



The Corporation of the Township of Central Frontenac Regular Meeting Of Council Agenda

Tuesday, October 14, 2025 at 6:00 PM
Council Chambers, 14216 Road 38, Sharbot Lake, ON

Page

1. Call to Order

2. Land Acknowledgement

We would like to begin by acknowledging that the land on which we gather is the traditional and unceded territory of the Algonquin nation.

3. National Anthem

Please stand for the National Anthem

4. Approval of the Agenda

THAT the agenda for the regular meeting of Council to be held October 14, 2025, be approved as presented [amended].

5. Disclosure of Pecuniary Interest

6. Approval of the Minutes

8 - 21

[Regular Meeting of Council - Sep 23 2025 - Minutes.docx](#)

THAT the minutes from the regular meeting of Council held on September 23, 2025, be approved as presented [amended].

7. Mayors Remarks

8. Delegations

9. Public Meeting

10. Consent Agenda

- a. Correspondence Received for October 14, 2025
 - 1. City of Dryden dated September 22, 2025. Re: Urge for

Mandatory Water Safety and Swim-to-Survive Training in Ontario Elementary School Curriculum.

2. City of North Bay dated August 12, 2025. Re: Northern Ontario Resource Development Support (NORDS) Pilot Program.
3. Municipality of Assiginack dated August 19, 2025. NORDS Pilot Program.
4. The Municipality of St. Charles dated September 17, 2025. Re: NORDS Pilot Program.
5. Municipality of Brighton dated September 15, 2025. Re: Support for Electoral Reform.
6. Bonfield Township dated September 24, 2025. Re: Urgent Appeal Regarding Canada Post Labour Dispute and Impact on Municipal Communications.
7. Canadian Union of Postal Workers dated September 24, 2025. Re: Federal Government Plan – Canada Post Corporation Review.
8. City of Kitchener dated September 26, 2025. Re: Municipal Act Amendment on Paper Billing.
9. Township of West Lincoln dated September 26, 2025. Re: Support Consultation on the Future of Community Natural Gas Expansion.
10. Niagara Region dated September 30, 2025. Re: Motion Respecting State of Emergency on Mental Health, Homelessness and Addictions.
11. City of Pickering dated October 3, 2025: Re: Elect Respect.
12. Town of Newmarket dated October 7, 2025. Re: Automated Speed Enforcement Resolution.
13. Municipality of Waterloo dated October 8, 2025. Re: Amending Ontario Regulation 391/21.

b. Rideau Valley Conservation Authority Draft Minutes - July 24, 2025 22 - 27

[250724_BOD_Minutes_DRAFT.pdf](#) 

c. EORN Call Gap Project Monthly Update - September 2025 28 - 31

[Frontenac County September 2025.docx](#) 

THAT Council receive items a) to c) for information, as they are considered routine items.


11. Deferred Items

12. Staff Reports/Departmental Updates

a. 183-2025 DS - September Building Report 32 - 33

[Construction Details \(Building Activity\) Report](#) 

THAT Council receive the September Construction Details (Building Activity) report as presented by the Chief Building Official for information.

- b. 184-2025 DS - Capital Projects Status Report September 2025 34 - 36
[Capital Project Status Report](#) 

THAT Council receive the Capital Projects report as presented by the Chief Building Official for information.

- c. 185-2025 DS - Mountain Grove Hall Interior Renovations 37 - 42
185-2025 DS MG Interior Renovations [Hall](#) 

[Bids.pdf](#) 

[25019 - Mountain Grove Hall Interior Renos - For Permit.pdf](#) 

WHEREAS The Mountain Grove Hall experienced flood damage in the kitchen in 2024 and requires repairs;

AND WHEREAS The washrooms and stairs do not meet current AODA requirements;


NOW THEREFORE BE IT RESOLVED THAT Council approve the recommendation of the Chief Building Official and award the renovation of the Mountain Grove Hall to Wise Choice Contracting, in the amount of \$196,000;

AND THAT Council direct the Chief Building Official to issue a purchase order for the work;

AND FURTHER THAT the Mayor and CAO/Clerk be authorized to sign the final Contract.

- d. 186-2025 PW - Activity Report 43 - 44
[Public Works Activity Report](#) 

THAT Council receive the Public Works Activity Report as presented by the Public Works Manager for information.

- e. 187-2025 PW - Capital Project Status Report 45 - 46
[Public Works Project Status Report](#) 

THAT Council receive the Public Works Project Status Report as presented by the Public Works Manager for information.

- f. 188-2025 PW - Change Order Notice - Circular Materials Ontario 47 - 48

[Change Order Notice - Circular Materials Ontario](#) 

THAT Council receive the Change Order Notice report as presented by the Public Works Manager for information;

AND THAT Council authorize the CAO and Mayor to sign the Change Order issued by Circular Materials Ontario, extending the agreement until December 31, 2028, effective January 1, 2026.

- g. 189-2025 PW Draft Parking Bylaw 49 - 61

[2025 Draft Parking Bylaw Report.docx](#) 

[2025 Draft Parking Regulations V2- jl.docx](#) 

[Schedule A Parking Restrictions.pdf](#) 

[2025- Draft Parking Bylaw Public Feedback Summary.docx](#) 

THAT Council receive the updated Draft Parking By-law, as prepared by the Deputy Clerk, for information;

AND THAT Council receive the public feedback and comments for information;

AND FURTHER THAT Council authorize staff to proceed with a legal review of the draft Parking By-law, with the results and any related feedback or comments to be brought forward to Council upon completion.

- h. 190-2025 ADMIN - Municipal Support Resolution 62 - 64

[Municipal Support Resolution Report](#) 

WHEREAS Steven Reader on behalf of Originative Energy Solutions Partners appeared before Council at the September 23, 2025 meeting regarding a Proposal for a Long-Term Capacity Services Project LT2 (c-1)

AND WHEREAS the land they have an option on is

approximately 111 acres and their project would occupy less than ¼ of the land which is located at 7349 Hinchinbrooke Road and is currently licenced and used as a commercial gravel yard;

AND WHEREAS a resolution is a mandatory requirement that confirms the municipality's support for the proposal submission, not a guarantee of a contract award, and is a crucial part of the project's application process.

AND WHEREAS Originative Energy Solutions Partners are proposing to submit a bid to the Ontario Independent Electricity System Operator (IESO) and is requesting Council's support of their project (LT2(c-1);

AND WHEREAS a resolution is a mandatory requirement that confirms the municipality's support for the proposal submission, not a guarantee of a contract award, and is a crucial part of the project's application process.

NOW THEREFORE BE IT RESOLVED THAT Council supports Originative Energy Solutions Partners in submitting a proposal for the Long-Term Capacity Services Project located at 7349 Hinchinbrooke Road North;

AND FURTHER THAT this resolution be attached to the prescribed form as identified as Exhibit A for LT2(c-1) RFP as issued by the Independent Electricity System Operator ("IESO").

- i. 191-2025 ADMIN Acceptance of Final Organizational and Service Delivery Review 65 - 163
[2025 ADMIN- Final Organizational and Service Delivery Review.docx](#)


[CF Org Review - Final Report - 5 Sept 2025 \(002\).pdf](#) 

THAT Council accept the Final Organizational and Service Delivery Review as prepared by Capital Park Consulting;

AND THAT staff be authorized to develop an implementation plan based on the recommendations contained in the report

for future Council consideration.

13. Committee/Other Reports


- a. 192-2025 Request to Temporary a Close Portion of K&P trail 164 - 165
[Request to close Section of K&P trail Halloween.docx](#) 

THAT Council approve the temporary closure of the K&P Trail between the Sharbot Lake Beach and the Government Docks (Thompson's Cut) on October 31, 2025, from 3:00 p.m. to 8:00 p.m., for a Community Halloween event;

AND FURTHER THAT staff post advance notice of the closure on the Township's Facebook page and website by October 27, 2025;

AND THAT staff notify the Frontenac ATV Club and the Eastern Ontario Trails Alliance (EOTA) of the closure;

AND THAT staff ensure temporary signage is placed at both ends of the closed section of the trail to assist trail users with a detour route through the village.

- b. Economic Development Advisory Committee - October 1, 2025 166 - 171
[DRAFT EcDev Advisory Committee Minutes - Oct 1, 2025](#) 

THAT Council approves an amendment to the "Organization of the Committee" section of the new Terms of Reference for the Central Frontenac Economic Development Advisory Committee be amended to state that the Committee shall be composed of up to ten (10) members, including three (3) appointed Members of Council and up to seven (7) community representatives.

THAT Council approve the appointment of Davin Allan to the Central Frontenac Economic Development Advisory Committee as a representative of the Central Frontenac business community.

14. Communications/Correspondence for Action

15. By-Laws/Agreements

16. Notice of Motions

17. Giving Notice of Motions

18. New/Other Business

19. Closed Session

a. Resolve into Closed Session

THAT Council resolve into closed session pursuant to S. 239.2 of the Municipal Act to discuss personal matters about an identifiable individual, including municipal or local board employees. S 239.2(b)

b. Rise From Closed Session

THAT Council rise from closed session pursuant to S. 239.2 of the Municipal Act to discuss personal matters about an identifiable individual, including municipal or local board employees. S 239.2(b)

20. Adjournment

172

Confirming By-Law 2025-45

[2025-45 Confirming By-Law October 14 2025.docx](#) 

THAT By-Law 2025-45 being a by-law to confirm the proceedings of the regular council meeting held October 14, 2025, be read first, second, and third time, and finally passed this 14th day of October 2025;

AND FURTHER THAT this meeting be adjourned until Tuesday, October 28, 2025, at 6:00 p.m. for a regular meeting of the Council, said meeting to be held at the Council Chambers, 14216 Road 38, Sharbot Lake, ON



**The Corporation of the
Township of Central Frontenac
Regular Meeting Of Council Minutes**

Tuesday, September 23, 2025 at 6:00 PM

Council Chambers, 14216 Road 38, Sharbot Lake, ON

Roll Call

Members: Mayor Frances Smith, Deputy Mayor Bill Everett, Councillors: Susan Irwin, Dan Meeks, Phillip Smith, Nicki Gowdy, Duncan McGregor, Lynne Klages, and Cindy Kelsey.

Staff in Attendance: Cathy MacMunn–CAO/Clerk, Jody Legue–Deputy Clerk/EA to the CAO, Chris Nelson–Community Services Coordinator, and Michael McGovern–Treasurer, Nicole Shorts–By-law Enforcement Officer.

1. Call to Order

Mayor Smith called the meeting to order at 6:00 p.m.

2. Land Acknowledgement

We would like to begin by acknowledging that the land on which we gather is the traditional and unceded territory of the Algonquin nation.

3. National Anthem

Please stand for the National Anthem

4. Approval of the Agenda

THAT the agenda for the Regular Meeting of Council of September 23, 2025 be approved as amended to suspend the provisions of Section 10.4 the Procedural By-law 2023-53 respecting delegations, and to permit four (4) delegations to be heard.

AND FURTHER THAT 2 additional items be added to section 19.
Closed Session,

1. 239. (2)(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.
2. 2.239.2(c) a proposed or pending acquisition or disposition of land by the municipality or local board.

Moved by: Susan Irwin

Seconded by: Cindy Kelsey

CARRIED

5. Disclosure of Pecuniary Interest

None.

6. Approval of the Minutes

THAT the minutes from the regular meeting of Council held on September 9, 2025, be approved as amended.

Moved by: Dan Meeks

Seconded by: Lynne Klages

CARRIED

The minutes have been corrected under Item 16: the third paragraph now reads ‘...Councillor Irwin, Mayor Smith and Councillor Everett raised concerns...’ instead of ‘...Councillor Irwin, Mayor Smith and Councillor McGregor raised concerns...’

7. Mayors Remarks

a. Flag Raising

Mayor Smith shared that earlier this afternoon, a flag-raising ceremony was held at the beach with Chief Doreen Davis to mark the beginning of the Week of Reflection in honour of Truth and Reconciliation. To recognize this important time, the Sharbot Obaadjiwan flag will be flown at half-mast until October 1, 2025.

On September 30, 2025, members of the Sharbot Obaadjiwan community will return to the beach for Every Child Matters Day. Mayor Smith encouraged residents to attend, reflect, and engage meaningfully with the community.

- b. Volunteer Appreciation
Mayor Smith shared that the Volunteer Appreciation Event was held on Saturday, September 20, 2025, with approximately 80 people in attendance. Council Members served barbequed meals to the volunteers, who were also presented with Volunteer Pins in recognition of their valuable contributions.

Mayor Smith extended sincere thanks to all volunteers for their dedication and service to the community.
- c. Safety Truck Rodeo
Mayor Smith announced that on September 10, 2025, Township staff members Taylor Blackburn and Joel Connally represented the Township in the District 8 Association Road Supervisors' Safety Truck Rodeo. The Township is very proud of their achievements: Taylor placed first in the district and will advance to the provincial finals on September 24, 2025, while Joel placed third.

The provincial Safety Truck Rodeo is a prestigious competition that showcases the skill and professionalism of Ontario's top municipal equipment operators, with challenges designed to replicate real-world working conditions.

8. Delegations

- a. Steven Reeder, Originative Energy Solutions Partners (OESP)
THAT Council receive the Pre-Engagement Confirmation Notice provided by Originative Energy Solutions Partners regarding a proposal to construct and operate a Long-Term Capacity Service Project located on Municipal Project Lands identified as Pt. Lt. 3 - 4, Con. 2, Hinchinbrooke District, Municipal address 7349 Hinchinbrooke Road North.

Moved by: Bill Everett

Seconded by: Cindy Kelsey

CARRIED

THAT council receive the presentation from Steven Reeder with Originative Energy Solutions partners for information.

Moved by: Bill Everett

Seconded by: Phillip Smith

CARRIED

- b. David Bates- Resident
2024-41 Canine Control Bylaw

THAT Council receive the presentation from David Bates regarding the Canine Control By-law for information.

Moved by: Nicki Gowdy

Seconded by: Duncan McGregor

CARRIED

- c. Tracey Hole & Aleris Cronk- Residents District #4

THAT Council receive the Hinchinbrooke School Property Community Vision report from Tracey Hole and Aleris Cronk for information.

Moved by: Phillip Smith

Seconded by: Cindy Kelsey

CARRIED

- d. Rhonda Kimberley Young, Railway Society

THAT Council receive the presentation from Rhonda Kimberley Young from the Railway Society for information;

AND FURTHER THAT Council authorize the CAO/Clerk to write a letter of support the for Railway Society's ROD grant application.

Moved by: Duncan McGregor

Seconded by: Lynne Klages

CARRIED

9. Public Meeting

None.

10. Consent Agenda

- a. Correspondence received for September 23rd, 2025
 - 1. City of Welland dated September 4, 2025. Re: Ontario Municipal Advisory Committee Review Survey.
 - 2. Town of Fort Frances dated August 11, 2025. Re: Support for the Elect Respect campaign.
 - 3. Town of Fort Frances dated August 11, 2025. Re: Opposition to Strong Mayor Powers.
 - 4. Township of Southgate dated September 4, 2025. Re: Resolution of Support – City of St. Catharine’s – Elect Respect Pledge.
 - 5. Township of Perry dated September 4, 2025. Re: Support for Advocacy for Increased Income Support Thresholds for Canadian Veterans.
 - 6. Township of Armour dated September 9, 2025. Re: O. Reg. 391/21 - Blue Box Regulation.
 - 7. Town of Goderich dated September 16, 2025. Re: Endorsement of City of St. Catherine’s Motion – Elect Respect Pledge.
 - 8. Municipality of South Huron dated September 17, 2025. Re: Proposed Amendments to the Resource Recovery and Circular Economy Act.
 - 9. Bluewater Recycling Association dated September 2, 2025. Re: Feedback on Proposed Amendments to the Resource Recovery & Circular Economy Act.
- b. Central Frontenac Housing Committee Minutes- June 23, 2025
- c. Economic Development Advisory Committee Minutes- August 6, 2025
- d. Trail Committee Minutes- September 9, 2025

THAT Council receive items a through d for information as they are considered routine.

Moved by: Bill Everett
Seconded by: Dan Meeks

CARRIED

11. Deferred Items

None.

12. Staff Reports/Departmental Updates

- a. 171-2025 - PLAN - Severance Review Report

THAT the Council for the Township of Central Frontenac direct staff to prepare water supply standards to be used by applicants proposing to create a new lot on private services;

AND THAT the draft water supply standards be presented to Council and the public for review and comment prior to being endorsed by Council;

AND THAT Council also direct staff to begin the process of amending the Official Plan to propose allowing a third severance in the Rural Area;

AND THAT the Official Plan Amendment process run concurrently with the development of the water supply standards.

Moved by: Susan Irwin
Seconded by: Nicki Gowdy

CARRIED

- b. 172-2025 CFFRS Activity Report September 23 2025

THAT Council receive the Central Frontenac Fire Rescue (CFFR) Activity Report prepared by the Manager of Emergency Services/Fire Chief dated September 23, 2025

Moved by: Phillip Smith
Seconded by: Bill Everett

CARRIED

- c. 173-2025 - FIN - Accts Payable - September 23, 2025
THAT Council receive the Accounts Payable Report (Cheque Distribution) in the amount of \$1,966,072.32 as prepared by the Treasurer, for information.

Moved by: Lynne Klages
Seconded by: Susan Irwin

CARRIED

- d. 174-2025 - FIN - Apportionments of Taxes
THAT Council approve the following apportionment(s) of assessment as recommended by MPAC for 2025 as applicable for the following roll number(s):

10-39-040-010-01400-0000; 10-39-040-020-21420-0000 & 10-39-040-020-21425-0000; 10-39-040-040-01300-0000 & 10-39-040-040-01303-0000; 10-39-040-060-00200-0000 & 10-39-040-060-00204-0000; 10-39-040-060-01825-0000; 10-39-040-060-07500-0000 & 10-39-040-060-07550-0000; 10-39-050-020-32600-0000 & 10-39-050-020-32700-0000; 10-39-070-020-19700-0000 & 10-39-070-020-19707-0000; 10-39-080-020-16501-0000; 10-39-080-020-17100-0000; 10-39-080-030-18500-0000 & 10-39-080-030-18505-0000; 10-39-080-030-18500-0000 & 10-39-080-030-18512-0000 & 10-39-080-030-18513-0000

Moved by: Duncan McGregor
Seconded by: Dan Meeks

CARRIED

- e. 175-2025 - FIN - 357/358/359 Application Response(s)
THAT Council for the Township of Central Frontenac approve the following reduction of Assessment pursuant to the Municipal Act.

Roll Number 10-39-010-020-01800-0000 for the period of July 30, 2025 to December 31, 2025 as reported by MPAC. Reason – Demolition/**Razed by fire**, demolition, or otherwise - (357)(1)(d)(i); And;

Roll Number 10-39-040-020-01900-0000 for the period of November 14, 2024 to December 31, 2025 as reported by MPAC. Reason – Demolition/**Razed by fire**, demolition, or otherwise - (357)(1)(d)(i); And;

Roll Number 10-39-080-010-03900-0000 for the period of November 14, 2024 to December 31, 2025 as reported by MPAC. Reason – Ceases to be liable for the tax rate it was taxed - (357)(1)(a) And;

Roll Number 10-39-080-040-01158-0000 for the period of June 26, 2025 to December 31, 2025 as reported by MPAC. Reason – Demolition/**Razed by fire**, demolition, or otherwise - (357)(1)(d)(i)

AND FURTHER THAT Council approves an adjustment of taxes to be calculated by the tax department for the related period.

