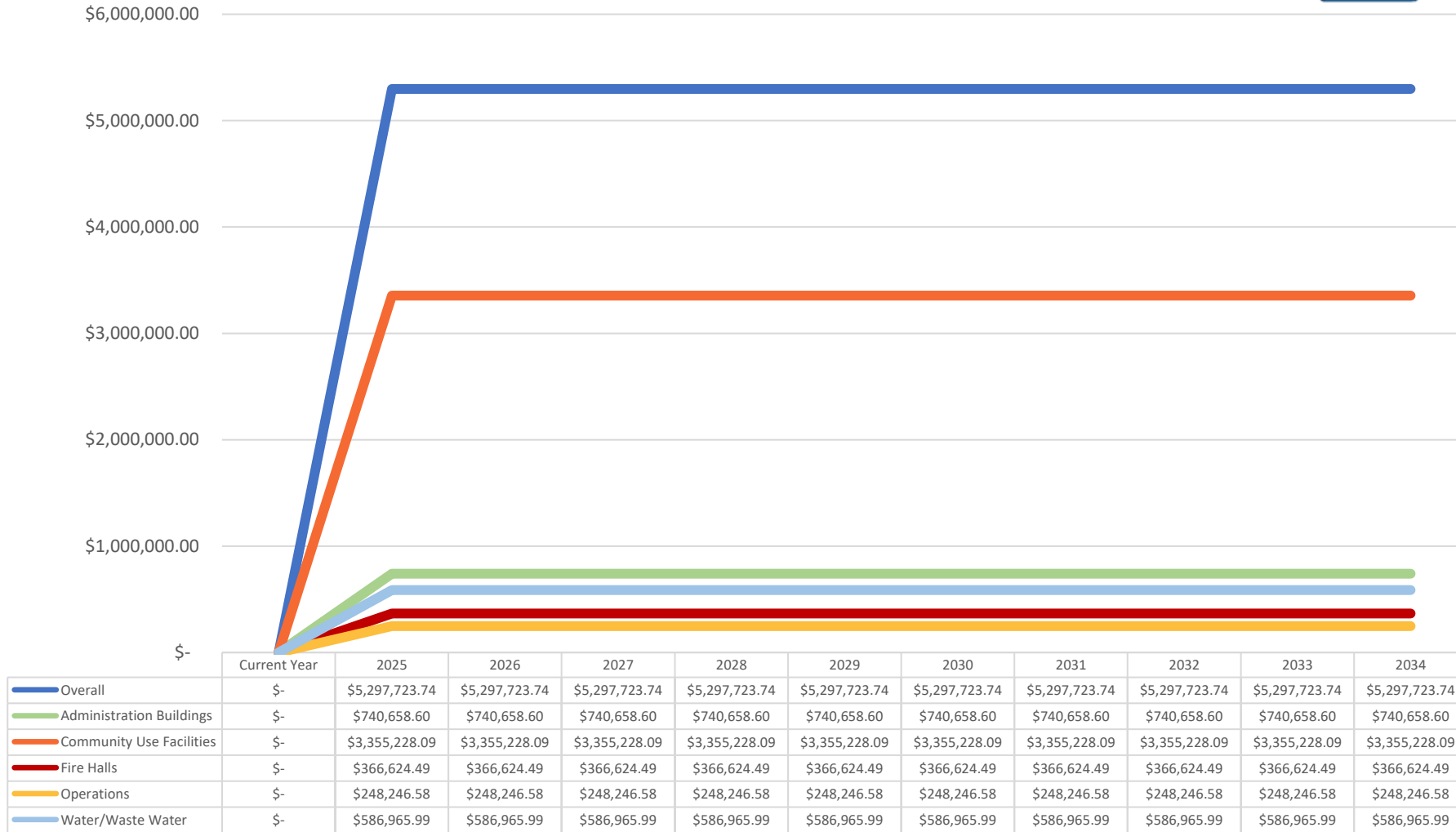
| | Current Year | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--------------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Overall | 11.80% | 36.02% | 42.29% | 43.36% | 44.39% | 48.73% | 49.90% | 59.20% | 59.57% | 60.47% | 61.30% |
| Administration Buildings | 2.25% | 2.67% | 3.92% | 4.28% | 4.28% | 7.75% | 7.77% | 9.17% | 9.17% | 9.17% | 9.17% |
| Community Use Facilities | 6.59% | 25.85% | 29.07% | 29.25% | 29.68% | 30.27% | 31.27% | 37.34% | 37.50% | 37.90% | 37.94% |
| Fire Halls | 1.06% | 2.25% | 2.62% | 3.03% | 3.14% | 3.27% | 3.32% | 3.73% | 3.82% | 4.09% | 4.48% |
| Operations | 0.76% | 1.95% | 2.25% | 2.25% | 2.44% | 2.50% | 2.50% | 2.78% | 2.79% | 2.79% | 3.08% |
| Water/Waste Water | 1.15% | 3.31% | 4.42% | 4.55% | 4.86% | 4.95% | 5.04% | 6.18% | 6.30% | 6.52% | 6.63% |

10-Year Capital Needs