Moved by: Lynne Klages

Seconded by: Nicki Gowdy

CARRIED

- f. 176-2025 - FIN - Draft Capital Policy Report

THAT Council receive the Draft Tangible Capital Asset (TCA) Policy for information;

AND FURTHER THAT council provide the Treasurer with recommendations.

Moved by: Cindy Kelsey

Seconded by: Phillip Smith

CARRIED

- g. 177-2025 FIN New Website Platform Required

THAT Council receive the report for information;

AND THAT Council receive for information the Treasurer's report entitled "New Website Platform Required";

AND THAT Council supports the selection of Sandbox Software Solutions as the successful proponent to create a new website for Central Frontenac Township at a cost of \$22,157+ annual hosting of \$5,700;

AND THAT Council directs the Treasurer to add the cost to the 2026 budget;

AND THAT Council authorize the CAO & Mayor to enter a contract for website services with Sandbox Software Solutions to start late in 2025 to avoid last minute issues for our residents.

Moved by: Susan Irwin

Seconded by: Duncan McGregor

CARRIED

h. 178-2025 - ADMIN - By-Law Activity Report

THAT Council receive the September 23, 2025 Bylaw Enforcement and Education Activity Report as prepared by the Bylaw Enforcement Officer for information.

Moved by: Dan Meeks

Seconded by: Lynne Klages

CARRIED

i. 179-2025 ADMIN- Planning Activity Report - September 23rd, 2025

THAT Council receive the Planning Activity Report dated September 23rd, 2025 as prepared by the Planning Services Assistant for information.

Moved by: Bill Everett

Seconded by: Nicki Gowdy

CARRIED

- j. 180-2025 ADMIN September Activity Report
THAT Council receive the September 2025 Administration activity report as presented by the Chief Administrative Officer/Clerk for information.

Moved by: Susan Irwin

Seconded by: Bill Everett

CARRIED

- k. 181-2025 - ADMIN Committee of Council Titles Report
THAT Council receive the "Committee of Council Titles" report for information;

AND THAT all Committees of Council be renamed to incorporate the term "Advisory" in their official titles;

AND FURTHER THAT Standing Committees be retitled as Standing Advisory Committees, Ad Hoc Committees be retitled as Ad Hoc Advisory Committees, and all other Committees of Council be renamed to reflect their advisory role.

Moved by: Nicki Gowdy

Seconded by: Duncan McGregor

CARRIED

- l. 182-2025 ADMIN Open House
WHEREAS the municipality purchased the former Simonett building from W.A. Robinson Holdings Inc. in June 2025, and subsequently relocated municipal offices to the new building on July 14, 2025;

AND WHEREAS the CAO/Clerk is recommending that Council consider hosting an Open House in October 2025 to formally introduce the new municipal facility to the public;

AND WHEREAS it is proposed that invitations be extended to residents, neighbouring township

representatives, legal counsel, contractors, and other relevant stakeholders as outlined in this report;

NOW THEREFORE BE IT RESOLVED that Council approve the recommendation of the CAO/Clerk to host an Open House for the new municipal building.

Moved by: Lynne Klages

Seconded by: Cindy Kelsey

CARRIED

Council agreed to set October 20, 2025, from 4:00 pm-6:00 pm as the scheduled date and time.

13. Committee/Other Reports

a. Septic Re-Inspection Committee

Recruitment of Public Member

THAT Council accept and approve the Terms of Reference as submitted by the Septic Re-Inspection Committee.

Moved by: Bill Everett

Seconded by: Duncan McGregor

CARRIED

WHEREAS Jim McIntosh has resigned from the Septic Re-Inspection Committee;

AND WHEREAS the Committee's composition requires a minimum of three (3) public members;

NOW THEREFORE BE IT RESOLVED THAT Council authorize staff to initiate the recruitment process to fill the vacancy on the Septic Re-Inspection Committee.

Moved by: Susan Irwin

Seconded by: Cindy Kelsey

CARRIED

- b. Central Frontenac Housing Committee - Terms of Reference
THAT Council accept and approve the Terms of Reference as submitted by the Central Frontenac Housing Committee.

Moved by: Cindy Kelsey
Seconded by: Phillip Smith

CARRIED

- c. Adhoc Website Committee Appointment
Ad Hoc committees must have less than 50% members of Council, per S. 3 Central Frontenac Committee Policy
THAT the Ad Hoc Website Advisory Committee be comprised of 2 members of Council and 4 members of the public;

AND THAT Bill Everett and Susan Irwin be appointed as the Council members of said Committee;

AND FURTHER THAT Council authorize staff to commence the recruitment process for community members of the Ad Hoc Website Advisory Committee.

Moved by: Nicki Gowdy
Seconded by: Dan Meeks

CARRIED

- d. Heritage Committee Appointment
THAT Nicki Gowdy be appointed as the second (2nd) member of Council on the Heritage Committee.

AND FURTHER THAT Council authorize staff to begin recruitment of community members for said committee.

Moved by: Phillip Smith
Seconded by: Cindy Kelsey

CARRIED

14. Communications/Correspondence for Action

15. By-Laws/Agreements

16. Notice of Motions

17. Giving Notice of Motions

18. New/Other Business

19. Closed Session

a. Resolve into Closed Session

THAT Council resolve into closed session pursuant to S. 239.2 of the Municipal Act to discuss

1. personal matters about an identifiable individual, including municipal or local board employees (S.239.2(b))
2. 239. (2)(e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.
3. 239.2(c) a proposed or pending acquisition or disposition of land by the municipality or local board.

Moved by: Dan Meeks

Seconded by: Susan Irwin

CARRIED

b. Rise From Closed Session

THAT Council rise from closed session pursuant to S. 239.2 of the Municipal Act to discuss personal matters about an identifiable individual, including municipal or local board employees (S.239.2(b))

Moved by: Phillip Smith

Seconded by: Bill Everett

CARRIED

c. Offer for former Municipal Office

WHEREAS the former Municipal Office, located at 1084 Elizabeth Street, Sharbot Lake, was declared surplus;

AND WHEREAS Council has received an offer to purchase the former Municipal Office;

NOW THEREFORE BE IT RESOLVED THAT Council hereby accept the offer from Community Living-North Frontenac Board of Directors as presented in closed session.

Moved by: Susan Irwin

Seconded by: Lynne Klages

CARRIED

20. Adjournment

THAT By-Law 2025-44 being a by-law to confirm the proceedings of the regular council meeting held September 23rd, 2025, be read first, second, and third time, and finally passed this 23rd day of September, 2025;

AND FURTHER THAT this meeting be adjourned until Tuesday, October 14th, 2025, at 6:00 p.m. for a regular meeting of the Council, said meeting to be held at the Council Chambers, 14216 Road 38, Sharbot Lake, ON

Moved by: Duncan McGregor

Seconded by: Lynne Klages

CARRIED

The meeting was adjourned at 8:20 p.m.

Frances Smith, Mayor

Cathy MacMunn,
CAO/Clerk

RIDEAU VALLEY CONSERVATION AUTHORITY
Box 599, 3889 Rideau Valley Drive
Manotick, Ontario, K4M 1A5
(613) 692-3571, 1-800-267-3504

Hybrid meeting held in-person and electronically

DRAFT MINUTES

Board of Directors **6/25** **Thursday, July 24, 2025**

Present: Joe Aragona Jeff Banks
Anne Barr Sean Devine
Brian Dowdall Steve Fournier
Susan Irwin Wilson Lo
Shawn Pankow Angela Pierman
Kristin Strackerjan Adam Turcotte
Gary Waterfield

Staff: Sommer Casgrain-Robertson Dan Cooper
Kathy Dallaire Diane Downey
Marissa Grondin Isabelle Maltais
Glen McDonald

Regrets: David Brown Trevor Johnson
Theresa Kavanagh Shelley Petersen-Quesnel
Adrian Wynands

Chair Waterfield called the meeting to order at 6:30 p.m.

1.0 Roll Call

General Manager/Secretary-Treasurer conducted a roll call.

2.0 Land Acknowledgement Statement

Councillor Sean Devine gave the Land Acknowledgement Statement.

3.0 Agenda Review

Chair Waterfield reviewed the Agenda.

4.0 Adoption of Agenda

Resolution 1-250724

Moved by:
Seconded by:

Brian Dowdall
Wilson Lo

THAT the Board of Directors of the Rideau Valley Conservation Authority adopts the Agenda as circulated.

Resolution Carried

5.0 Declaration of Interest

There were no declarations of interest.

6.0 Approval of Minutes of May 22, 2025

Resolution 2-250724

Moved by: Adam Turcott
Seconded by: Joe Aragona

THAT the Board of Directors of the Rideau Valley Conservation Authority approves the Minutes of the Board of Directors Meeting #05/25, May 22, 2025 as circulated.

Resolution Carried

7.0 Business Arising from the Minutes

There was no business arising.

8.0 Financial Reports for the period ending June 30, 2025

Ms. Dallaire, Manager of Finance, presented the unaudited interim financial reports for the second quarter, period ending June 30, 2025

A Member inquired about the Baxter boardwalk project and asked how the project was being managed since full external funding has not been committed yet. Staff confirmed that the boardwalk was being built in sections as funding permitted,

Chair Waterfield asked whether there is a desire to proceed with the project without external funding. Ms. Casgrain-Robertson indicated that as part of the 2026 budget, staff will look at options to fund both the Baxter and Chapman Mills boardwalks.

A Member asked whether reserve levels could support both projects. Ms. Casgrain-Robertson confirmed that a combination of reserves and external funding is a possibility.

Resolution 3-250724

Moved by: Kristin Strackerjan
Seconded by: Jeff Banks

THAT the Board of Directors of the Rideau Valley Conservation Authority approves the unaudited Statement of Operations, Statement of Capital Reports and Balance Sheet for the period ending June 30, 2025.

Resolution Carried

9.0 Accessibility Policy

Ms. Downey, Director of Outreach and Communications, presented an updated Accessibility Policy and responded to questions from Members.

A Member indicated that when the *Accessibility for Ontarians with Disabilities Act* (AODA) was introduced, municipalities were subject to compliance deadlines and asked if those applied to conservation authorities. Ms. Downey confirmed that the RVCA is subject to the same requirements and has been reporting on compliance since 2015.

Another Member asked how scents and food allergies are addressed and Ms. Downey indicated that those are not covered by AODA legislation. Ms. Casgrain-Robertson added that such matters are typically addressed through other means like personnel policies.

A Member commented that it was nice that the RVCA was not just meeting the legislative requirements but doing more to meet the needs of visitors at our conservation areas. They indicated that it was interesting to read about the all-terrain wheelchairs and asked staff to expand on that. Ms. Downey explained that Baxter Conservation Area serves as RVCA's flagship accessible site. Adaptive push wheelchairs and sleds designed for all-terrain use are available at both Baxter and Foley Mountain for outdoor education programs. These mobility aids are always accessible for educational use and may be made available to visitors upon request, provided arrangements are made in advance. Additionally, beach mats are in place at several conservation areas to support water access for individuals of all abilities.

Another Member commented that the RVCA has shown tremendous leadership on this issue and that their accessibility matrix and Nature for All work have been shared with municipalities and that North Grenville is using it to help guide municipal projects.

A Member asked if the availability of accessibility devices is publicized on RVCA's website. Ms. Downey confirmed that while some information is currently posted, a summary page detailing site-specific accessibility features will be added to support informed visitor planning.

Resolution 4-250724

Moved by:

Steve Fournier

Seconded by:

Wilson Lo

THAT the Board of Directors of the Rideau Valley Conservation Authority approves the attached Accessibility Policy.

Resolution Carried

10.0 60th Anniversary Proposal

Ms. Downey presented a draft proposal for RVCA's 60th anniversary in 2026, outlining preliminary ideas and initiatives. Chair Waterfield thanked the staff on RVCA's anniversary committee and opened the floor for feedback and discussion.

Members provided the following ideas, feedback and suggestions for consideration:

- Plant a maple tree at each municipal office
- Be mindful of the municipal election in October 2026 and what impact that may have on municipal councils and/or the CA Board
- Consider hosting Doors Open type events at RVCA facilities
- Work with the Rideau Trail Association to cross promote the hiking challenge
- Focus on highlighting staff in social media content to humanize the organization rather than just anniversary messaging
- Look at financial impact of waiving conservation area fees for the year (staff had suggested a few free beach days) or consider providing free passes to certain organizations like non-profits to loan out or use
- Engage students through a colouring or poster contest (member also offered to provide contact person to help distribute to schools)
- Enable municipalities to loan out pull up displays to other venues and events
- Real world learning may be another opportunity to engage students

Chair Waterfield thanked Members for their ideas and feedback and asked that a final anniversary proposal be brought back to the Board in Q4.

Resolution 5-250724

Moved by:

Anne Barr

Seconded by:

Shawn Pankow

THAT the Board of Directors of the Rideau Valley Conservation Authority receive this report for information.

Resolution Carried

11.0 Contract for Floodplain & Erosion Mapping Study: Stillwater and Graham Creeks

Isabelle Maltais, Director of Watershed Science and Engineering, presented the proposed contract with Aquafor Beech Limited to complete Phase 2B of the floodplain and erosion hazard mapping study for Stillwater Creek and Graham Creek within the City of Ottawa.

No questions were raised.

Resolution 6-250724

Moved by: Anne Barr
Seconded by: Kristin Strackerjan

THAT the Board of Directors of the Rideau Valley Conservation Authority approves Aquafor Beech Limited to complete a Floodplain and Erosion Mapping Study on Stillwater Creek and Graham Creek in the City of Ottawa, at a cost not to exceed \$172,000 plus applicable taxes, with up to 50% being funded from RVCA's reserves.

Resolution Carried

12.0 Activity Report: May and June 2025

Directors presented the Activity Report for May and June. There were no questions.

Shawn Pankow and Jeff Banks left the meeting 7:30 p.m.

13.0 Provincial Updates

Ms. Casgrain-Robertson provided an update on two provincial announcements: the transition of the Conservation Authority program from the Ministry of Natural Resources to the Ministry of the Environment, Conservation and Parks; and the appointment of Hassaan Basit as Chief Conservation Executive.

Resolution 7-250724

Moved by: Steve Fournier
Seconded by: Sean Devine

THAT the Board of Directors of the Rideau Valley Conservation Authority receive this report for information.

Resolution Carried

14.0 Meetings

- a) FCM Conference Building Tour – May 31, 2025
- b) Ottawa Riverkeeper World Water Day Event – June 5, 2025
- c) Perth COW delegation (Annual Report) – June 10, 2025

- d) RVCF Board of Directors Meeting & Annual General Meeting – June 11, 2025
- e) North Grenville Indigenous Advisory Circle Meeting – June 19, 2025
- f) Annual Watershed Tour – June 20, 2025
- g) Jason Kelly Recognition Event – June 22, 2025
- h) Conservation Ontario Council – June 23, 2025
- i) Provincial General Managers Annual Meeting – June 24 & 25, 2025
- j) General Managers Interim Performance Review – July 24, 2025

Upcoming

- k) AMO Conference – August 17 – 20, 2025
- l) Westport COW delegation (Annual Report) – September 2, 2025
- m) Audit Committee Meeting – September 8, 2025
- n) Conservation Ontario Council Meeting – September 22, 2025
- o) Board of Directors Meeting & Information Session – September 25, 2025
 - A photo will be taken of the Board of Directors at 5:00 pm
 - Chair Waterfield encouraged member participation in person.

15.0 Member Inquiries

None.

16.0 New Business

Chair Waterfield informed Members that he has now visited all 11 Conservation Areas and posted eight profiles on facebook.

17.0 Adjournment

The Chair adjourned the meeting at 7:35 p.m. on a resolution by Wilson Lo.

Gary Waterfield
Chair

Marissa Grondin
Recording Secretary

Sommer Casgrain-Robertson
General Manager/Secretary-Treasurer

EORN Cell Gap Project Monthly Update September 2025

Regional view

	Planned	Completed	New this month
Upgrades to existing towers	311	311	n/a
New towers in service	258	146	0
New co-locations	75	68	2
Land use authority	257	253	0
Please note that this information is collected monthly and is subject to change as the project moves forward.			

Frontenac County

	Planned	Completed	New this month
Upgrades to existing towers	13	13	n/a
New towers in service	14	7	0
New co-locations	6	4	0
Land use authority	14	14	n/a
Please note that this information is collected monthly and is subject to change as the project moves forward.			

Note: data is updated by Rogers on the 15th of each month. Data provided for this update was received on September 15, 2025.

Frontenac County Uplifts Build Schedule

Tower identifier	Site name	Municipality	In-service plan
C0234	Arden	Township of Central Frontenac	In-service
C0235	Sharbot Lake	Township of Central Frontenac	In-service
C2169	Godfrey	Township of Central Frontenac	In-service
C2170	Parham	Township of Central Frontenac	In-service
C3467	Highway 7 at Mountain Grove	Township of Central Frontenac	In-service
C3629	Highway 7 (Kaladar- Arden)	Township of Central Frontenac	In-service
C3406	Howe Island	Township of Frontenac Islands	In-service
C3469	Bon Echo	Township of North Frontenac	In-service
C1978	Harrowsmith	Township of South Frontenac	In-service
C3368	Verona	Township of South Frontenac	In-service
C3647	Frontenac Provincial Park 0 South	Township of South Frontenac	In-service
C4105	Missouri	Township of South Frontenac	In-service
C4106	Sydenham South	Township of South Frontenac	In-service

Frontenac County Co-location Build Schedule

Tower identifier	Site name	Municipality	In-service plan
C8471	Port Metcalf	Township of Frontenac Islands	In-service
C6625	Beech Corners	Township of North Frontenac	In-service
C8657	County Road 509 and Mountain Road	Township of North Frontenac	In-service
C7530	Snow Road Station	Township of North Frontenac	In-service
C8656	Smith Road at North Frontenac	Township of North Frontenac	2026
C8659	Canonto Road at Ompah	Township of North Frontenac	2026

Frontenac County New Tower Build Schedule

Tower identifier	Site name	Municipality	In-service plan
C8658	Ardoch Road and Road 509	Township of Central Frontenac	2026
C8688	Long Lake Road and Middle Road	Township of Central Frontenac	2026
C8655	Henderson Road at Henderson	Township of Central Frontenac	In-service
C8693	Benard Lane and Wilkinson Road	Township of Central Frontenac	In-service
C8716	Road 38 and Richard Brannigan Trail	Township of Central Frontenac	In-service
C8660	Matawatchan Road at Wilson	Township of North Frontenac	2026
C8661	Sunday Lake Drive and Cruise Road	Township of North Frontenac	2026
C8504	Jewel Road and Little Pond Road	Township of North Frontenac	In-service
C8691	Devil Lake Road at Little Wolfe Lake	Township of South Frontenac	In-service
C8721	Westport Road at White Lake	Township of South Frontenac	2026
C8788	Moreland-Dixie Road and South Frontenac Road 12	Township of South Frontenac	2026
C8552	Opinicon Road and Maple Leaf Road	Township of South Frontenac	In-service
C8689	Dewitt Road at Timmermans Island	Township of South Frontenac	In-service



STAFF REPORT TO COUNCIL

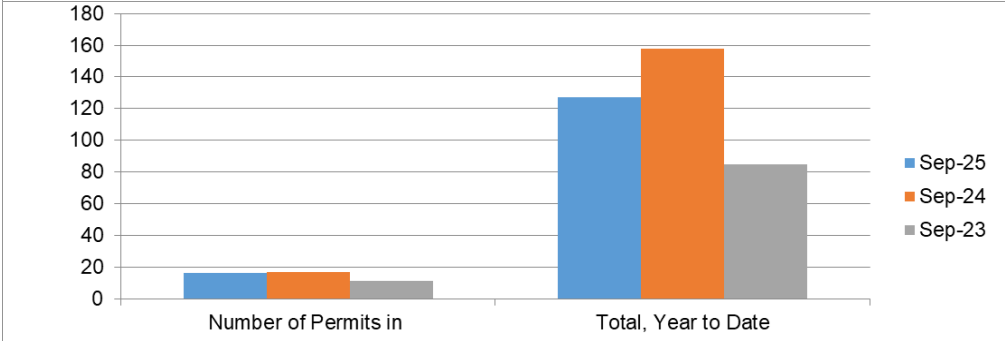
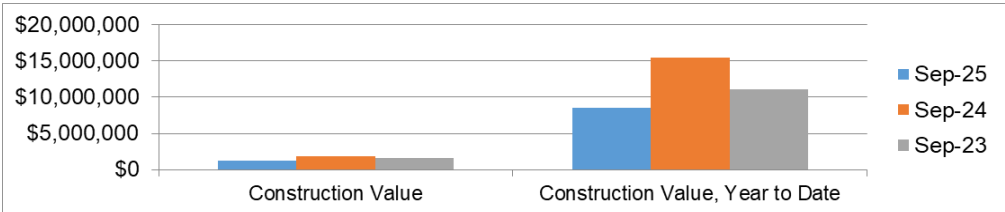
Township of Central Frontenac
 14216 Road 38
 Sharbot Lake, Ontario

REPORT NUMBER: 183-2025
DATE: October 14, 2025
FROM: Andy Dillon, Chief Building Official
PREPARED BY: Crystal Nedow, Building Inspector
RE: September Construction Details (Building Activity) Report

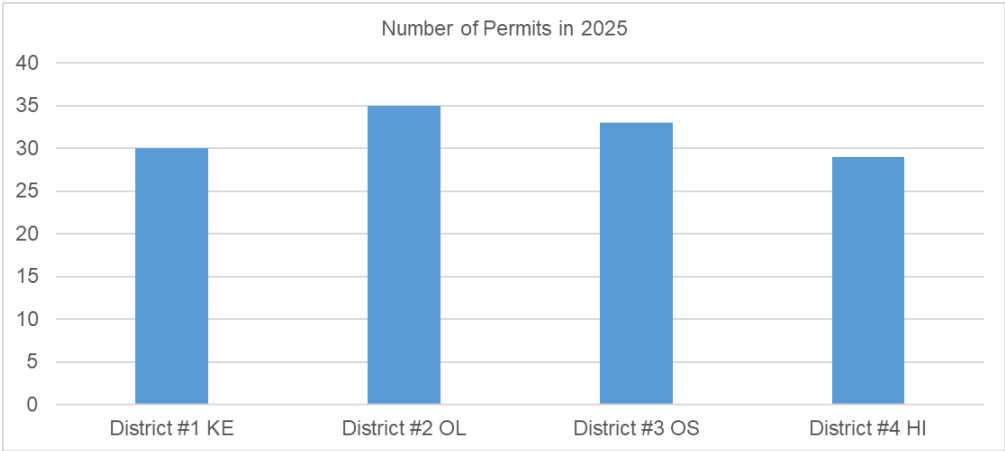
Recommendation

THAT Council receive the Construction Details (Building Activity) report for September 2025 for information.

	Sep-25	Sep-24	Sep-23
Construction Value	\$1,270,000	\$1,882,500	\$1,563,500
Construction Value, Year to Date	\$8,505,593	\$15,505,540	\$11,038,730
Permit Fees	\$25,774	\$35,712	\$26,755
Permit Fees, Year to Date	\$171,941	\$287,742	\$176,463
Number of Permits in	16	17	11
Total, Year to Date	127	158	85
New Residential Units	2	1	1
New Residential Units, Year to Date	14	16	16
New Seasonal Units	3	1	0
New Seasonal Units, Year to Date	12	9	9
New Com/Inds/Inst Units	0	0	0
New Com/Inds/Inst Units, Year to Date	0	0	0
Sewage System	6	5	2
Sewage System, Year to Date	51	49	
Closed Permits, Year to Date	95	94	21



	District #1 KE	District #2 OL	District #3 OS	District #4 HI
Number of Permits in 2025	30	35	33	29





STAFF REPORT TO COUNCIL

Township of Central Frontenac
 14216 Road 38.
 Sharbot Lake, Ontario

REPORT NUMBER: 184-2025
DATE: October 14, 2025
FROM: Andy Dillon, Chief Building Official
PREPARED BY: Andy Dillon, Chief Building Official
RE: Capital Project Status Report

RECOMMENDATION

THAT Council receive the Capital Projects report as presented by the Chief Building Official for information.

BACKGROUND

Project Status Report					
Project Name	Description	Project Type	Status	Budget	Actual
Olden Hall	Interior Reno	Capital	Tender	\$200,000	\$196,000
Medical Centre	Gutters	Capital	Completed	\$15,000	\$11,000
Trail Head Washroom	Accessible Washroom	Capital	In Progress	\$300,000	\$363,000
Arden Hall	Automation and Repairs	Capital	In Progress	\$15,000	\$500
Oso Hall	Floor	Capital	On Hold	\$5,000	\$0
Engineering	Design Work	Operating	In Progress	\$80,000	\$42,500

DISCUSSION

Olden Community Centre:

The tender for the interior work for the Olden Community Centre is completed. Staff have applied for the Enhancing Access to Spaces for Everyone (EASE) Grant for a power door operator and exterior ramp.

Medical Centre:

The eaves troughs and downspouts to redirect water away from the entrances has been completed.

Trailhead Washroom:

Norwood & Co. Has started construction.

Arden Hall:

An Eco bee smart thermostat has been installed at Arden Hall. This upgraded technology is expected to help reduce the number of service calls related to HVAC system issues. Automated door controls are also being considered.

Soldiers Memorial Hall:

The floor and kitchen have been in use beyond their expected service life, and we should consider replacement in 2026.

Engineering:

Design work for the Trailhead Washroom has been completed. Design work for the Olden Community Centre interior is completed, and exterior design work for the ramp is in progress.

STRATEGIC PLAN PRIORITY

These projects align with **Vibrant and Prosperous Community**. Improving our facilities to be more inclusive creates a place for all to enjoy.

Prioritize investments in community facilities based on utilization and maintenance requirements

FINANCIAL IMPLICATIONS

Any project greater than \$15,000 that is over budget will require advance approval by Council. Any applicable project will be discussed on an individual basis about how to cover the overage.

ATTACHMENTS/REFERENCES

N/A



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38.
Sharbot Lake, Ontario

REPORT NUMBER: 185-2025
DATE: October 14, 2025
FROM: Andy Dillon, Chief Building Official
PREPARED BY: Andy Dillon, Chief Building Official
RE: Mountain Grove Hall Interior Renovations

RECOMMENDATION

WHEREAS The Mountain Grove Hall experienced flood damage in the kitchen in 2024 and requires repairs;

AND WHEREAS The washrooms and stairs do not meet current AODA requirements;

NOW THEREFORE BE IT RESOLVED THAT Council approve the recommendation of the Chief Building Official and award the renovation of the Mountain Grove Hall to Wise Choice Contracting, in the amount of \$196,000;

AND THAT Council direct the Chief Building Official to issue a purchase order for the work;

AND FURTHER THAT the Mayor and CAO/Clerk be authorized to sign the final Contract.

BACKGROUND

In 2024, the Mountain Grove Hall experienced flooding in the kitchen. Service Master was retained to perform the initial clean-up, which included the removal of porous materials such as carpet, drywall, and insulation. During the clean-up, it was discovered that water infiltration had been occurring over an extended period.

Additionally, the stairs and washrooms were found to be undersized and do not meet current AODA and Ontario Building Code (OBC) requirements. The stairs also present a safety concern. Given that the kitchen, washrooms, and stairs are located in the same area of the building, it is practical to renovate them simultaneously.

DISCUSSION

Following the public tendering process, the Mountain Grove Hall Interior Renovation project received three compliant bids, which were evaluated in accordance with the Township's procurement policy. Bid amounts ranged from approximately \$196,000 to \$475,000. Staff recommend awarding the contract to Wise Choice Contracting, which submitted the lowest bid.

Renovation work in 2025 will be limited to the basement, allowing the main floor to remain in use until the end of the year. The remaining work is scheduled for January and February, during which time the hall will be closed for approximately two months to complete the renovations.

STRATEGIC PLAN PRIORITY

Healthy Community Development

The renovation will improve safety, accessibility and indoor air quality. It will enhance the usability of public a space and support community engagement.

FINANCIAL IMPLICATIONS

\$200,000 has been allocated in the 2025 budget for the repairs.

ATTACHMENTS/REFERENCES

Bids and plans attached.



Township of Central Frontenac

1084 Elizabeth Street, P.O. Box 89, Sharbot Lake, ON K0H 2P0

Tel: 613-279-2935 or 1-800-300-6851, Fax: 613-279-2422

www.centralfrontenac.com



TENDER: RFT-FA-2025-02
DATE: SEP. 25, 2025

DESCRIPTION: OLDEN HALL INTERIOR
TIME: 3:05

CONTRACTOR	PRICE BEFORE HST	COMPLIANT BID	NOTES
HRI GROUP	\$ 474,830	YES	
JONES CBS	\$ 238,000	YES	
WISE CHOICE	\$ 196,000	YES	
	\$		
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WITNESS
PRINT: ANDY DILLON
SIGN: [Signature]

WITNESS
PRINT: Bill Young
SIGN: [Signature]

MOUNTAIN GROVE HALL RENOVATIONS

1522 MOUNTAIN GROVE RD, MOUNTAIN GROVE, ON

DRAWINGS LIST

- A1 DRAWING LIST, GENERAL NOTES AND DEMOLITION PLANS
- A2 FLOOR PLANS, DOOR SCHEDULE AND DETAILS
- A3 BUILDING SECTION AND WASHROOM DETAILS

GENERAL NOTES:

1. DESIGN IS IN ACCORDANCE WITH THE ONTARIO BUILDING CODE (OBC) 2024.
2. EXECUTE ALL WORK TO THE REQUIREMENTS OF THE OBC 2024, APPLICABLE CSA STANDARDS, OHS WORKPLACE SAFETY STANDARD, MUNICIPAL AND PROVINCIAL REGULATIONS.
3. ALL WORKMANSHIP TO BE REPRESENTATIVE OF THE HIGHEST INDUSTRY STANDARD.
4. READ THESE DRAWINGS IN CONJUNCTION WITH THE WRITTEN SPECIFICATION NOTES. WHERE DISCREPANCIES EXIST BETWEEN THE DRAWINGS AND THE WRITTEN SPECIFICATIONS, THE WRITTEN SPECIFICATIONS SHALL TAKE PRECEDENCE.
5. CONDITIONS SPECIFIED IN THESE GENERAL NOTES APPLY TO ALL OTHER SECTION NOTES AND DRAWING NOTES AS APPLICABLE.
6. IT IS THE INTENT OF THIS CONTRACT TO PROVIDE FINISHED WORK. ITEMS THAT ARE CLEARLY REQUIRED TO PROVIDE A FINISHED INSTALLATION ARE INCLUDED IN THE SCOPE WHETHER SPECIFICALLY NOTED OR NOT.
7. IT IS THE INTENT OF THIS CONTRACT TO PROVIDE A NEW COMPLETE WASHROOM BUILDING INCLUDING ALL EXTERIOR WORKS AND CONNECTION TO THE EXISTING SEPTIC TANKS AND TILE BED.
8. THE CONTRACTOR SHALL COORDINATE ALL CONDITIONS OF THE BUILDING PERMIT INCLUDING INSPECTIONS WITH THE OWNER AND/OR TOWNSHIP.
9. DO NOT SCALE THE DRAWINGS.
10. CONFIRM ALL DIMENSIONS, ELEVATIONS, GRADES AND SITE CONDITIONS PRIOR TO COMMENCING THE WORK AND REPORT ANY DISCREPANCIES TO THE OWNER.
11. DRAWING DIMENSIONS ARE FOR REFERENCE ONLY TO SHOW THE INTENT OF THE WORK. THE CONTRACTOR SHALL VERIFY ALL DIMENSIONS INCLUDING THE WORK PREVIOUSLY PERFORMED BY OTHER TRADES.
12. PROPRIETARY SYSTEMS ARE TO BE INSTALLED IN STRICT ACCORDANCE WITH THE MANUFACTURER'S WRITTEN INSTRUCTIONS. UNLESS OTHERWISE SPECIFIED, COMPLY WITH MANUFACTURER'S LATEST PRINTED INSTRUCTIONS FOR MATERIALS AND INSTALLATION METHODS.
13. COORDINATE WORK OF ALL TRADES SO THAT THERE IS A MINIMUM OF CUTTING, FITTING AND PATCHING.
14. THE CONTRACTOR IS RESPONSIBLE FOR COORDINATING ANY NECESSARY UTILITY LOCATES PRIOR TO START OF CONSTRUCTION.
15. ALL PLUMBING, SEPTIC AND ELECTRICAL WORKS TO FOLLOW APPLICABLE OBC DESIGN REQUIREMENTS AND PERMITTING.
16. DO NOT CONCEAL WORK UNTIL REVIEWED AND ACCEPTED BY THE OWNER. THE CONTRACTOR WILL BE RESPONSIBLE FOR UNCOVERING AND REPLACING ANY WORK THAT IS CONCEALED PRIOR TO INSPECTION. THE CONTRACTOR SHALL COORDINATE THE REQUIRED INSPECTIONS WITH OWNER AND PROVIDE A MINIMUM OF 48 HOURS NOTICE FOR SUCH INSPECTIONS.
17. SUBSTITUTIONS AND ALTERNATIVE PRODUCTS AND MATERIALS WILL NOT BE ALLOWED WITHOUT WRITTEN APPROVAL FROM THE OWNER.
18. MAINTAIN WORK AREAS IN TIDY CONDITION, FREE FROM ACCUMULATION OF WASTE PRODUCTS AND DEBRIS. CLEAN WORK AREAS DAILY, INCLUDING EXTERIOR AREAS AND ALL INTERIOR ROOMS. REMOVE WASTE MATERIALS FROM SITE AT REGULARLY SCHEDULED TIMES AND DISPOSE OFFSITE IN APPROVED LOCATIONS. WHEN WORK IS SUBSTANTIALLY PERFORMED, REMOVE SURPLUS PRODUCTS, TOOLS, CONSTRUCTION MACHINERY AND EQUIPMENT NOT REQUIRED FOR PERFORMANCE OF REMAINING WORK. PROVIDE FINAL CLEANING TO THE SATISFACTION OF OWNER FOLLOWING COMPLETION OF PROJECT.
19. PROVIDE SUBMITTALS (SHOP DRAWINGS, #1'S) FOR THE OWNER'S REVIEW, AS SPECIFIED IN THE CONTRACT DOCUMENTS, ELECTRONICALLY (IN PDF FORMAT). SUBMIT WITH REASONABLE PROMPTNESS AND IN ORDERLY SEQUENCE AS TO NOT CAUSE DELAY IN WORK. ASSUME A MINIMUM OF TEN (10) BUSINESS DAYS FOR REVIEW OF SHOP DRAWINGS AND FIVE (5) BUSINESS DAYS FOR REVIEW OF #1'S. FAILURE TO SUBMIT IN AMPLE TIME IS NOT CONSIDERED SUFFICIENT REASON FOR AN EXTENSION OF CONTRACT TIME AND NO CLAIM FOR EXTENSION BY REASON OF SUCH DETAILS WILL BE ALLOWED.
20. CONTRACTOR TO REVIEW SUBMITTALS PRIOR TO SUBMISSION TO THE OWNER. THIS REVIEW REPRESENTS THAT NECESSARY REQUIREMENTS HAVE BEEN DETERMINED AND VERIFIED, OR WILL BE, AND THAT EACH SUBMITTAL HAS BEEN CHECKED AND COORDINATED WITH REQUIREMENTS OF WORK AND CONTRACT DOCUMENTS. SUBMITTALS NOT STAMPED, SIGNED, DATED BY THE CONTRACTOR AND IDENTIFIED AS TO THIS SPECIFIC PROJECT WILL BE RETURNED WITHOUT BEING EXAMINED AND SHALL BE CONSIDERED REJECTED. ALL WORK AFFECTED BY SUBMITTAL SHALL NOT PROCEED UNTIL REVIEW IS COMPLETE.
21. NOTIFY THE OWNER, IN WRITING AT THE TIME OF SUBMISSION, IDENTIFYING DEVIATIONS FROM REQUIREMENTS OF CONTRACT DOCUMENTS STATING REASONS FOR DEVIATIONS.
22. THE CONTRACTOR'S RESPONSIBILITY FOR ERRORS AND OMISSIONS IN SUBMISSIONS IS NOT RELIEVED BY THE OWNER'S REVIEW OF SUBMITTALS. THE CONTRACTOR'S RESPONSIBILITY FOR DEVIATIONS FROM THE REQUIREMENTS OF CONTRACT DOCUMENTS IS NOT RELIEVED BY THE OWNER'S REVIEW. ALL SUBSEQUENT WORK AFFECTED BY SUBSTITUTIONS AND DEVIATIONS IS THE SOLE RESPONSIBILITY OF THE CONTRACTOR.

MASONRY:

1. MASONRY WORKS TO BE PERFORMED IN ACCORDANCE WITH CSA S304.1 - LATEST EDITION AND CSA A371 "MASONRY CONSTRUCTION FOR BUILDINGS".
2. STANDARD CONCRETE BLOCK UNITS TO CSA-A165 SERIES. H15/A/M, BLOCK SIZE AS INDICATED ON THE DRAWINGS.
3. MORTAR AND GROUT: TO CAN/CSA A370.
4. GROUT TO BE MINIMUM 15 MPA AT 28 DAYS. NO COURSE AGGREGATE.
5. WATER: CLEAN AND POTABLE.
6. BONDING AGENT: LATEX TYPE.
7. MORTAR TO BE TYPE S FOR EXTERIOR WORK AND TYPE N FOR INTERIOR WORK, MIXED TO PROPERTY SPECIFICATIONS, TO CSA A179-04.
8. GROUT TO BE MIXED TO PROPORTION SPECIFICATIONS, TO CSA A179-04.