| | Current Year | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|-------------------------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Total Cumulative Renewal Need | \$2,455,962.78 | \$6,792,044.22 | \$9,552,121.43 | \$12,028,943.25 | \$12,632,484.81 | \$38,547,524.91 | \$45,264,167.98 | \$46,405,844.13 | \$47,513,177.29 | \$52,157,126.61 | \$53,403,166.32 |
| Community Use Facilities | \$833,234.43 | \$3,394,891.59 | \$5,229,102.96 | \$6,762,658.46 | \$7,052,123.85 | \$27,661,340.72 | \$31,112,475.84 | \$31,310,012.26 | \$31,767,095.71 | \$32,392,264.87 | \$33,466,754.14 |
| Administration Buildings | \$1,118,226.43 | \$1,890,790.39 | \$2,067,849.15 | \$2,155,070.59 | \$2,410,639.31 | \$2,853,965.29 | \$4,200,623.03 | \$4,580,049.62 | \$4,580,962.51 | \$8,295,646.39 | \$8,312,518.38 |
| Water/Waste Water | \$243,142.92 | \$584,675.06 | \$856,846.76 | \$1,226,035.05 | \$1,229,687.70 | \$3,537,891.06 | \$4,735,852.76 | \$4,864,828.14 | \$5,202,712.16 | \$5,299,444.78 | \$5,392,892.05 |