PREPARATION / CONSTRUCTION:

9. PROTECT MASONRY WORK FROM ADVERSE WEATHER CONDITIONS DURING CONSTRUCTION.
10. COMPLY WITH MANUFACTURER'S WRITTEN DATA, INCLUDING PRODUCT TECHNICAL BULLETINS, PRODUCT CATALOGUE INSTALLATION INSTRUCTIONS, PRODUCT CARTON INSTALLATION INSTRUCTIONS, AND DATA SHEETS.
11. USE ONLY NEW CONCRETE BLOCKS AND MASONRY ACCESSORIES.
12. UNLESS OTHERWISE NOTED ON THE DRAWINGS, REINFORCE MASONRY WORKS AS FOLLOWS:
 HORIZONTAL LADDER REINFORCING EVERY SECOND COURSE.
 REINFORCED HORIZONTAL BOND BEAMS BOTTOM AND TOP OF WALLS.
 REINFORCED VERTICAL CORES AT WALL ENDS AND 32" O/C.
 DOWELS INTO FOOTINGS TO MATCH VERTICAL REINFORCING SIZE AND SPACING.
 DOWELS GROUTED INTO INTERSECTING WALL AT 24" O/C.
 LINTELS AND BEAMS AS DETAILED.
13. ALL REINFORCED CORES TO BE GROUTED SOLID. WORK GROUT INTO CAVITIES AND CONSOLIDATE TO ELIMINATE VOIDS.
14. MASONRY CONTRACTOR TO BE RESPONSIBLE FOR SUPPLYING AND ERECTING ALL TEMPORARY WORKS AND SUPPORTS REQUIRED TO COMPLETE MASONRY WORK.
15. LEAVE WORK AREA CLEAN AT END OF EACH DAY. REMOVE DROPPINGS AND SPLASHINGS USING CLEAN SPONGE AND WATER.

WOOD & FRAMING NOTES:

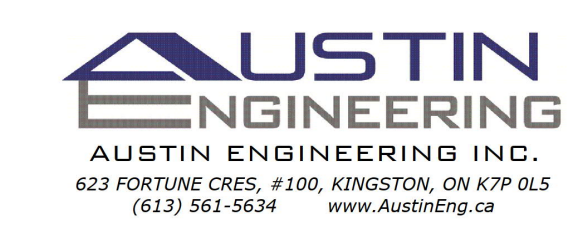
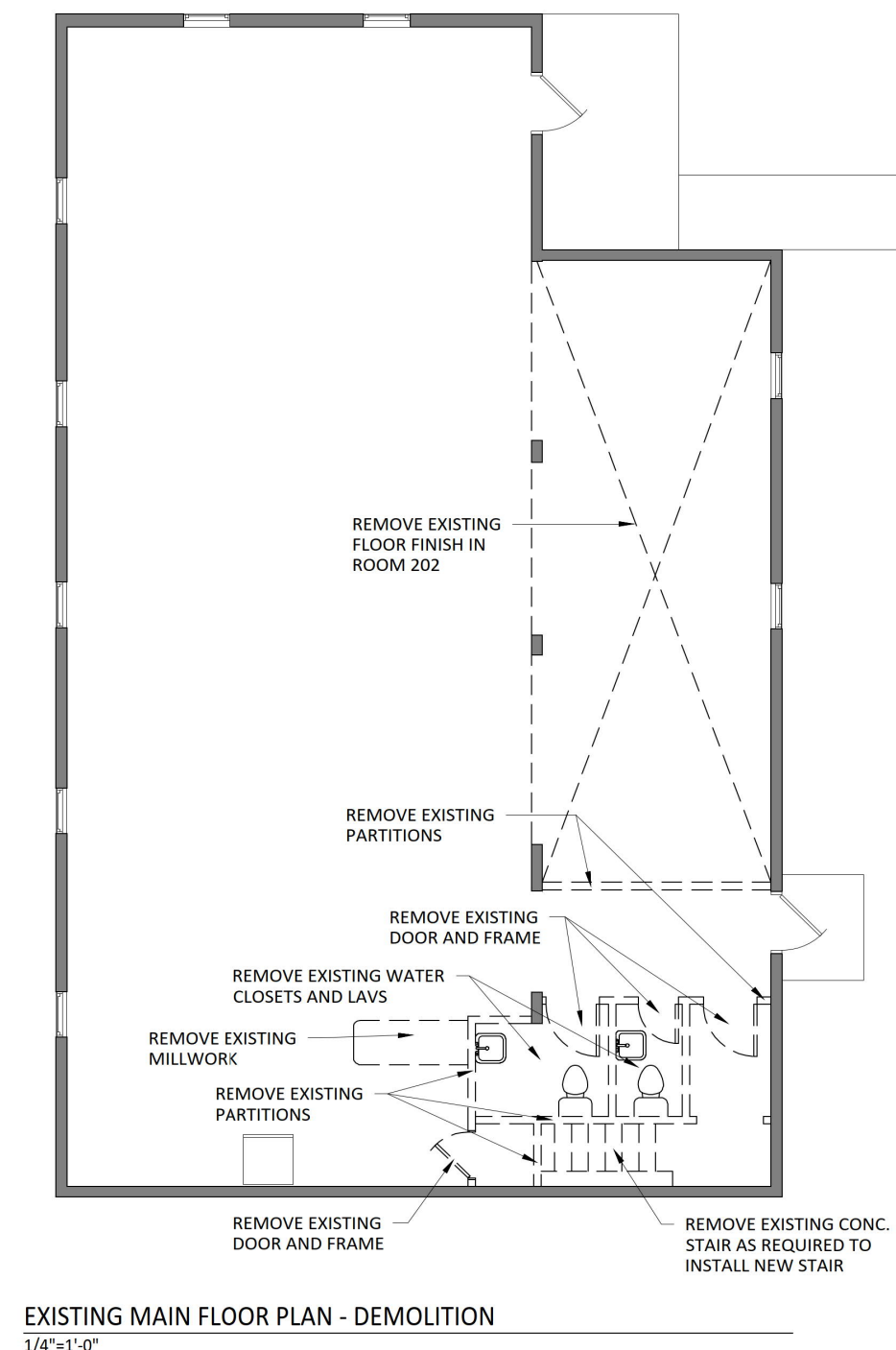
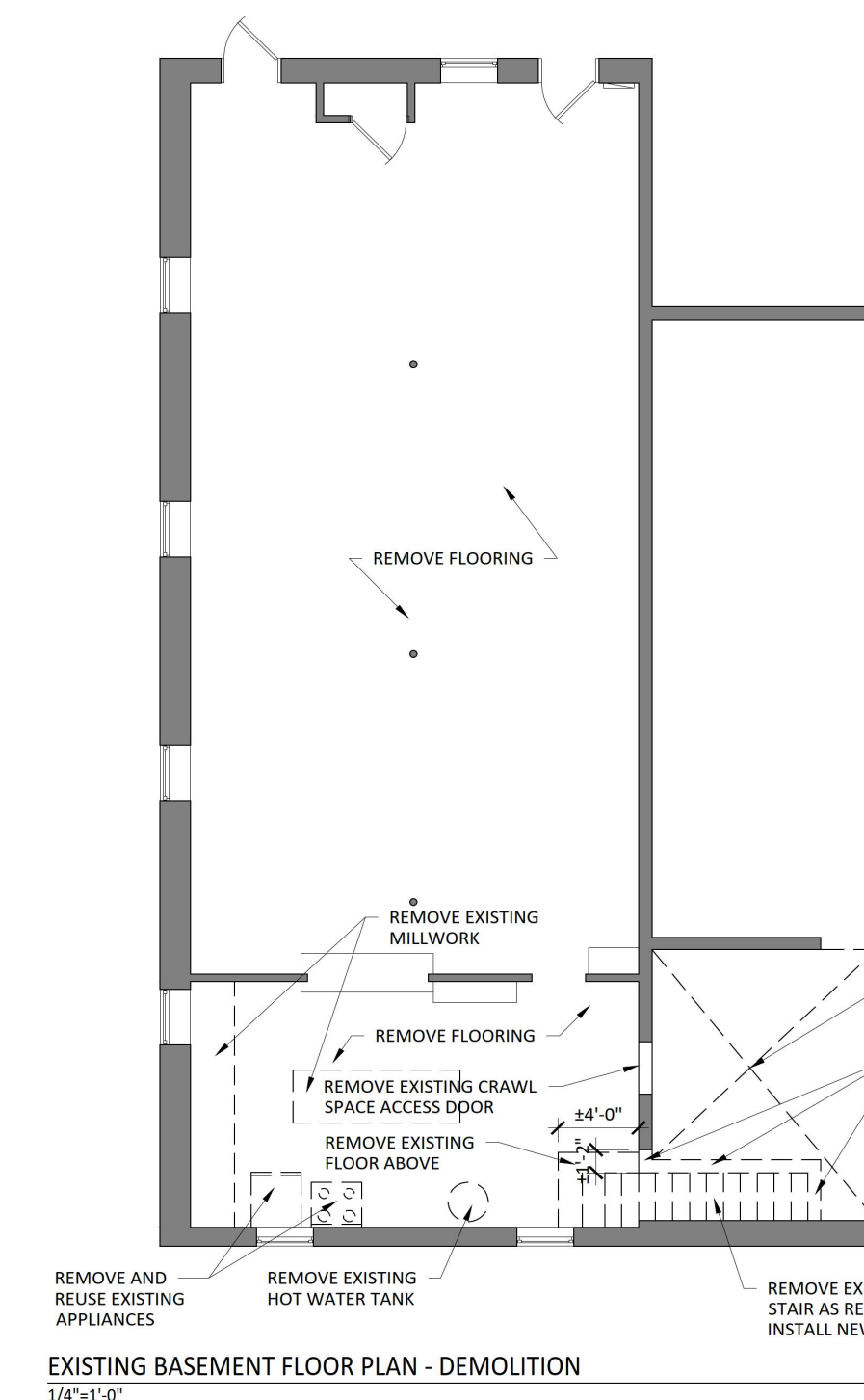
1. PROVIDE PRE-ENGINEERED TRUSS SHOP DRAWINGS FOR REVIEW. SHOP DRAWING SHALL BE REVIEWED AND STAMPED BY A PROFESSIONAL ENGINEER LICENSED IN THE PROVINCE OF ONTARIO.
2. LUMBER FOR JOISTS, RAFTERS, TRUSSES, BEAMS, STUD WALL FRAMING SHALL BE SPF NO 2 OR BETTER.
3. WOOD-BASED PANELS AND SHEATHINGS TO CSA A170, "OSB AND WAFFERBOARD" D-1 GRADE, 0121 DOUGLAS FIR PLYWOOD, 0151 CANADIAN SOFTWOOD PLYWOOD.
4. MOISTURE CONTENT OF LUMBER SHALL BE NOT MORE THAN 19% AT THE TIME OF INSTALLATION.
5. ALL WOOD FRAMING MATERIALS TO COMPLY TO ONTARIO BUILDING CODE TABLE 9.2.3.1.4.
6. NAIL SHALL BE ZINC COATED CONFORMING TO CSA B111.
7. ALL NAILS AND FASTENERS IN CONTACT WITH PRESSURE TREATED WOOD SHALL BE GALVANIZED OR OTHER SUITABLE MEANS OF CORROSION PROTECTION SUITABLE FOR CONTACT WITH PRESSURE TREATED WOOD.
8. DELIVER, STORE AND HANDLE MATERIALS IN ACCORDANCE WITH MANUFACTURER'S WRITTEN INSTRUCTIONS.
9. ALL WOOD MEMBERS EXPOSED TO EXTERIOR CONDITIONS OR IN CONTACT WITH CONCRETE TO BE PRESSURE-TREATED LUMBER OR EQUIVALENT MEANS OF PROTECTION FROM THE EXTERIOR CONDITIONS.

METAL DOORS AND FRAMES:

1. PROVIDE COMMERCIAL GRADE, EXTERIOR, INSULATED THERMALLY BROKEN STEEL DOORS AND FRAMES WITH PAINTED FINISH.
2. PROVIDE SHOP DRAWINGS AND INDICATE ALL ACCESSORIES INCLUDING EACH TYPE OF DOOR, MATERIAL, STEEL CORE THICKNESS, MORTISES, REINFORCEMENTS, LOCATION OF EXPOSED FASTENERS, OPENINGS, DOOR HARDWARE, DOOR CLOSURE DEVICES, DOOR SILENCERS, GLAZING, WEATHER STRIPPING, THRESHOLDS, ARRANGEMENT OF HARDWARE AND FINISHES.
3. VERIFY ACTUAL OPENING SIZES AND FIELD CONDITIONS BY FIELD MEASUREMENT BEFORE FABRICATION. SHOP DRAWINGS TO REFLECT MEASUREMENTS AND CONDITIONS PROVIDED, AND PRODUCT SHALL BE MANUFACTURED ACCORDINGLY. COORDINATE FIELD MEASUREMENTS WITH FABRICATION AND CONSTRUCTION SCHEDULES TO AVOID DELAYS.
4. FIELD PAINT STEEL DOORS AND FRAMES WITH SUITABLE PRIMER AND FINISHED COAT. COLOUR AND FINISH TO OWNER'S SPECIFICATIONS. PROTECT WEATHERSTRIPS FROM PAINT. PROVIDE FINAL FINISH FREE OF SCRATCHES OR OTHER BLEMISHES.
5. DOOR SILENCERS: SINGLE STUD RUBBER/NEOPRENE TYPE.
6. EXTERIOR AND INTERIOR TOP AND BOTTOM CAPS: RIGID POLYVINYLCHLORIDE EXTRUSION CONFORMING TO CGSB 41-GP-150A STEEL.
7. DOOR BOTTOM WEATHER SEAL.
8. METALLIC PASTE FILLER: TO MANUFACTURER'S STANDARD.
9. FIRE LABELS: METAL, RIVETED AND CLEARLY VISIBLE.
10. SEALANT: REFER TO JOINT SEALING.
11. FABRICATE FRAMES IN ACCORDANCE WITH CSMA SPECIFICATIONS. EXTERIOR FRAMES: 1.6 MM / 16 GA. WELDED THERMALLY BROKEN TYPE CONSTRUCTION. EXTERIOR DOORS: INSULATED HOLLOW STEEL CONSTRUCTION, SIZE AS INDICATED 1.45 MM / 1/16" THICK, 1.6 MM / 16 GA. SHEET STEEL UNLESS OTHERWISE INDICATED. CONCEAL FASTENINGS EXCEPT WHERE EXPOSED FASTENINGS ARE INDICATED.
12. PROVIDE APPROPRIATE ANCHORAGE TO FLOOR AND WALL CONSTRUCTION. LOCATE EACH WALL ANCHOR IMMEDIATELY ABOVE OR BELOW EACH HINGE REINFORCEMENT ON HINGE JAMB AND DIRECTLY OPPOSITE ON STRIKE JAMB. PROVIDE TWO (2) ANCHORS FOR REBATE OPENING HEIGHTS UP TO 1520 MM / 5'-0" AND ONE (1) ADDITIONAL ANCHOR FOR EACH ADDITIONAL 760 MM / 2'-6" OF HEIGHT OR FRACTION THEREOF.
13. COMPLY WITH MANUFACTURER'S WRITTEN RECOMMENDATIONS OR SPECIFICATIONS, INCLUDING PRODUCT TECHNICAL BULLETINS, HANDLING, STORAGE AND INSTALLATION INSTRUCTIONS, AND DATA SHEETS.
14. SET FRAMES PLUMB, SQUARE, LEVEL AND AT CORRECT ELEVATION. SECURE ANCHORAGES AND CONNECTIONS TO ADJACENT CONSTRUCTION. MAKE ALLOWANCES FOR DEFLECTION OF STRUCTURE TO ENSURE STRUCTURAL LOADS ARE NOT TRANSMITTED TO FRAMES.
15. MAINTAIN CONTINUITY OF AIR BARRIER AND VAPOUR RETARDER AIR / VAPOUR BARRIER. PROVIDE CONTINUOUS AIR / VAPOUR BARRIER SEAL BETWEEN THERMAL BREAK OF THERMALLY BROKEN FRAME AND AIR / VAPOUR BARRIER OF EXTERIOR WALL SYSTEM WITH AIR / VAPOUR BARRIER TRANSITION MEMBRANE.
16. SUPPLY AND INSTALL DOOR HARDWARE IN ACCORDANCE WITH HARDWARE TEMPLATES AND MANUFACTURER'S INSTRUCTIONS AND ADJUST OPERABLE PARTS FOR CORRECT FUNCTION.
17. TOUCH UP WITH PRIMER FINISHES DAMAGED DURING INSTALLATION.
18. FILL EXPOSED FRAME ANCHORS AND SURFACES WITH IMPERFECTIONS WITH METALLIC PASTE FILLER AND SAND TO UNIFORM SMOOTH FINISH.

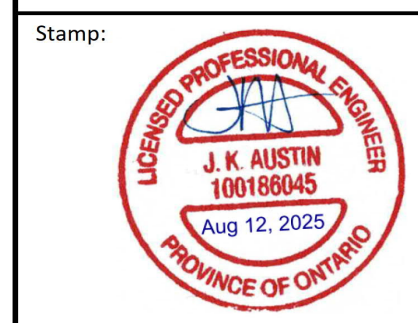
PAINTING:

1. THIS SECTION COVERS ALL INTERIOR AND EXTERIOR PAINTING.
2. SUBMIT COPIES OF MANUFACTURER'S PRODUCT DATA INDICATING PERFORMANCE CRITERIA, AND PRODUCT TRANSPORTATION AND HANDLING. PROVIDE OWNER SPECIFIED COLOUR AND FINISH FROM MANUFACTURER'S STANDARD OFFERINGS. SUBMIT TWO COPIES OF WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEM (WHMIS) MATERIAL SAFETY DATA SHEETS (MSDS). INDICATE VOCs DURING APPLICATION AND CURING.
3. CONTRACTOR: MINIMUM OF FIVE YEARS PROVEN SATISFACTORY EXPERIENCE.
4. REVIEW INSTALLATION AND SUBSTRATE CONDITIONS PRIOR TO STARTING WORK AND ENSURE SUBSTRATE IS SUITABLE TO RECEIVE FINISH PAINTING. NOTIFY OWNER REPRESENTATIVE PRIOR TO STARTING ANY PAINTING WORK AND VERIFY PROJECT REQUIREMENTS AND SCHEDULE.
5. PROVIDE PAINT MATERIALS FOR PAINT SYSTEMS FROM SINGLE MANUFACTURER. MATERIALS (PRIMERS, PAINTS, COATINGS, VARNISHES, STAINS, LACQUERS, FILLERS, THINNERS, SOLVENTS, ETC.) IN ACCORDANCE WITH MPI ARCHITECTURAL PAINTING SPECIFICATION MANUAL "APPROVED PRODUCT" LISTING. PROVIDE PAINT PRODUCTS MEETING MPI "ENVIRONMENTALLY FRIENDLY" CRITERIA BASED ON VOC (EPA METHOD 24) CONTENT LEVELS.
15. APPLY PAINT FINISH IN AREAS WHERE DUST IS NO LONGER BEING GENERATED BY RELATED CONSTRUCTION OPERATIONS OR WHEN WIND OR VENTILATION CONDITIONS ARE SUCH THAT AIRBORNE PARTICLES WILL NOT AFFECT QUALITY OF FINISHED SURFACE.
16. APPLY PAINT TO ADEQUATELY PREPARED SURFACES AND TO SURFACES WITHIN MOISTURE LIMITS.
17. APPLY PAINT WHEN PREVIOUS COAT OF PAINT IS DRY OR ADEQUATELY CURED.
18. APPLY PAINT FINISHES WHEN TEMPERATURE AT LOCATION OF INSTALLATION CAN BE SATISFACTORILY MAINTAINED WITHIN MANUFACTURER'S RECOMMENDATIONS.
19. PROTECT EXISTING BUILDING SURFACES AND ADJACENT STRUCTURES FROM PAINT SPATTERS, MARKINGS AND OTHER DAMAGE BY SUITABLE NON-STAINING COVERS OR MASKING. IF DAMAGED, CLEAN AND RESTORE SURFACES AS DIRECTED BY DEPARTMENTAL REPRESENTATIVE.
20. PROTECT ITEMS THAT ARE PERMANENTLY ATTACHED SUCH AS FIRE LABELS ON DOORS AND FRAMES.
21. REMOVE PAINT WHERE SPILLED, SPLASHED, SPATTERED OR SPRAYED AS WORK PROGRESSES USING MEANS AND MATERIALS THAT ARE NOT DETRIMENTAL TO AFFECTED SURFACES.
22. PAINT, FINISHES AND RELATED MATERIALS (THINNERS, AND SOLVENTS) ARE REGARDED AS HAZARDOUS PRODUCTS AND ARE SUBJECT TO REGULATIONS FOR USE AND DISPOSAL. UNUSED PAINT COATING MATERIALS MUST BE DISPOSED OF AT OFFICIAL HAZARDOUS MATERIAL COLLECTIONS SITE AS APPROVED BY DEPARTMENTAL REPRESENTATIVE. MATERIAL WHICH CANNOT BE REUSED MUST BE TREATED AS HAZARDOUS WASTE AND DISPOSED OF IN AN APPROPRIATE MANNER.



Project: MOUNTAIN GROVE HALL RENOVATIONS
1522 MOUNTAIN GROVE RD, MOUNTAIN GROVE, ON

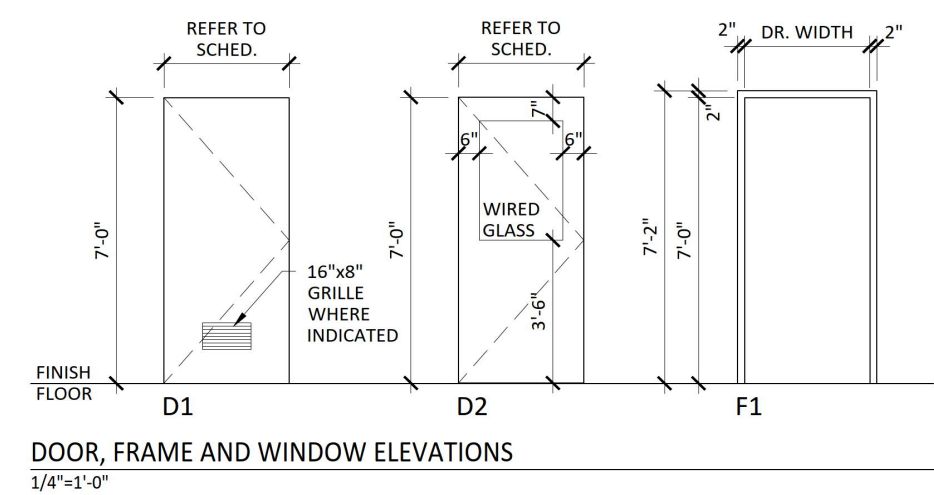
Drawing Title: DRAWING LIST, GENERAL NOTES AND DEMOLITION PLANS



No.	DESCRIPTION	BY	DATE
1	Issued for Permit	JA	2025/08/12
0	Issued for Pricing	JA	2025/06/18

Scale: AS SHOWN
Plot Scale: Drawn by: RP

Project No: 25019
Approved By: JA
Drawing Number: A1



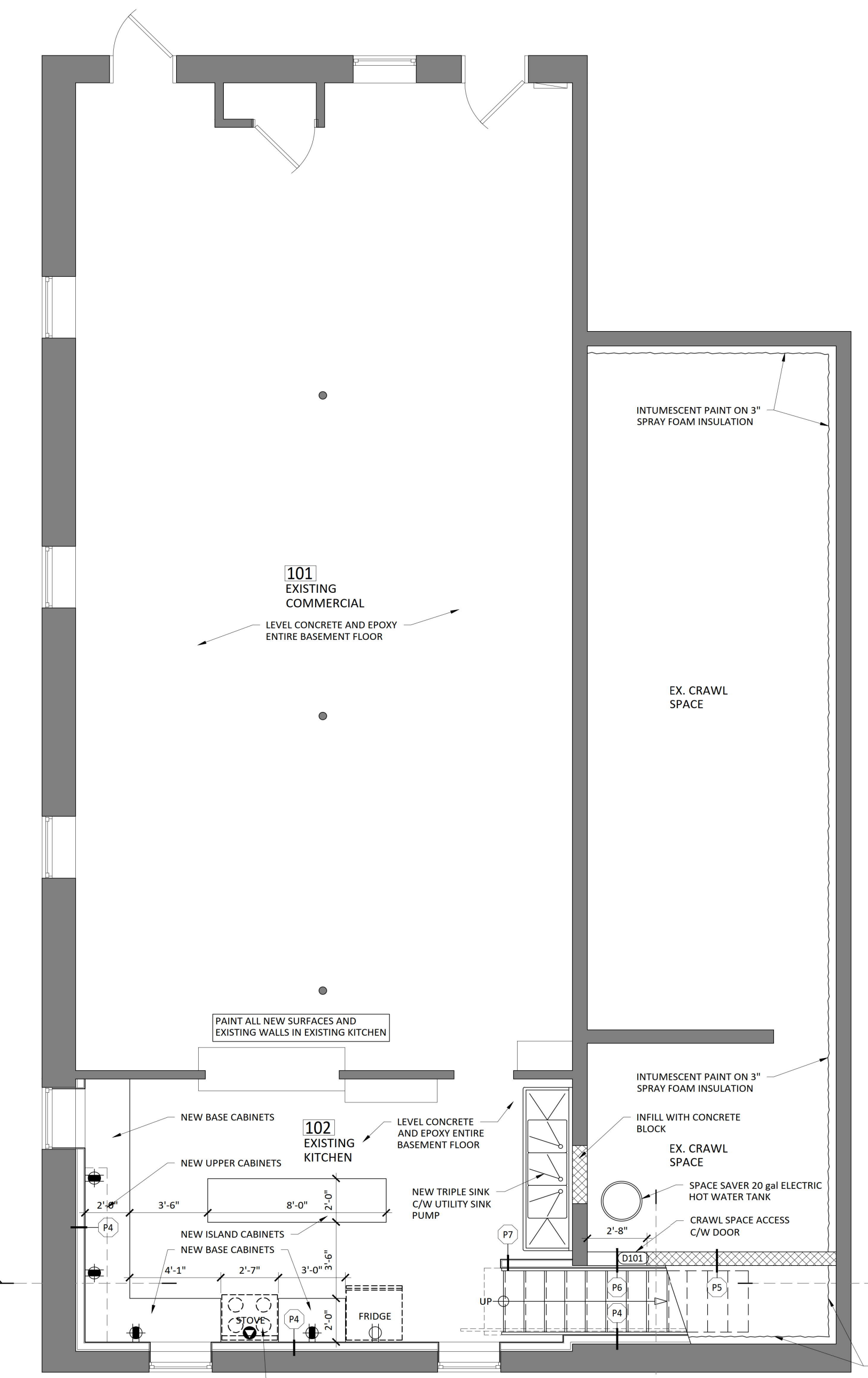
- DOOR NOTES:**
- ALL INTERIOR FRAMES TO BE WRAP-AROUND DW-SERIES DRYWALL FRAMES
 - PROVIDE WALL STOPS FOR ALL DOORS EXCEPT WHERE FLOOR STOPS ARE REQUIRED
 - KICKPLATES TO BE INSTALLED ON INTERIOR PUSH SIDE OF DOOR TYPICAL
 - ALL SCW DOORS 1 1/2 PAIR HINGES
 - ALL HW DOORS 1 1/2 PAIR BB EXTERIOR HINGES C/W SET SCREW
 - ALL DOOR FRAMES TO HAVE THREE NEOPRENE BUMPERS ATTACHED TO LATCH SIDE OF FRAME

01
A2

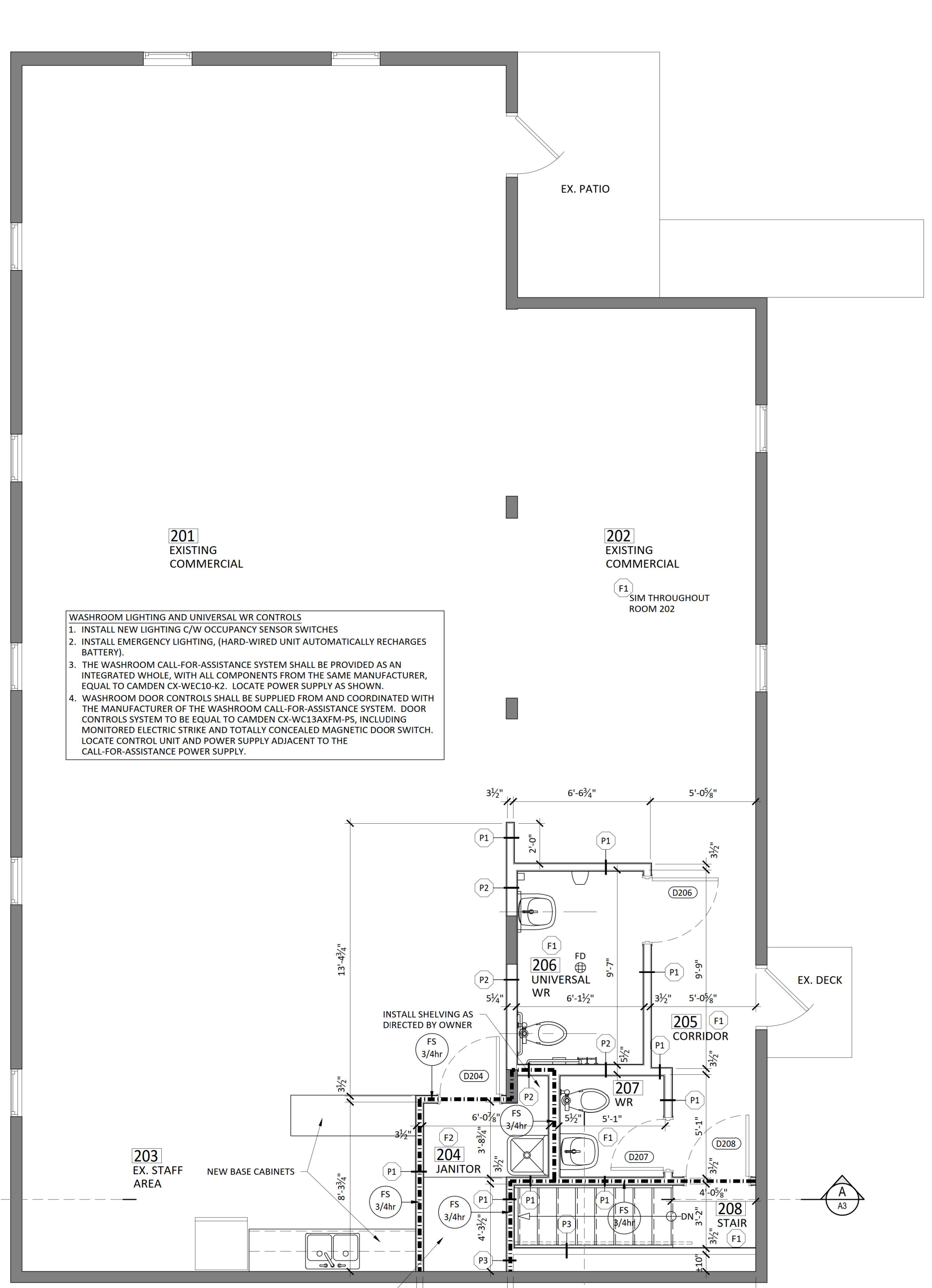
DOOR SCHEDULE		AA - ANODIZED ALUMINUM	GW - Georgian Wired Glass	IM - INSULATED METAL	PT - PAINT	PLAM - PLASTIC LAMINATE																	
Door (D No.)	Rating (Hour)	Type	Material	Finish	DOOR 'WIDTH' x DOOR 'HEIGHT'	Type	Material	Finish	Glazing	Threshold	Lock Plate	Privacy Glass	Privacy (NOI)	Privacy Set	Thumb Latch	Passage Set	Privacy Set	Lock Set	Push/Pull	Close	Close Cover	Operator	Comments
D101	20min	D1	SCW	ST	To Suit	F1	HW	PT	---	---	---	---	---	---	---	---	---	---	---	---	---	---	Custom rated door to suit crawl space opening
D204	20min	D1	SCW	ST	3'-0"x7'-0"	F1	HW	PT	---	---	---	---	---	---	---	---	---	---	---	---	---	---	Universal WR signage. Max. 3/4" undercut
D206		D1	SCW	ST	3'-2"x7'-0"	F1	HW	PT	---	---	---	---	---	---	---	---	---	---	---	---	---	---	Refer to Elec. for Universal WR hardware.
D207		D1	SCW	ST	3'-0"x7'-0"	F1	HW	PT	---	---	---	---	---	---	---	---	---	---	---	---	---	---	WR signage. Max. 3/4" undercut
D208	20min	D2	SCW	ST	3'-0"x7'-0"	F1	HW	PT	GWG	---	---	---	---	---	---	---	---	---	---	---	---	---	

ASSEMBLY SCHEDULE

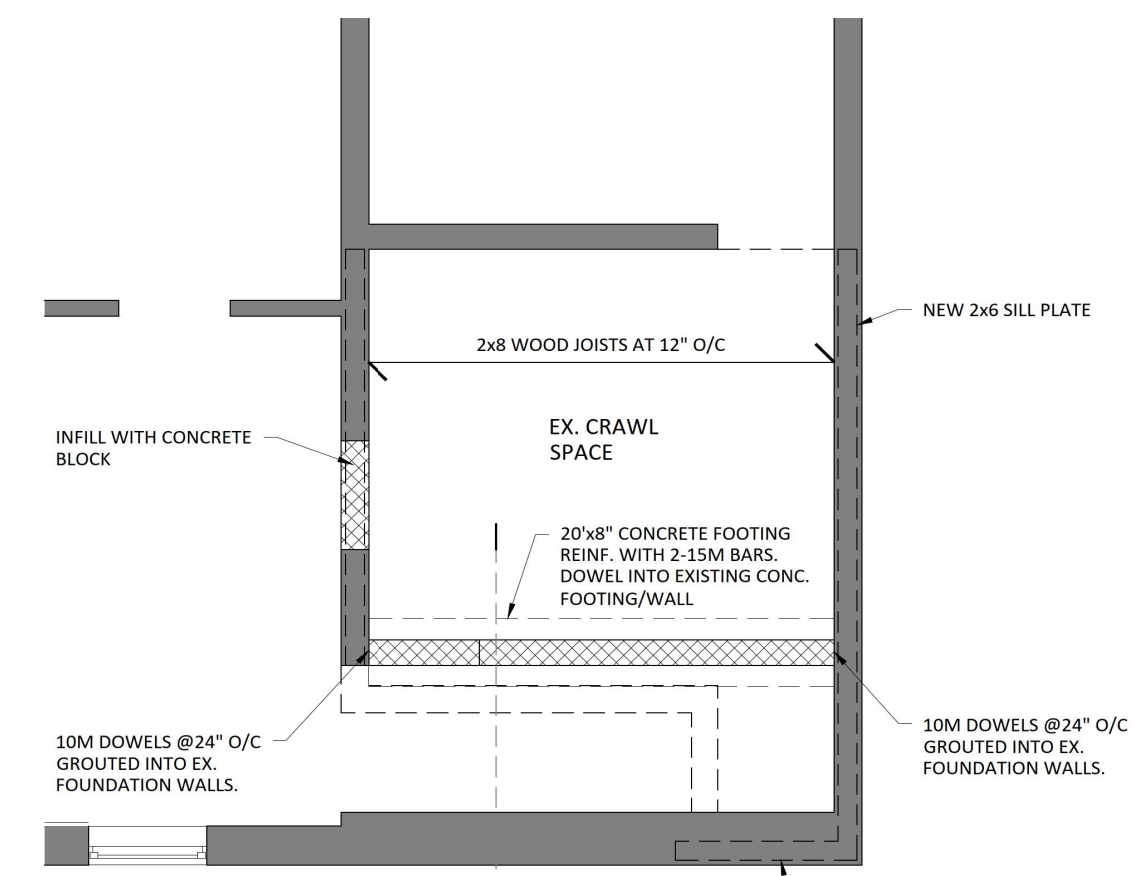
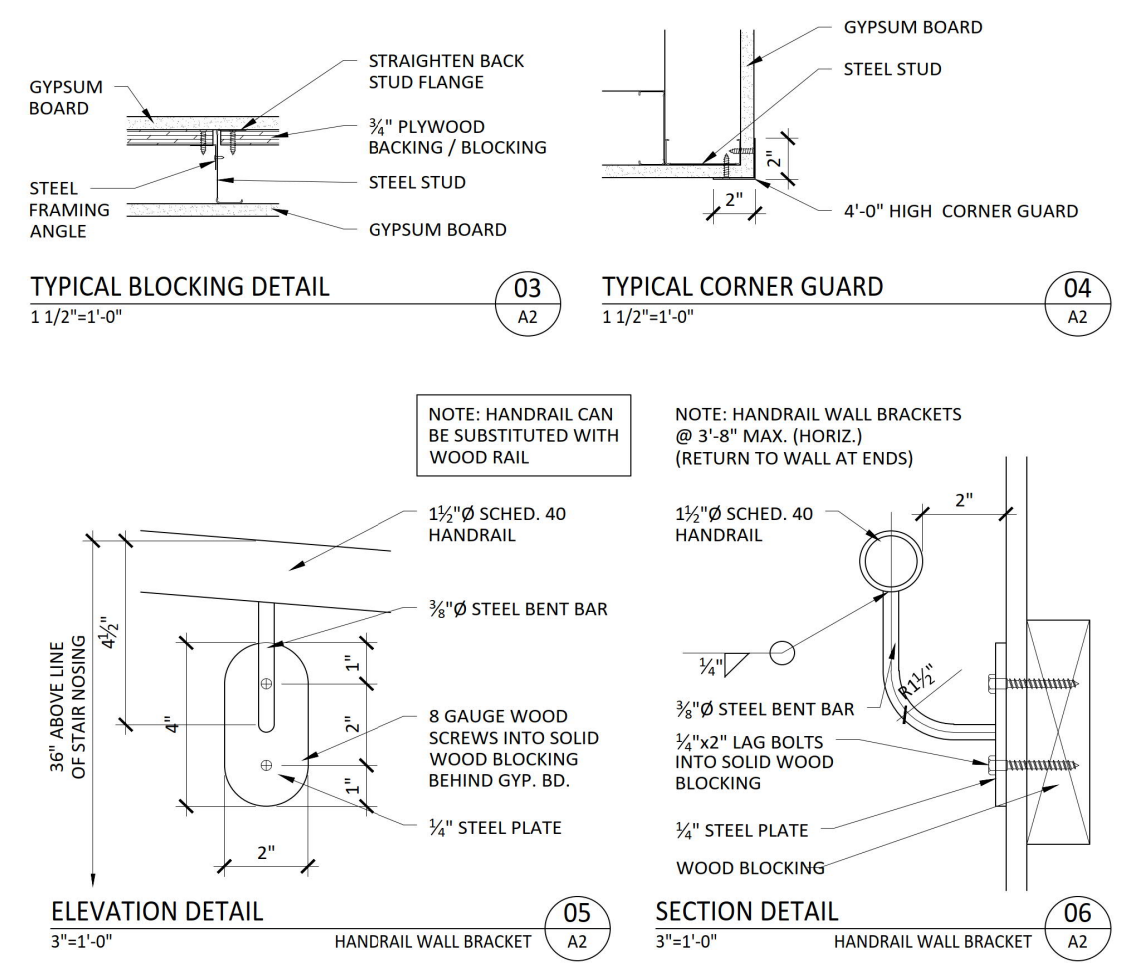
- P1 INTERIOR WALL CONSTRUCTION (ALL WALLS U.N.O.):**
 - 1/2" TYPE X GYPSUM BOARD BOTH SIDES OF
 - 2x4 WOOD STUDS AT 16" O/C
 - 3/2" ROCKWOOL SOUND BATT INSULATION (OPTIONAL)
 - P2 INTERIOR WALL CONSTRUCTION:**
 - 1/2" TYPE X GYPSUM BOARD BOTH SIDES OF
 - 2x6 WOOD STUDS AT 16" O/C
 - 3/2" ROCKWOOL SOUND BATT INSULATION
 - P3 INTERIOR WALL CONSTRUCTION:**
 - 1/2" TYPE X GYPSUM BOARD ONE SIDE OF
 - 2x4 WOOD STUDS AT 16" O/C
 - (CONTINUATION OF WALL IN BASEMENT BESIDE STAIR)
 - P4 BASEMENT STRAPPING WALL CONSTRUCTION:**
 - 1/2" TYPE X GYPSUM BOARD ONE SIDE OF
 - 2x4 WOOD STUDS AT 16" O/C (1" GAP FROM EX. CONC.)
 - SPRAY FOAM INSULATION
 - P5 MASONRY WALL CONSTRUCTION:**
 - 8" CONCRETE BLOCK WALL
 - 12M @ 32" O/C GROUTED
 - P6 INTERIOR WALL CONSTRUCTION:**
 - 1/2" TYPE X GYPSUM BOARD ON BOTH SIDES OF
 - 1x4 STRAPPING AT 16" O/C
 - 8" CONCRETE BLOCK WALL
 - P7 INTERIOR HALF WALL CONSTRUCTION:**
 - 1/2" TYPE X GYPSUM BOARD BOTH SIDES OF
 - 2x4 WOOD STUDS AT 16" O/C
- INTERIOR WALL NOTES:**
- SEE PLAN FOR FIRE RESISTANT RATINGS.
 - PROVIDE PLYWOOD BLOCKING WHERE REQUIRED TO SUPPORT MILLWORK, GRAB BARS, AND OTHER WALL HUNG COMPONENTS. REFER TO DETAIL 03/A2
- F1 TYPICAL FLOOR CONSTRUCTION:**
 - FLOOR FINISH - VCT 1/2" UNDERLAY
 - 1/2" T&G PLYWOOD SHEATHING
 - 2x8 WOOD JOISTS @ 12" O.C. c/w SOLID WOOD OR 2x2 CROSS BRIDGING AT MIDSPAN
 - 2 LAYERS 1/2" TYPE X GYPSUM BOARD
 - P2 RAISED FLOOR CONSTRUCTION:**
 - FLOOR FINISH
 - 1/2" T&G PLYWOOD SHEATHING
 - 2x6 WOOD JOISTS @ 12" O.C.
 - 2 LAYERS 1/2" TYPE X GYPSUM BOARD
 - C1 TYPICAL SUSPENDED CEILING:**
 - SUSPENDED ACOUSTIC TILE (2x2)