| Fire Halls | \$110,593.72 | \$397,288.82 | \$744,887.94 | \$1,093,430.93 | \$1,129,787.61 | \$2,404,236.93 | \$2,802,666.65 | \$3,238,404.41 | \$3,356,289.48 | \$3,497,510.48 | \$3,555,130.66 |
| Operations | \$150,765.28 | \$524,398.36 | \$653,434.62 | \$791,748.22 | \$810,246.34 | \$2,090,090.91 | \$2,412,549.70 | \$2,412,549.70 | \$2,606,117.43 | \$2,672,260.09 | \$2,675,871.09 |

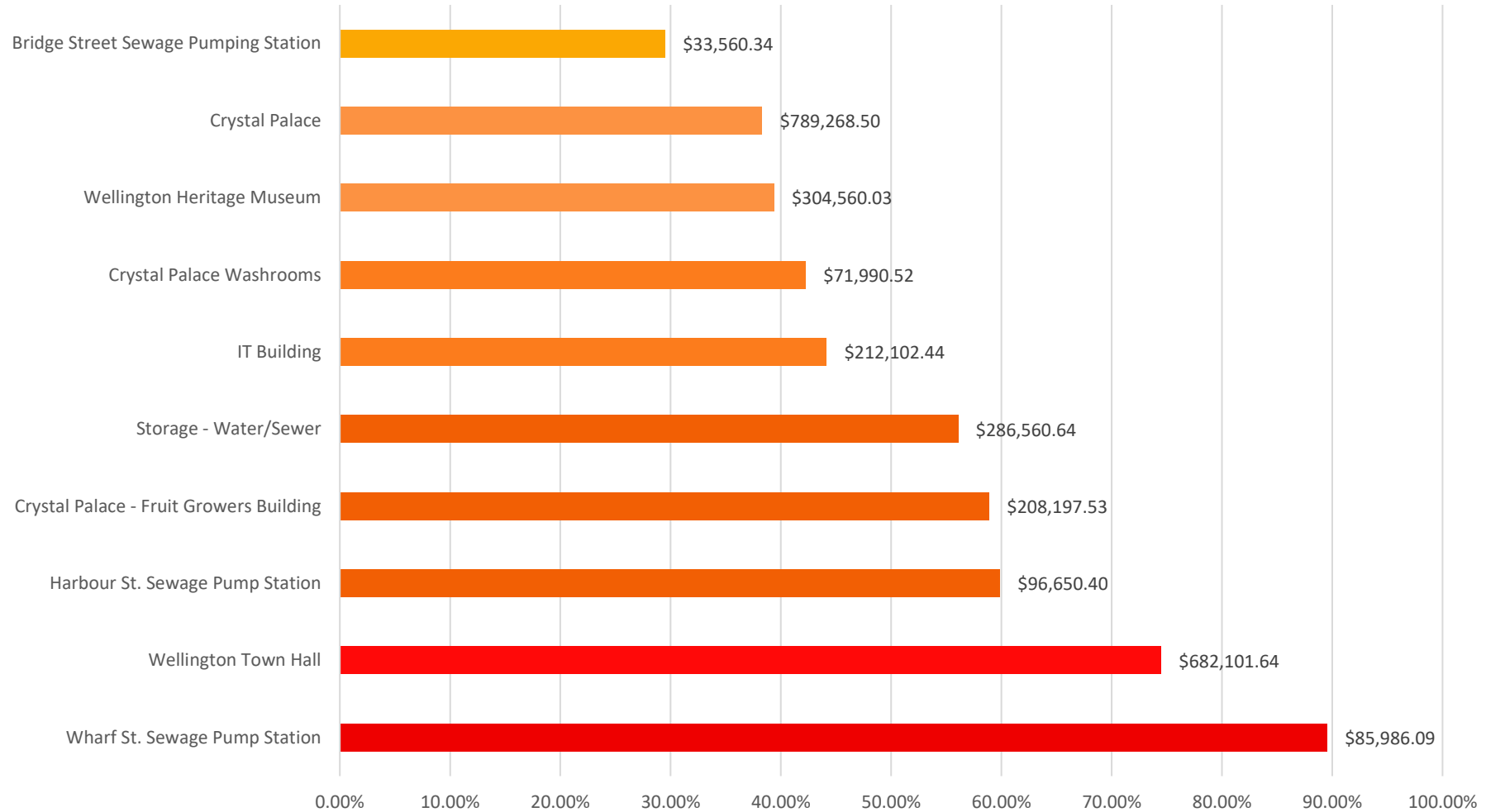
Annual Funding Needed to Maintain Current FCI



Top 10 Assets by FCI Cost



Top 10 Assets by FCI %





Next Steps

Roth IAMS is not suggesting that The County needs to spend \$95,667,628.76 over the next 30 years, but rather The County needs to develop a strategic Asset Management Plan that will act as a guide for how best to invest in its assets over the next 20-30 years.

This AMP should take into consideration not only building condition information, but also include Accessibility, Heritage Status, Utilization Rates, Type of Use, etc., to make a fully informed decision about the future of each asset.