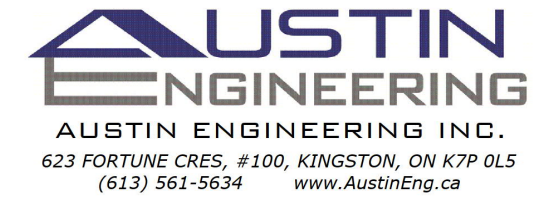
BASEMENT FLOOR PLAN
1/4"=1'-0"



MAIN FLOOR PLAN
1/4"=1'-0"

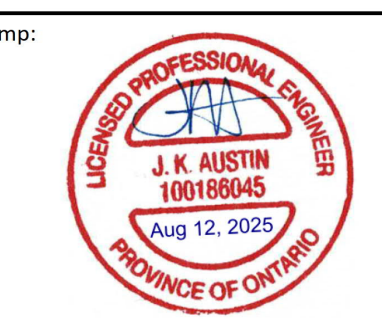


PARTIAL FLOOR FRAMING PLAN
1/4"=1'-0"



Project:
MOUNTAIN GROVE HALL RENOVATIONS
1522 MOUNTAIN GROVE RD, MOUNTAIN GROVE, ON

Drawing Title:
FLOOR PLANS, DOOR SCHEDULE AND DETAILS



No.	DESCRIPTION	BY	DATE
1	Issued for Permit	JA	2025/08/12
0	Issued for Pricing	JA	2025/06/18

Plot Scale:
Scale: AS SHOWN Drawn by: RP
Project No: 25019 Approved by: JA

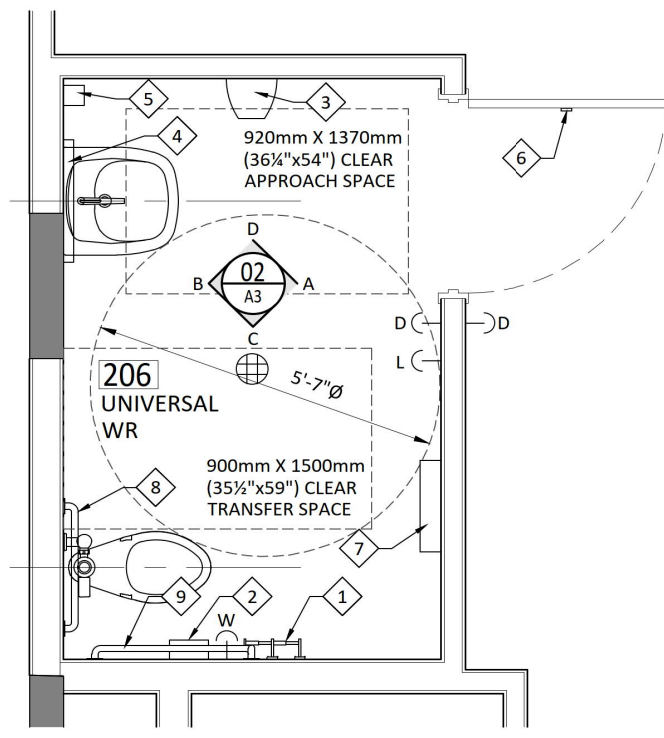
Drawing Number: **A2**

WASHROOM ACCESSORIES:
ALL ACCESSORIES AS PER SPECIFICATIONS BELOW OR APPROVED EQUAL.

- ◇ DOUBLE ROLL BATH TISSUE DISPENSER:
SUPPLIED AND INSTALLED BY THE TOWNSHIP
- ◇ SURFACE MOUNTED SANITARY WASTE RECEPTACLE:
SUPPLIED AND INSTALLED BY THE TOWNSHIP
- ◇ HAND DRYER:
WORLD DRYER - SMART64 PLUS SERIES ALUMINUM WHITE K-974P2
- ◇ MIRRORS:
FROST 941-FT 2436
- ◇ LOTION SOAP DISPENSER:
SUPPLIED AND INSTALLED BY THE TOWNSHIP
- ◇ COAT HOOK:
BOBRICK B-212
- ◇ SHELF:
FROST 950-4-18 HEAVY DUTY SHELF
- ◇ GRAB BARS:
BOBRICK B-6806 24" - 1 1/2" DIA. STAINLESS STEEL, PEENED FINISH
- ◇ GRAB BARS:
BOBRICK B-6898 30"x30" - 1 1/2" DIA. STAINLESS STEEL, PEENED FINISH

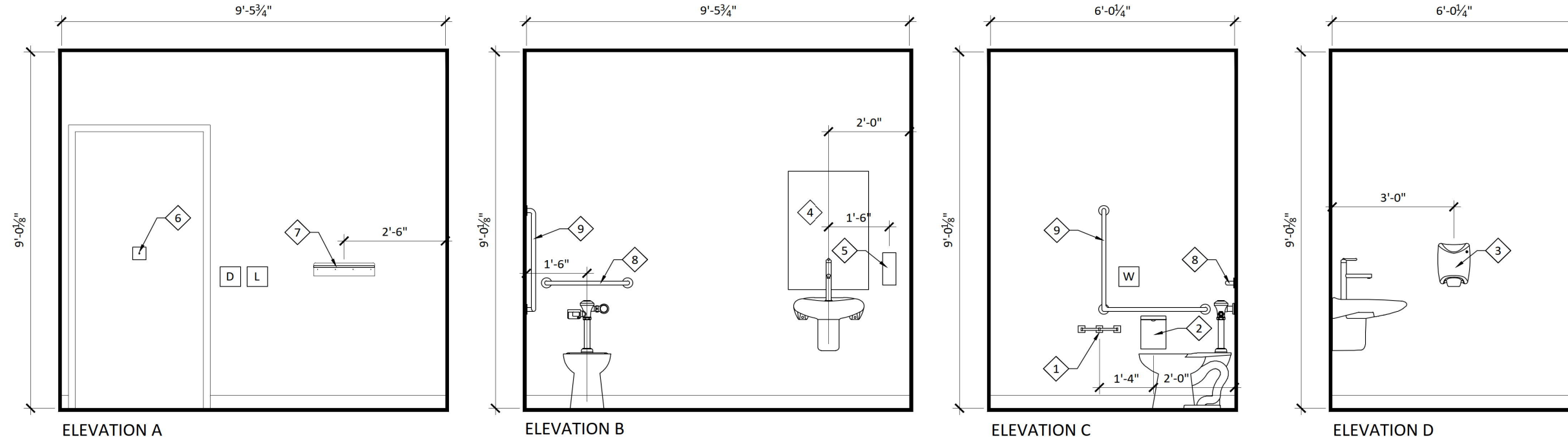
NOTE:
BARRIER-FREE WASHROOM LAYOUT AND ACCESSORIES TO MEET OBC 2024 SECTION 3.8

- D DOOR OPERATOR PUSH BUTTON
- L WASHROOM DOOR LOCK PUSH BUTTON
- W WASHROOM CALL-FOR ASSISTANCE PUSH BUTTON

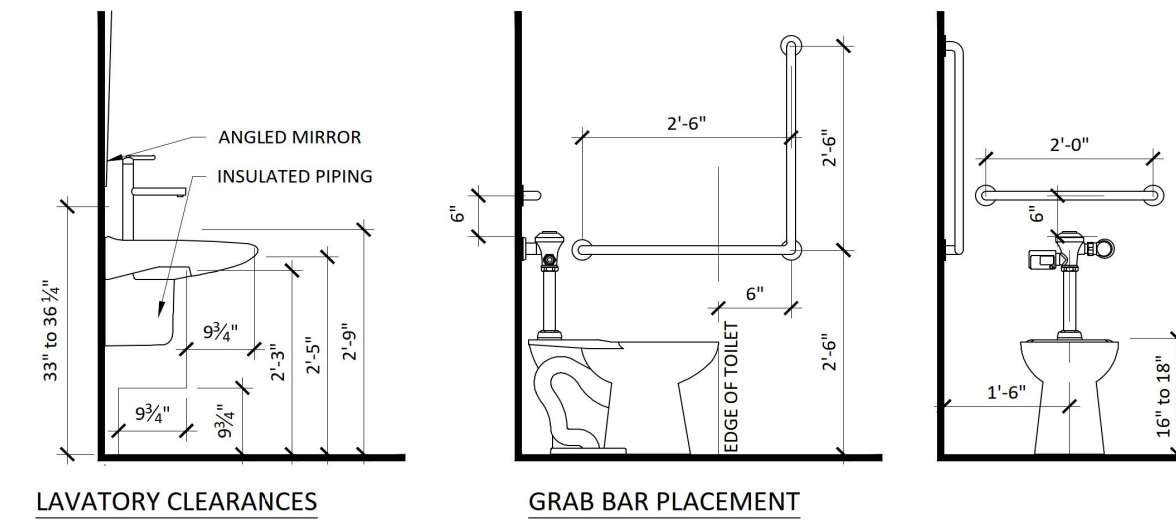


UNIVERSAL WR 206 PLAN
3/8"=1'-0"

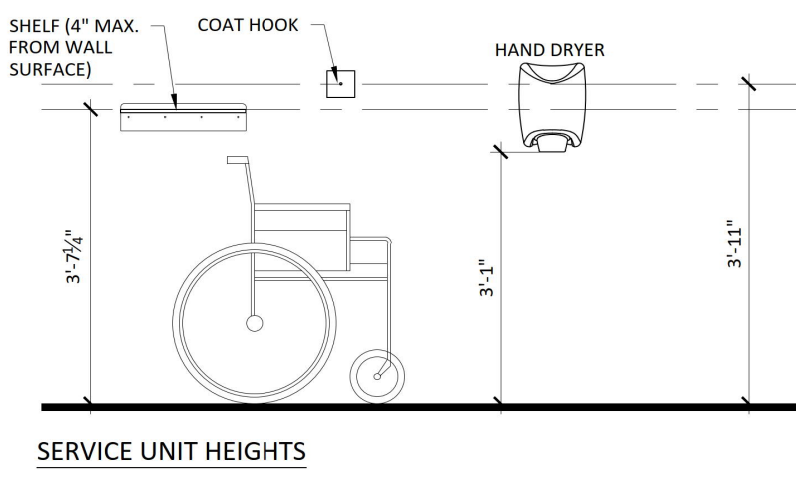
01
A3



UNIVERSAL WR 206 INTERIOR ELEVATIONS
3/8"=1'-0"

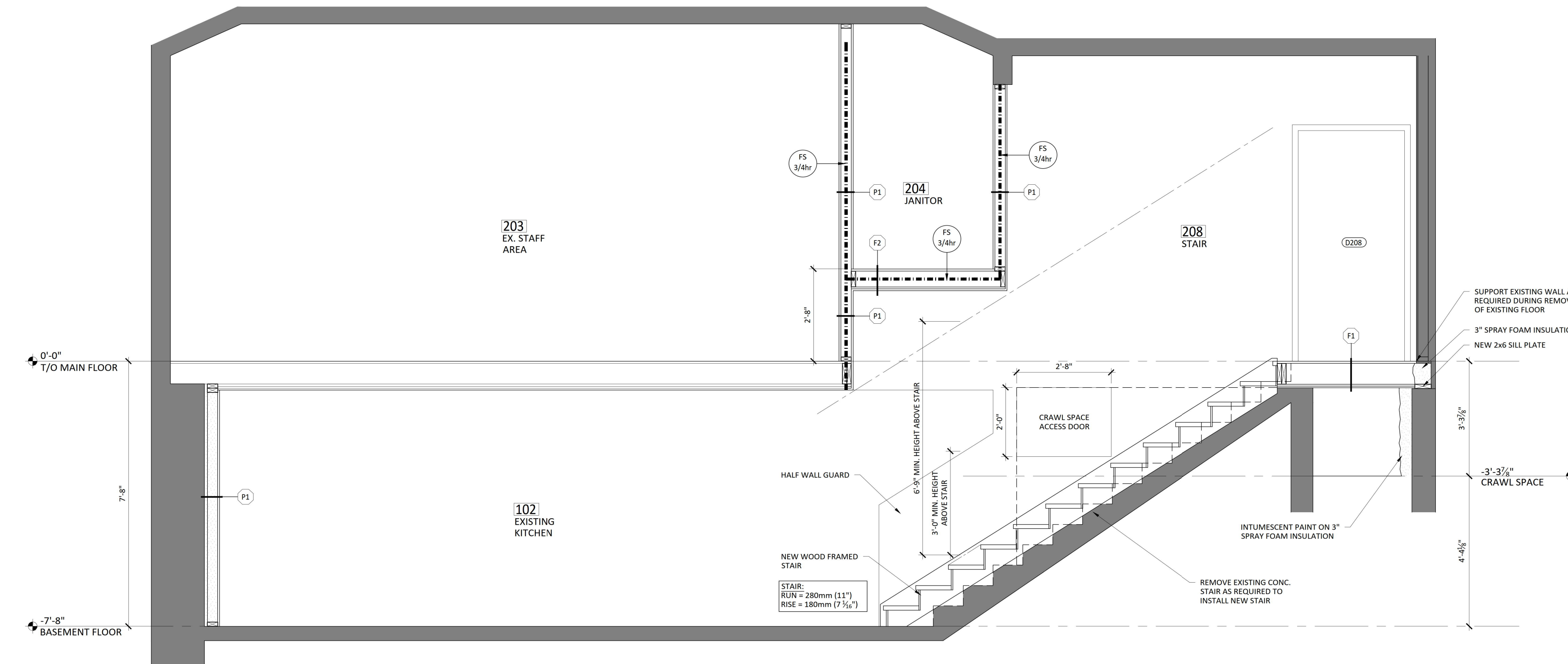


LAVATORY CLEARANCES
GRAB BAR PLACEMENT



SERVICE UNIT HEIGHTS
TYPICAL UNIVERSAL WASHROOM DETAILS
1/2"=1'-0"

03
A3

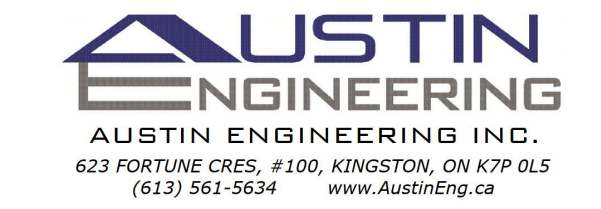
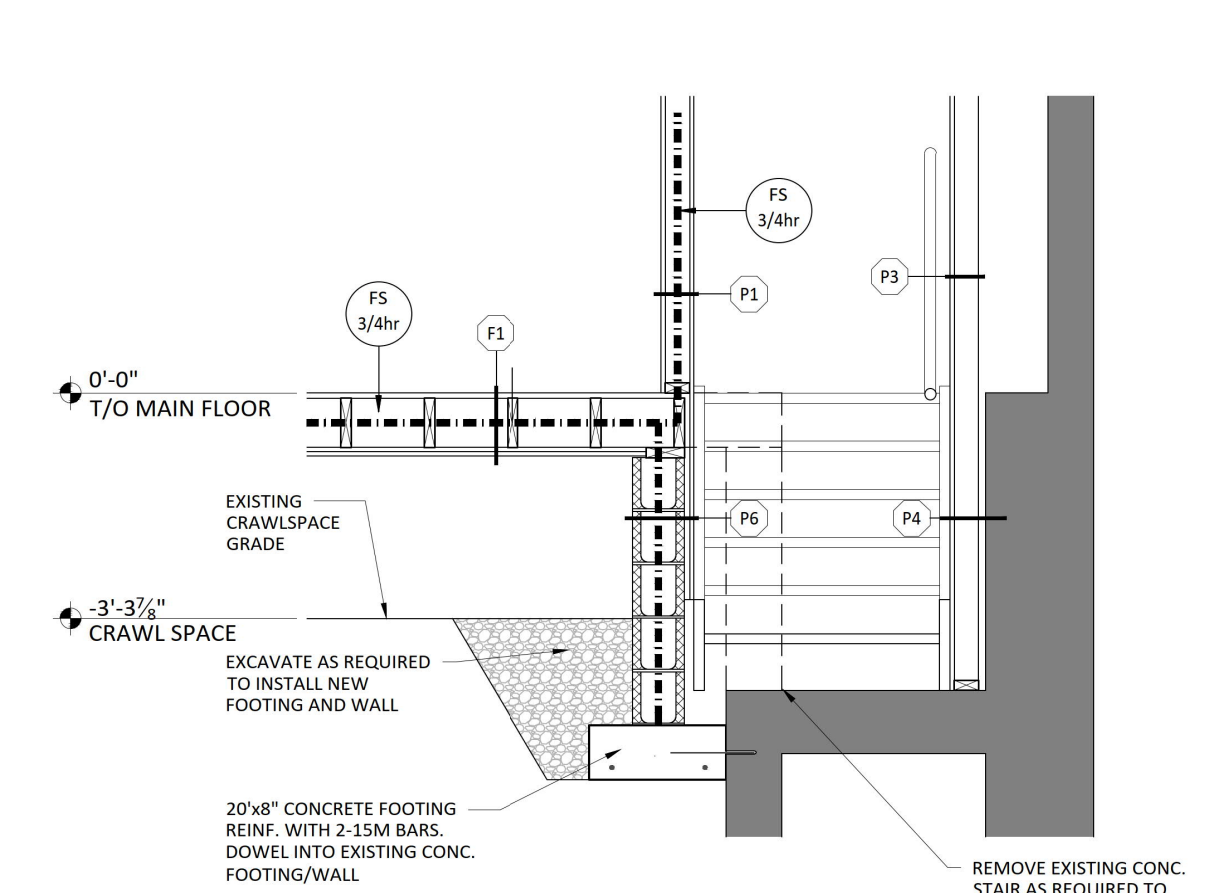


BUILDING SECTION
1/2"=1'-0"

A
A3

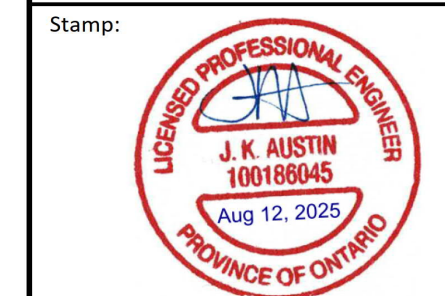
BUILDING SECTION
1/2"=1'-0"

B
A3



Project:
MOUNTAIN GROVE HALL RENOVATIONS
1522 MOUNTAIN GROVE RD, MOUNTAIN GROVE, ON

Drawing Title:
BUILDING SECTION AND WASHROOM DETAILS



No.	DESCRIPTION	BY	DATE
1	Issued for Permit	JA	2025/08/12
0	Issued for Pricing	JA	2025/06/18

Plot Scale:
Scale: AS SHOWN Drawn by: RP
Project No: 25019 Approved by: JA

Drawing Number: **A3**



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38.
Sharbot Lake, Ontario

REPORT NUMBER: 186-2025
DATE: October 14, 2025
FROM: Steve Gould, Public Works Manager
PREPARED BY: Amanda Fellows, Public Work Technical Assistant,
Lance Cowdy, Public Works Supervisor
RE: Public Works Activity Report

RECOMMENDATION

THAT Council receive the Public Works Activity Report as presented by the Public Works Manager for information.

BACKGROUND

The Public Works Manager submits a monthly report detailing the key activities and operations carried out by the Public Works Department throughout the Township.

DISCUSSION

Preparation work was completed on Dickson Crescent in advance of paving activities conducted by Williams Paving on both the ball field parking lot and the adjacent road. This preparation included a culvert replacement, the addition of clear stone, and enhanced ditching to improve drainage near the school's parking area.

In-house crews also prepared the pad for the new sand dome using pit run and A gravel, which was levelled and compacted in 16-inch layers to ensure a solid foundation for upcoming construction.

Road grading has continued throughout the Township, with efforts focused on eliminating potholes and wash boarding in preparation for the winter season. Roads graded to date include, but are not limited to: White Lake, Cranberry, Elm Tree, Over the Hills, Burke Settlement, Forty Foot, Zealand, and Second Lake.

Two failed culverts on Arden Road, identified earlier in the spring, have been successfully replaced to restore proper water flow and improve drainage. Additional ditching has been completed on Cedar Avenue, Wagner, Anderson, and Clement roads.

Crow Lake Village received a new layer of asphalt applied by Township staff to address recurring pothole issues. Patching work on Henderson Road has been completed, along with shoulder improvements on both Henderson and Road 509. Road 509 also underwent resurfacing, receiving a double surface treatment and culvert replacements to extend its lifespan and improve road safety.

Safety inspections for the Township's fleet of trucks are currently in progress. Brushing operations are ongoing along Frontenac and Thompson roads to maintain visibility and road safety.

We are proud to report that Taylor Blackburn represented Central Frontenac at the Ontario Provincial Truck Roadeo competition after securing first place in District 8. His exceptional skills during the plow truck pre-inspection and competitive events earned him second place overall at the provincial level. Joel Connelly also represented the Township with distinction.

Their strong performance is a reflection of the high standards, skill, and professionalism demonstrated by the Central Frontenac Public Works team. Congratulations to both employees on their outstanding achievements.



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38.
Sharbot Lake, Ontario

REPORT NUMBER: 187-2025
DATE: October 14, 2025
FROM: Steve Gould, Public Works Manager
PREPARED BY: Amanda Fellows, Public Works Technical Assistant,
Lance Cowdy, Public Works Supervisor
RE: Public Works Project Status Report

RECOMMENDATION

THAT Council receive the Public Works Project Status Report as presented by the Public Works Manager for information.

BACKGROUND

A new report outlining the status of the capital and major operational projects in the 2025 budget year.

DISCUSSION

Operational Projects

Project Name	Description	Status	Budget	Actuals
Gravel	New gravel applied	Ongoing	\$528,740.00	\$506,155.00
Calcium	Dust Control	Completed	\$225,000.00	\$215,407.00
Street Sweeping	Sweeping up Sand	Completed	\$35,000.00	\$17,846.00
Winter Sand	Winter sand for roads	Planning	\$208,000.00	

Capital Projects

Project Name	Description	Status	Budget	Actuals
2024 Tandem Truck	Replace truck 20	In Progress	\$450,000.00	
2025 Tandem Truck	Replace truck 13	Completed	\$410,000.00	\$375,184.00
2025 Half Ton	Replace truck 4	Completed	\$60,000.00	\$54,690.00
2025 Tractor and Chipper	Roadside Clean up	Completed	\$120,000.00	\$119,643.00
2024 Tractor Brusher Combo	New Brushing Machine and tractor	Completed/ In Progress	\$520,000.00	\$417,678.00
2024 Sharbot Lake Causeway Bridge	Replace old bearings	Completed	\$220,000.00	\$206,157.00
2020 Sharbot Lake Village Project	Cannon Rad, Matthew Street, Garrett Street	Planning	\$470,239.00	
2025 Dickson Crescent	Resurface Dickson Cres.	Completed	\$80,000.00	\$71,232.00
2025 Road 509	Resurface a Portion of Road 509	Completed	\$350,000	
2025 Pavement Preservation	CRF, Micro-Surface & Crack Sealing	Ongoing	\$800,000.00	
Hinchinbrooke Sand Dome	Replacing Sand Dome Tarp	Planning	\$120,000.00	



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38.
Sharbot Lake, Ontario

REPORT NUMBER: 188-2025
DATE: October 14, 2025
FROM: Steve Gould, Public Works Manager
PREPARED BY: Amanda Fellows, Public Works Technical Assistant,
Lance Cowdy, Public Works Supervisor
RE: Change Order Notice – Circular Materials Ontario

RECOMMENDATION

THAT Council receive the Change Order Notice report as presented by the Public Works Manager for information;

AND THAT Council authorize the Mayor and Chief Administrative Officer/Clerk to execute the Change Order issued by Circular Materials Ontario, which extends the current agreement until December 31, 2028, effective January 1, 2026.

BACKGROUND

Circular Materials Ontario (CMO) has issued a Change Order, proposing to extend its agreement with the Township of Central Frontenac. The extension would take effect on January 1, 2026 and continue through to December 31, 2028.

DISCUSSION

Circular Materials Ontario (CMO) has proposed to extend the existing contract with the Township until December 31, 2028, with the extension taking effect on January 1, 2026. The scope of the contract remains unchanged, continuing to apply only to eligible materials, as per the current agreement.

Under the terms of the extension, monthly compensation will continue as previously established. Notably, the 6% deduction previously applied for non-eligible sources will be removed. This change may result in improved financial outcomes for the Township.

The Township is currently reviewing alternative methods for managing non-eligible materials. A meeting with the Waste Committee will be scheduled to discuss potential strategies. The outcomes and recommendations from that meeting will be presented to Council at a future date.

As the Township is already enrolled in the CMO program, it is recommended that the Change Order be signed to ensure continued participation and to maintain a positive working relationship with CMO.



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38
Sharbot Lake, Ontario

REPORT NUMBER: 189-2025
DATE: October 14, 2025,
FROM: Steve Gould, Public Works Manager
PREPARED BY: Jody Legue, Deputy Clerk
RE: Draft Parking By-law

RECOMMENDATION

THAT Council receive the updated Draft Parking By-law, as prepared by the Deputy Clerk, for information;

AND FURTHER THAT Council receive the public feedback and comments for information;

AND THAT Council authorize staff to proceed with a legal review of the draft Parking By-law, with the results and any related feedback or comments to be brought forward to Council upon completion.

BACKGROUND

Council directed staff to complete a comprehensive review and update of the Township's Parking By-law. In collaboration with Public Works, the Deputy Clerk prepared a draft by-law that consolidates all parking regulations, including accessible parking, seasonal restrictions, enforcement provisions, and Administrative Monetary Penalties (AMPS).

The draft was developed through consultation with Township departments to address operational, safety, accessibility, and enforcement needs. A public survey was circulated to gather community input, with feedback accepted until September 30, 2025. Staff are now bringing forward the draft by-law and a summary of public and Council feedback for review, prior to proceeding with a legal review and preparation of the final version.

DISCUSSION

Feedback received from Council included concerns regarding parking along Road 38 within the school zone. In response, the Deputy Clerk, in consultation with the Public Works Manager, met over the phone with the school principal to review safety considerations. To enhance the safety of children, staff, and the public, it is recommended that a parking restriction be added along Road 38 from Gordon Crescent North to Gordon Crescent South, prohibiting parking on both the northbound and southbound lanes during school hours. This would align with standard school loading zone practices in Ontario, which typically restrict parking or stopping during designated drop-off and pick-up times to maintain clear sightlines, reduce congestion, and protect pedestrian safety.

Public Feedback Survey Summary

A total of 62 survey responses were received regarding the draft Parking By-law. Overall, the majority of respondents found the by-law to be either clear or somewhat clear, and nearly half felt the proposed restrictions were appropriate. However, opinions were mixed on the use of Administrative Monetary Penalties (AMPS) for enforcement, with 40% expressing support and 37% opposed.

Feedback highlighted several key areas of concern, particularly along Road 38 in the school zone, downtown Sharbot Lake, and near community facilities such as the Township Office, beaches, and boat launches. Respondents emphasized the need for clear signage, adequate accessible parking, and measures to address congestion and safety around schools and high-traffic public spaces.

Additional comments reflected a range of perspectives—from support for clearer parking rules to concerns about enforcement, fairness, and communication. Several residents requested further clarification on AMPS, assessment of parking availability, and better public education before implementation. Overall, respondents stressed the importance of ensuring the by-law enhances safety and accessibility while being reasonable, transparent, and fair to residents, visitors, and local businesses alike.

Staff Amendments

Staff have amended the draft by-law to include additional clauses under Section 4 to improve clarity, consistency, and public safety. Clause 4(a) prohibits parking or stopping a vehicle on the travelled portion of any roadway at any time, except when necessary to avoid conflict with other traffic or when directed by a police officer, by-law enforcement officer, or traffic control device. Clause 4(b) restricts vehicles from stopping or parking in

a manner that obstructs or interferes with the normal movement of traffic, ensuring safe and efficient roadway use. Clause 4(h) prohibits parking at any Township boat launch, beach, or parking area between 12:00 a.m. and 7:00 a.m., unless authorized by the Township. This clause was added to deter overnight parking, enhance safety at public waterfront areas, and allow for maintenance and monitoring during non-operational hours. These amendments align with best practices for municipal traffic management and support effective enforcement under the Administrative Monetary Penalty System (AMPS).

Following the review of Council and public feedback, staff recommend that the draft Parking By-law be forwarded for legal review. Once the legal review is complete, staff will bring the finalized version back to Council for consideration and approval.

In the meantime, staff will develop a communication plan—including maps showing both parking and no-parking areas—to explain the purpose of the by-law, outline the AMPS enforcement process, and highlight the benefits to community safety. Staff will also collaborate with Public Works to update signage in key locations and ensure that all accessible parking standards are met.

STRATEGIC PLAN PRIORITY

Healthy Community Development- Strengthen and support the enforcement of bylaws.

FINANCIAL IMPLICATIONS

N/A

ATTACHMENTS/REFERENCES

Draft Parking Bylaw
Parking Survey Results

THE CORPORATION OF THE TOWNSHIP OF CENTRAL FRONTENAC

BY-LAW # 2025-xx

**BEING A BY-LAW FOR THE ESTABLISHMENT OF AND THE ENFORCEMENT OF
PARKING REGULATIONS IN THE TOWNSHIP OF CENTRAL FRONTENAC**

WHEREAS section 11. (3) of the Municipal Act, 2001, c. 25, provides that a municipality may pass by-laws for the purpose of regulating and prohibiting traffic and parking upon the highways under its jurisdiction;

AND WHEREAS subsection 102.1 (1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that a municipality may require a person to pay an administrative penalty if the municipality is satisfied that the person failed to comply with any by-laws respecting the parking, standing or stopping of vehicles;

AND WHEREAS the province adopted the “administrative penalties” regulation, o. reg 333/07, pursuant to the Municipal Act, 2001 which applies to administrative penalties in respect of the parking, standing or stopping of vehicles;

AND WHEREAS section 63. (1) of the Municipal Act, 2001, c. 25, provides that a municipality may provide for the removal and impounding or restraining and immobilising of vehicles placed, stopped, standing or parked on a highway in contravention of the by-law and subsection 170 (15) of the Highway Traffic Act applies with necessary modifications to the by-law;

AND WHEREAS section 100 to 100.1(1) to (5) of the Municipal Act, 2001, Chap. c.25, provides that a local municipality may regulate and prohibit parking on private or municipal property;

AND WHEREAS council desires to regulate traffic and parking on private and municipal property upon the highways within the municipality of Central Frontenac;

AND WHEREAS council considers it expedient to regulate traffic and parking on highways and other property under the jurisdiction of the Township for the safety, convenience, and accessibility of the public;

NOW THEREFORE The Council of the Corporation of the Township of Central Frontenac enacts as follows:

1. DEFINITIONS

In this by-law:

“**Highway**” means a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct, or trestle, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof.

“**By-Law Enforcement Officer**” means a person appointed by the Corporation of the Township of Central Frontenac to enforce the provisions of this by-law.

“**Vehicle**” includes an automobile, motorcycle, motor-assisted bicycle, and any other vehicle propelled or driven otherwise than by muscular power, but does not include a motorized snow vehicle, traction engine, farm tractor, self-propelled implement of husbandry, or road-building machine.

“**Official Sign**” means a sign approved and erected under the authority of the Public Works Manager or designate to regulate or guide traffic or parking.

“**Parking**” means the temporary standing of a vehicle, whether occupied or not, except when standing for the purpose of and while actually engaged in loading or unloading passengers or merchandise.

“**Person with a Disability**” means an individual who meets the definition under the Accessibility for Ontarians with Disabilities Act, 2005, and is eligible for an accessible parking permit under the Highway Traffic Act.

“**Township**” means the Corporation of the Township of Central Frontenac.

“**Township Property**” means all lands, parking lots, and facilities owned, leased, or occupied by the Corporation of the Township of Central Frontenac.

2. APPLICATION AND ADMINISTRATION

- a. This by-law applies to all Township streets, public lanes, municipal parking lots, and other property owned or occupied by the Township.
- b. This by-law does not apply to provincial highways, private roads, or private parking lots.
- c. The attached Schedules form part of this by-law.

- d. The Public Works Manager or designate is authorized to place, erect, and maintain such official signs and traffic control signals as are required to give effect to the provisions of this by-law or as are required to warn or guide traffic for the safety and convenience of the public.
- e. Ontario Provincial Police Officers, Township By-law Enforcement Officers, or any officer appointed shall enforce the provisions of this by-law.
- f. The provisions of this by-law are subject to the Highway Traffic Act, R.S.O. 1990, c. H.8, as amended.
- g. This by-law does not apply where a vehicle is stopped or parked temporarily due to an emergency, mechanical breakdown, medical necessity, or to allow emergency response or public safety operations.

3. PARKING AND STOPPING REGULATIONS

3.1. General Prohibitions

No person shall park or stop a vehicle:

- a. on any highway or parts of highways as specified in Schedule “A” of this by-law;
- b. on the travelled portion of any roadway within the Township at any time, except:
 - i. When necessary to avoid conflict with other traffic; or
 - ii. When required to comply with the directions of a police officer, a by-law enforcement officer or a traffic control device.
- c. on the roadway side of any stopped or parked vehicle (double parking);
- d. on any highway where the roadway width is six (6) metres or less;
- e. within 9 metres of an intersection
- f. within 15 metres of a railroad crossing
- g. on or over a sidewalk or footpath
- h. at any Township boat launch, beach, or parking area between 12:00 p.m. and 7:00 a.m., unless authorized by the Township.
- i. on any highway for the purpose of displaying a vehicle for sale

3.2. Seasonal and Maintenance Restrictions

No person shall park or allow a vehicle to be parked:

- a. at any time when such parking may obstruct or interfere with snow removal or other highway maintenance;
- b. on any highway within the Township between November 15 and March 31, from 12:00 midnight to 7:00 a.m. (Eastern Standard Time).

3.3. Obstruction of Access

No person shall park or allow a vehicle to be stopped or parked:

- a. in such a manner as to obstruct or interfere with the normal movement of traffic on the traveled portion of the roadway.
- b. so as to obstruct or interfere with access to or from public or private laneways.
- c. on any property of the Township where signs prohibit parking.

3.4 Position of Vehicle on Highway

Where parking is permitted, every vehicle shall be parked:

- a. on highways with raised curbs, with the right wheels parallel to and within 30 centimetres of the curb;
- b. on highways without curbs or with rolled curbs, with the right wheels parallel to and as near as practicable to the right-hand edge of the roadway, without stopping on landscaped areas or areas not intended for vehicles.

3.5 Township Property and Time-Limited Parking

No person shall park or leave a vehicle:

- a. on Township property in areas designated by sign as “No Parking”;
- b. in a time-limited parking zone for longer than the period specified on the sign.

3.6 Accessible Parking

- a. Parking spaces reserved for persons with disabilities shall be identified with authorized signs in accordance with the Highway Traffic Act and Ontario Regulation 581.

- b. No person shall park or leave a vehicle in a designated accessible parking space unless a valid accessible parking permit is visibly displayed on the dashboard or sun visor.
- c. An accessible parking permit shall only be used when the vehicle is actually engaged in picking up, transporting, or providing transportation services for the person or organization to whom the permit was issued.

4. ENFORCEMENT

- a. Ontario Provincial Police Officers, Township By-law Enforcement Officers, or officers appointed by the Corporation shall enforce the provisions of this by-law.
- b. Such officers are authorized to issue tickets and/or have any vehicle found in violation of this by-law removed, stored, or impounded at the owner's expense.