Table 1 - 10-Year DCRM for 49-Asset Portfolio

| Recommendation Cost | Recommendation Year | | | | | | | | | | Grand Total |
|--|----------------------|------------------------|------------------------|------------------------|------------------------|----------------------|-------------------------|------------------------|------------------------|------------------------|-------------------------|
| Asset Name | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | |
| Ameliasburgh Fire Hall and Equipment Depot | | | \$ 158,160.67 | \$ 32,587.09 | \$ 340,423.04 | | \$ 480,947.89 | \$ 28,015.70 | | | \$ 1,040,134.39 |
| Ameliasburgh Museum/Church | \$ 6,000.00 | | \$ 3,115.59 | \$ 251,764.47 | \$ 14,563.60 | | \$ 812,811.09 | \$ 80,603.75 | | | \$ 1,168,858.50 |
| Ameliasburghh Town Hall | | \$ 6,000.00 | \$ 31,814.25 | \$ 27,077.19 | \$ 39,986.92 | | \$ 1,082,010.24 | | | \$ 130,651.71 | \$ 1,317,540.31 |
| Athol Ward Town Hall | | \$ 6,000.00 | \$ 40,113.13 | \$ 13,536.46 | \$ 39,442.37 | \$ 10,386.71 | \$ 459,890.45 | \$ 1,909.07 | | \$ 8,308.94 | \$ 579,587.13 |
| Bloomfield Firehall Human Resources | | \$ 92,593.72 | \$ 69,807.04 | \$ 230,123.54 | | \$ 1,355.99 | \$ 310,442.72 | \$ 61,752.21 | \$ 9,084.10 | | \$ 775,159.32 |
| Bloomfield Town Hall | \$ 40,000.00 | \$ 10,250.04 | \$ 53,449.69 | \$ 17,058.84 | \$ 46,962.26 | \$ 2,135.42 | \$ 801,222.15 | \$ 52,104.37 | \$ 10,890.67 | \$ 191,225.16 | \$ 1,225,298.60 |
| Bridge Street Sewage Pumping Station | | \$ 23,359.41 | \$ 10,200.93 | | | | \$ 704.69 | | \$ 653.44 | | \$ 34,918.47 |
| Carrying Place Fire Hall | | \$ 6,000.00 | \$ 2,596.68 | \$ 22,961.16 | | \$ 10,512.70 | \$ 80,004.75 | \$ 150,577.36 | | | \$ 272,652.65 |
| Cherry Valley Equipment Depot | | \$ 89,367.54 | \$ 18,369.80 | \$ 94,842.77 | \$ 1,355.99 | | \$ 224,066.96 | \$ 794.38 | | | \$ 428,797.44 |
| Consecon Fire Station | | | | | | | \$ 10,890.67 | \$ 74,854.12 | | \$ 1,264.17 | \$ 87,008.96 |
| Crystal Palace | | \$ 406.80 | \$ 111,127.90 | \$ 39,827.22 | | | \$ 184,159.05 | \$ 257,703.09 | \$ 677,207.33 | \$ 3,160.43 | \$ 1,273,591.82 |
| Crystal Palace - Fruit Growers Building | | | \$ 183,200.25 | \$ 12,013.90 | | | \$ 49,151.08 | \$ 16,024.23 | \$ 143,788.84 | \$ 286.15 | \$ 404,464.45 |
| Crystal Palace Washrooms | | \$ 17,614.06 | \$ 51,549.16 | \$ 649.17 | | | \$ 32,116.79 | \$ 31,385.40 | | | \$ 133,314.58 |
| Curling Rink | | \$ 10,000.00 | \$ 53,119.90 | \$ 226,366.79 | | | \$ 7,046.90 | \$ 100,891.37 | \$ 2,711.99 | \$ 1,298.34 | \$ 401,435.29 |
| Demorestville Equipment Depot | | | \$ 11,067.90 | \$ 33,544.32 | \$ 121,474.72 | | \$ 659,251.60 | | | | \$ 825,338.54 |
| Harbour St. Sewage Pump Station | | \$ 2,343.63 | \$ 90,559.10 | \$ 3,747.67 | | | \$ 7,102.42 | \$ 822.14 | \$ 3,244.78 | | \$ 107,819.74 |
| Hillier Town Hall | | \$ 36,000.00 | \$ 28,929.18 | \$ 23,457.65 | | | \$ 661,831.19 | \$ 94,763.76 | | | \$ 844,981.78 |
| IT Building | | \$ 9,960.32 | \$ 149,413.84 | \$ 36,118.58 | \$ 11,691.45 | \$ 12,918.25 | \$ 303,242.09 | \$ 16,492.96 | \$ 22,383.53 | \$ 912.89 | \$ 563,133.91 |
| Lalor St. Sewage Pumping Station | | | | | | | \$ 14,439.75 | | \$ 21,462.09 | | \$ 35,901.84 |
| Milford Fire Hall | | \$ 17,000.00 | \$ 17,894.86 | \$ 24,533.90 | \$ 1,298.34 | \$ 24,487.99 | \$ 103,007.54 | | \$ 141,513.55 | \$ 1,947.51 | \$ 331,683.69 |
| Milford Town Hall | | | \$ 28,967.04 | \$ 14,442.95 | \$ 10,512.70 | | \$ 407,229.82 | | | | \$ 461,152.51 |
| Mount Tabor Playhouse | | | \$ 127,480.60 | \$ 45,456.79 | | | \$ 1,480,593.71 | | | \$ 107,931.85 | \$ 1,761,462.95 |
| Museum House | \$ 19,000.00 | \$ 73,712.11 | \$ 306,127.92 | \$ 14,300.94 | \$ 69,557.21 | \$ 28,657.40 | \$ 2,029,449.18 | \$ 74,654.46 | \$ 102,812.17 | | \$ 2,718,271.39 |
| North Marysburgh Town Hall | | \$ 24,603.20 | \$ 10,034.54 | \$ 16,524.99 | \$ 29,596.99 | | \$ 240,675.22 | \$ 130,458.45 | | | \$ 451,893.39 |
| Picton Equipment Depot | | \$ 67,397.74 | \$ 286,084.63 | \$ 649.17 | \$ 15,482.89 | | \$ 107,254.94 | \$ 321,015.24 | | \$ 193,567.73 | \$ 991,452.34 |
| Picton Equipment Depot Water/Sewer | | \$ 9,923.84 | \$ 68,620.62 | \$ 116,175.68 | \$ 32,591.93 | | \$ 323,215.81 | \$ 181,623.24 | | | \$ 732,151.12 |
| Picton Fire Hall | | | | | | | \$ 95,293.34 | | \$ 285,140.11 | | \$ 380,433.45 |
| Picton Fire Hall and Town Hall | | \$ 6,000.00 | \$ 77,049.81 | \$ 232,956.71 | | | \$ 2,678,589.56 | \$ 138,389.43 | \$ 3,692.15 | | \$ 3,136,677.66 |
| Picton Museum Church | | \$ 1,042.09 | | | | | \$ 2,171,337.49 | | \$ 18,229.06 | \$ 97,375.38 | \$ 2,287,984.02 |
| Prince Edward Arena and CC | | \$ 276,784.86 | \$ 11,286.79 | \$ 440,338.92 | \$ 1,058,152.21 | \$ 229,116.15 | \$ 1,817,599.04 | \$ 614,897.76 | | | \$ 4,448,175.73 |
| Rickerton Sewage Pump Station | | \$ 1,571.67 | | \$ 653.44 | \$ 1,953.91 | | \$ 12,463.41 | \$ 22,913.12 | | | \$ 39,555.55 |
| Rossmore Fire Hall | | | | \$ 24,215.72 | \$ 2,033.99 | | \$ 133,175.77 | | | \$ 70,384.68 | \$ 229,810.16 |
| Sewage Lift Station | | \$ 3,000.00 | | \$ 11,082.86 | | | \$ 124,392.79 | \$ 26,477.14 | | | \$ 164,952.79 |
| Sewage Treatment Plant | | \$ 63,500.00 | \$ 27,950.58 | | \$ 6,779.96 | | \$ 295,880.21 | \$ 762,970.28 | | \$ 48,457.06 | \$ 1,205,538.09 |
| Shire Hall | \$ 192,300.00 | \$ 1,003,966.11 | \$ 623,150.12 | \$ 140,940.18 | \$ 75,529.99 | \$ 242,650.47 | \$ 140,083.89 | \$ 1,330,164.78 | \$ 357,043.06 | | \$ 4,105,828.60 |
| Sophiasburg Fire Hall and Town Hall | | | \$ 132,141.17 | \$ 63,113.55 | \$ 34,141.18 | | \$ 2,009,429.18 | \$ 46,361.14 | | | \$ 2,285,186.22 |
| Storage - Water/Sewer | | \$ 67,193.98 | \$ 116,826.38 | \$ 110,540.28 | | | | \$ 15,573.65 | | | \$ 310,134.29 |
| Storage and Sign Shop | | | \$ 58,110.75 | | | \$ 18,498.12 | \$ 289,271.07 | \$ 649.17 | | | \$ 366,529.11 |
| Transfer Station | | | | | | \$ 3,245.85 | \$ 62,686.47 | \$ 39,135.94 | | | \$ 105,068.26 |
| Wastewater Treatment Plant | | \$ 10,000.00 | | | | | \$ 208,471.95 | \$ 135,098.72 | | \$ 216,233.14 | \$ 569,803.81 |
| Water Filtration Plant | | \$ 1,298.34 | \$ 3,410.28 | \$ 2,005.16 | | | \$ 444,405.43 | \$ 1,591.96 | \$ 38,464.34 | \$ 36,669.52 | \$ 527,845.03 |
| Water Pumphouse | | | | \$ 10,519.11 | \$ 3,893.95 | | \$ 33,676.72 | | \$ 65,150.73 | | \$ 113,240.51 |
| Water Treatment Plant | | \$ 36,000.00 | \$ 22,543.12 | \$ 10,281.01 | \$ 306,522.12 | \$ 406.80 | \$ 762,799.44 | \$ 11,755.51 | | \$ 35,875.13 | \$ 1,186,183.13 |
| Wellbanks Pumping Station | | | | | | | \$ 2,373.53 | | | \$ 649.17 | \$ 3,022.70 |
| Wellington and District Community Centre | | \$ 262,508.76 | | | | \$ 13,559.95 | \$ 1,097,905.30 | \$ 1,498,655.17 | | \$ 40,049.90 | \$ 2,912,679.08 |
| Wellington Fire Hall | | | \$ 50,235.85 | \$ 83,734.29 | \$ 4,787.62 | | \$ 60,686.64 | \$ 45,452.52 | | \$ 78,626.35 | \$ 323,523.27 |
| Wellington Heritage Museum | | \$ 3,692.15 | \$ 103,155.30 | \$ 98,534.92 | \$ 93,567.90 | \$ 5,609.76 | \$ 38,898.90 | \$ 78,130.94 | | | \$ 421,589.87 |
| Wellington Town Hall | | \$ 70,620.36 | \$ 526,990.76 | \$ 54,896.44 | \$ 15,254.41 | | \$ 83,259.14 | \$ 59,157.68 | \$ 22,630.17 | | \$ 832,808.96 |
| Wharf St. Sewage Pump Station | | \$ 59,952.05 | \$ 1,421.13 | \$ 7,166.49 | \$ 17,446.42 | | \$ 15,590.74 | | | | \$ 101,576.83 |
| Grand Total | \$ 257,300.00 | \$ 2,369,662.78 | \$ 3,666,077.26 | \$ 2,588,740.32 | \$ 2,395,004.07 | \$ 603,541.56 | \$ 23,451,028.71 | \$ 6,503,820.21 | \$ 1,926,102.11 | \$ 1,264,875.21 | \$ 45,026,152.23 |