5. PENALTIES

5.1. General Offences

- a. Any person who contravenes any provision of this by-law is guilty of an offence and is subject to the penalties provided under the Provincial Offences Act, R.S.O. 1990, c. P.33, as amended.
- b. Any person who contravenes any provision of this by-law is also subject to the enforcement powers of the Municipal Act, 2001, S.O. 2001, c.25, as amended.
- c. Each day a vehicle is parked, stopped, or standing in contravention of this by-law constitutes a separate offence.

5.2. Removal and Storage of Vehicles

- a. In addition to any other penalty, a police officer, municipal law enforcement officer, or officer appointed to enforce this by-law may cause a vehicle to be moved, stored, or impounded.

- b. All costs and charges for removal, care, and storage of the vehicle are a lien upon the vehicle, recoverable in accordance with the Repair and Storage Liens Act, R.S.O. 1990, c. R.25, as amended.

5.3 Owner Liability

The owner of a vehicle parked, stopped, or left standing in contravention of this by-law is guilty of an offence, unless the owner proves to the satisfaction of the court that, at the time of the offence, the vehicle was in the possession of another person without the owner's consent, express or implied.

5.4 Administrative Monetary Penalties (AMPS)

All the provisions of this by-law are hereby designated, for the purposes of section 3(1)(b) of Ontario Regulation 333/07, as provisions to which the Township's Administrative Monetary Penalty By-law 2024-43 applies.

Every person who contravenes a designated provision of this by-law and is served with a penalty notice under the Township's AMPS By-law is liable to pay to the Township an administrative penalty in the amount specified in "Schedule "D" of Bylaw 2024- 43.

6. GENERAL

- a. This by-law may be cited as the "Parking By-law."
- b. By-law numbers 2004-156 and 2012-34 are hereby repealed.
- c. This by-law shall come into force and take effect on the date of its passing.

READ a first and second and third time and finally passed on this xx day of month, year

Frances L Smith, Mayor

Cathy MacMunn, CAO/Clerk

Central Frontenac By-Law No. 2025-xx
Draft Parking Bylaw V1
September 9, 2025

Parking Restrictions in CF						
Type	Highway	From	To	Direction	Number of Signs	Notes
No Parking	Crow Lake Road	1895A		Both Directions	2	No Parking Anytime in Boat Launch or along Road
No Parking	Public Beach Road	1044	1066	Both Directions	1	No Parking Anytime - All Directions
No Parking	Eagle Lake Road	1277		Both Directions	1	No Parking Anytime - Eagle Lake Beach
No Parking	Elizabeth Street	1053	1061	Both Directions	2	No Parking Anytime
No Parking	Elizabeth Street	1036		East	1	No Parking Anytime (1 parking spot)
No Parking	Cannon Road	1180		Both Directions	3	No Parking Anytime Gov't Dock
No Parking	Road 38	14153	14225	Southbound	3	No Parking Anytime on Road 38 (30 meters from intersection)
No Parking	Road 38	14153	Medical Center Road	Southbound Lane	5	No Parking Anytime
No Parking	Road 38	14202	14216	South Bound Lane	2	No Parking Anytime - 30 m North and South of Robert St Across From Twp Office
No Parking	Medical Center Road	1007		Both Directions	2	No Parking Anytime - Helipad Access
Handicap	Parking Lot across from 1099 Garrett St.	1099				No Parking - By Permit Only
Handicap	Oso Hall. Parking Lot	1107				No Parking - By Permit Only
Handicap	Arden Road	5998		Two spots in Parking lot	2	No Parking - By Permit Only
Handicap	Elizabeth Street	1036		East	1	No Parking - By Permit Only
Time Restriction	Elizabeth Street	1012	1046	East	4	2 Hour Parking Limit 7 am - 6pm
Time Restriction	Elizabeth Street	1043	1053	West	2	2 Hour Parking Limit 7 am - 6pm
Time Restriction	Elizabeth Street	1094	1102	North	1	2 Hour Parking Limit 7 am - 6pm
School Loading Zone	Dickson Cresenct	Road 38	1056 Dickson Crescent	West	2	Time Restrictions- no parking 7 am- 4pm, Monday to Friday, during school year.
School Loading Zone	Road 38	Gorden Crescent North End	Gorden Crescent South End	Both Directions	4	Time Restrictions- no parking 7 am- 4pm, Monday to Friday, during school year.

Draft Parking Bylaw Survey Results (62 surveys completed)

1. Overall, how clear and easy to understand do you find the proposed draft Parking By-law?

- | | |
|----------------------|-----|
| a. Very Clear: | 24% |
| b. Somewhat Clear: | 37% |
| c. Neutral: | 16% |
| d. Somewhat Unclear: | 8% |
| e. Very Unclear: | 15% |

2. Do you feel the proposed parking restrictions (such as intersection setbacks, winter parking bans, and no-parking zones) are:

- | | |
|-----------------------|-----|
| a. Too strict: | 39% |
| b. Appropriate: | 47% |
| c. Not Strict Enough: | 8% |
| d. Unsure: | 6% |

3. Do you support the enforcement of parking violations through Administrative Monetary Penalties (AMPS) instead of Provincial Offences (tickets through the court system)?

- | | |
|----------------------|-----|
| a. Strongly Support: | 24% |
| b. Somewhat Support: | 16% |
| c. Neutral: | 23% |
| d. Somewhat Oppose: | 8% |
| e. Strongly Oppose: | 29% |

4. Are there specific areas, streets, or facilities within the Township where parking concerns should be prioritized?

Public feedback highlighted several key areas where parking concerns should be prioritized, primarily focused on Sharbot Lake and Road 38.

- Road 38 / School Zone: Multiple comments identified safety concerns and visibility issues near Granite Ridge Education Centre and the Sharbot Lake Seniors' Residence, suggesting no parking zones or clearer restrictions during school hours and around the crosswalks.
- Downtown Sharbot Lake (Elizabeth Street, Garrett Street, and the Bank/Post Office area): Respondents noted congestion, limited visibility when exiting

onto Road 38, and accessibility challenges for pedestrians and people with disabilities.

- Public and Community Facilities: Frequent issues were raised near the Township Office, retirement home, bank, post office, beaches, and boat launches, particularly during events or peak seasons.
 - General Themes:
 - The need for clear signage identifying public vs. private parking.
 - Accessible parking for persons with disabilities should be prioritized.
 - Concern over Township and business employees occupying public street parking.
 - Seasonal and event-related congestion, especially near beaches and community spaces.
 -
5. Do you have any additional comments, concerns, or suggestions regarding the draft Parking By-law?

Public responses reflected a wide range of views, from constructive feedback and clarification requests to concerns about fairness, enforcement, and communication.

- General Themes:
 - Some residents expressed support for clearer rules and signage, particularly in busy areas such as downtown Sharbot Lake, while others questioned the need for additional regulation in a largely rural municipality.
 - Concerns about overreach and enforcement were common, with several respondents viewing the by-law as unnecessary or revenue-driven.
 - A number of comments called for better communication, public education, and transparency, including town hall discussions and maps showing affected areas.
- Specific Issues Raised:
 - Requests for improved clarity on AMPS (Administrative Monetary Penalties) and how they differ from Provincial Offences.
 - Concerns that some sections—such as “owner liability”—may conflict with principles of fairness or due process.
 - Calls for assessment of parking availability before implementing restrictions, especially near beaches, community facilities, and businesses.

- Suggestions to include ATVs and side-by-sides in the vehicle definition.
- Repeated feedback regarding employee parking in public spaces, particularly around Road 38 and Elizabeth Street.
- Requests to ensure adequate accessible and beach parking, with attention to snow clearing and plowing needs.
- Tone and Sentiment:
 - While several respondents provided detailed, thoughtful feedback, others expressed frustration or skepticism about the by-law's purpose and potential impact on local businesses.
 - Many emphasized that enforcement and communication should be reasonable, transparent, and equitable, ensuring that the by-law enhances safety without burdening residents or visitors.



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38.
Sharbot Lake, Ontario

REPORT NUMBER: 190-2025
DATE: October 14, 2025
FROM: Cathy MacMunn, CAO/Clerk
PREPARED BY: Cathy MacMunn, CAO/Clerk
RE: Municipal Support Resolution

RECOMMENDATION

WHEREAS Steven Reader on behalf of Originative Energy Solutions Partners appeared before Council at the September 23, 2025 meeting regarding a Proposal for a Long-Term Capacity Services Project LT2 (c-1)

AND WHEREAS the land they have an option on is approximately 111 acres and their project would occupy less than $\frac{1}{4}$ of the land which is located at 7349 Hinchinbrooke Road and is currently licenced and used as a commercial gravel yard;

AND WHEREAS a resolution is a mandatory requirement that confirms the municipality's support for the proposal submission, not a guarantee of a contract award, and is a crucial part of the project's application process.

AND WHEREAS Originative Energy Solutions Partners are proposing to submit a bid to the Ontario Independent Electricity System Operator (IESO) and is requesting Council's support of their project (LT2(c-1));

NOW THEREFORE BE IT RESOLVED THAT Council supports Originative Energy Solutions Partners in submitting a proposal for the Long-Term Capacity Services Project located at 7349 Hinchinbrooke Road North;

AND FURTHER THAT this resolution be attached to the prescribed form as identified as **Exhibit A for LT2(c-1) RFP** as issued by the Independent Electricity System Operator ("IESO").

BACKGROUND

Ontario's Independent Electricity System Operator (IESO) forecasts that the province's total electricity demand is expected to increase by 75 per cent by 2050.

The province has secured enough power to meet our immediate needs, but Ontario is now procuring electricity resources to address the province's needs emerging in 2029 and beyond.

The LT2 RFP, is expected to help provide the reliable and affordable electricity necessary to allow communities to grow and attract new investments and jobs. Successful resources will help meet our emerging energy and capacity needs and could include wind, solar, natural gas, energy storage, bioenergy and hydroelectric generation.

A municipal resolution in support of the Long-term 2 (LT2) project is a formal statement of support from a local municipality for a proposed capacity project, required for proponents to submit a bid to the Ontario's Independent Electricity System Operator (IESO) LT2 RFP. The resolution is a mandatory requirement that confirms the municipality's support for the proposal submission, not a guarantee of a contract award, and is a crucial part of the project's application process. They will be required to obtain all of the relevant permits from the municipality, conservation authority and the Ministry of Environment.

DISCUSSION

Municipalities are responsible for deciding whether to host a project or projects within their jurisdiction in the IESO's long term procurements. A municipality can demonstrate their willingness to host these projects through a municipal support resolution.

A municipal support resolution indicates that the municipality would support the development, construction and operation of a project, should it be selected under the procurement, and provided it can obtain all necessary permits and approvals. In consultation with the Ministry of Energy and Electrification, the IESO has provided a template municipal support resolution, for consideration to municipalities, on their LT2 RFP webpage. Municipalities should review this IESO template as the resolution must include sufficient detail, and comment on specific items, for the proposed project to be eligible in

STRATEGIC PLAN PRIORITY

Sustainable Infrastructure and Growth

Supporting the development of reliable, clean, and affordable energy infrastructure aligns with the municipality's commitment to long-term sustainability, economic development, and responsible growth. This initiative contributes to the advancement of climate resilience, energy security, and the attraction of new investment and employment opportunities in the region.

FINANCIAL IMPLICATIONS

N/A

ATTACHMENTS/REFERENCES

N/A



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38
Sharbot Lake, Ontario

REPORT NUMBER: 191-2025
DATE: October 14, 2025,
FROM: Cathy MacMunn, CAO/Clerk
PREPARED BY: Jody Legue, Deputy Clerk
RE: Acceptance of Final Organizational and Service
Delivery Review (RFP-ADMIN- 2025-01)

RECOMMENDATION

THAT Council accept the Final Organizational and Service Delivery Review as prepared by Capital Park Consulting;

AND THAT staff be directed to develop an implementation plan based on the recommendations contained in the report for future Council consideration.

BACKGROUND

As part of the 2025 budget process, Council approved funding for an Organizational and Service Delivery Review to evaluate the Township's structure, efficiency, and effectiveness in delivering services to the community.

A Request for Proposal (RFP ADMIN 2025-01) was issued on March 6, 2025, and closed on March 27, 2025. Six proposals were received from qualified consulting firms. An evaluation team, composed of the Mayor, the CAO/Clerk, and Councillor Smith, was established to review and score all submissions.

Following the evaluation process, Capital Park Consulting was selected as the successful proponent, with a proposal valued at \$33,173.00 (before HST). Council subsequently approved the engagement of Capital Park Consulting to complete the review.

DISCUSSION

Capital Park Consulting has now completed the Organizational and Service Delivery Review. The final report provides an in-depth assessment of the Township's organizational structure, staffing levels, communication processes, and service delivery practices. It also includes actionable recommendations to enhance efficiency, streamline operations, and strengthen customer service.

Staff are satisfied that the final report accurately reflects the Township's operations and provides a practical roadmap for continuous improvement.

STRATEGIC PLAN PRIORITY

Sustainable Core Services

FINANCIAL IMPLICATIONS

The cost of the review, in the amount of \$33,173.00 before HST, was included in the 2025 approved budget. No additional financial impacts are anticipated at this time.

ATTACHMENTS/REFERENCES

Final Organizational and Service Delivery Review



Township of Central Frontenac
Organizational and Service Delivery Review
Final Report



Prepared by
Capital Park Consulting Inc.
9A Fairbairn Street
Ottawa, ON K1S 1T2

5 September 2025

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1: INTRODUCTION

PURPOSE OF THE PROJECT

Following a competitive Request for Proposals (RFP) process, the Township of Central Frontenac engaged Capital Park Consulting Inc. to conduct an Organizational and Service Delivery Review. This initiative reflects Council's commitment to good governance, fiscal responsibility, and continuous improvement, as well as its desire to ensure that municipal services are delivered as effectively and efficiently as possible. It also supports staff by identifying opportunities to strengthen internal structures, clarify roles, and align resources with the Township's operational and strategic priorities. Together, Council and staff are working to ensure the Township remains responsive, sustainable, and well-positioned to meet the evolving needs of the community.

The purpose of this review was twofold. First, the Organizational Review would examine the Township's current structure, staffing, processes, and practices to identify opportunities to enhance efficiency, strengthen coordination, and support service modernization. The analysis would be grounded in the unique context of Central Frontenac, including its rural character, geographic size, and service delivery challenges.

Second, the Service Delivery Review (SDR) would provide a comprehensive overview of the services the Township currently offers, assess how well these services align with community needs and expectations, and identify opportunities for improvement. The review may suggest changes to how services are delivered, resourced, or prioritized, with a focus on value for money, effectiveness, and long-term sustainability.

The scope of work included developing a complete inventory of the Township's services, assessing their relevance and cost-effectiveness, and reviewing the organizational structure and resource allocation to ensure they support the Township's goals. Engagement with Council, senior leadership, staff, and key stakeholders played a critical role in informing this work.

METHODOLOGY

The approach to the Organizational and Service Delivery Review was structured around a series of interim reports, each building on the last to ensure a logical, transparent, and consultative process. These reports served as key checkpoints for sharing findings, validating insights, and building consensus with Council and senior staff throughout the project.

Interim Report No. 1 – Environmental Scan and Preliminary Observations

This first interim report presented the results of a comprehensive environmental scan, drawing on a detailed review of Township documents, relevant research, and comparative data. It provided a foundation for further analysis and engagement by highlighting initial findings and observations.

Interim Report No. 2 – Validation of Findings and Stakeholder Input

Building on the first report, the second interim report incorporated feedback from Township managers, who helped validate the findings and ensures they reflected operational realities. This report also summarized insights gathered through confidential interviews with Council members and senior staff, as well as the results of a staff-wide survey. The focus was on confirming areas of agreement, identifying divergent perspectives, and surfacing additional issues to be considered in the review.

This interim report also synthesized the validated findings and stakeholder input to identify and prioritize the key issues that the final recommendations would address. Discussions with Council and senior management informed this report, helping to ensure that there was a shared understanding of the Township's most pressing organizational and service delivery challenges. This step was essential for guiding the next stage of the project.

Interim Report No. 3 – Draft Recommendations

The third report presented a set of draft recommendations based on analysis of the Township's current organizational structure, staffing levels, and service delivery models, as well as relevant benchmarks and best practices. The recommendations were clearly linked to the issues identified in earlier reports and included rationale, anticipated benefits, and implementation considerations.

Final Report

This final report incorporates feedback from Council and senior management on the draft recommendations, ensuring alignment with the Township's goals and priorities. It consolidates all of the information from the previous interim reports to serve as a reference tool for staff, Council members, and other interested parties. This report is intended to serve as a roadmap for the Township to strengthen organizational effectiveness and enhance service delivery.

2: SERVICE DELIVERY ANALYSIS

The Township of Central Frontenac provides the following mandated and discretionary services:

Mandated	Roads, Bridges and Sidewalks	Over 550km of roads Maintained to minimum maintenance standards for municipal highways
		Routine summer maintenance including grass cutting, street sweeping, sidewalk maintenance, tree trimming, road grading, road drainage, dust control, gravel application
		Routine winter maintenance including snow removal
	Solid Waste Management	2 landfill sites and 1 transfer station, each with household recycling depots
		No curbside pickup
	Fire Protection and Emergency Services	Fire suppression and Emergency Response
		Community Emergency Management and Preparedness Department
		4 Fire Stations and two substations
	Police	Municipal contribution to OPP
	Building	Building permits and inspections
		Planning shared with County
	Bylaw Enforcement	In-house officer
		Animal licenses and control services; safe properties control
		Joint with Frontenac Municipal Law Enforcement Inc. for after hours, weekends and vacation coverage
	Drinking Water	No municipal water services
		Deport for private well water testing program
Wastewater	No municipal wastewater services	
	Wastewater reinspection program	
Cemeteries	13 cemeteries	

Discretionary	Emergency communication	"Voyent Alert!" system
	Economic development	Economic Development Committee; partnership with Frontenac County Economic Development
	Municipal Childcare Programming	None
	Municipal recreational programming	None
	Recreation Facilities and Community Halls	5 community halls
		4 ball diamonds
		4 rinks
		Beaches and boat launches
		Frontenac Community Arena (in partnership with South Frontenac)
		K&P Trail (in partnership with the County and local community organizations)
3 picnic areas		
4 library branches		

AREAS OUTSIDE CURRENT SERVICE DELIVERY

Water and Wastewater

The *Provincial Planning Statement, 2024* outlines a servicing hierarchy that prioritizes municipal water and sewage services for settlement areas. In Central Frontenac, Council has articulated through the Official Plan a desire to balance servicing needs with the rural character of development. As a result, the Township continues to rely on individual on-site sewage and water systems. This approach reflects both the existing development pattern and a deliberate intention to avoid densities that would require centralized piped services. The Township has a septic system reinspection program as a discretionary service. Council remains mindful of the need to match servicing approaches with fiscal realities and the goal of maintaining rural affordability.

Recreational Programming

Central Frontenac's recreation opportunities are largely based on the community's rich natural assets. The Township does not currently offer municipally run programming for youth, seniors, or other demographic groups. Instead, a strong network of community organizations plays a key role in delivering recreational activities, utilizing several municipal recreation facilities. Recreation planning and coordination are also supported by four district committees and one overarching committee.

Economic Development

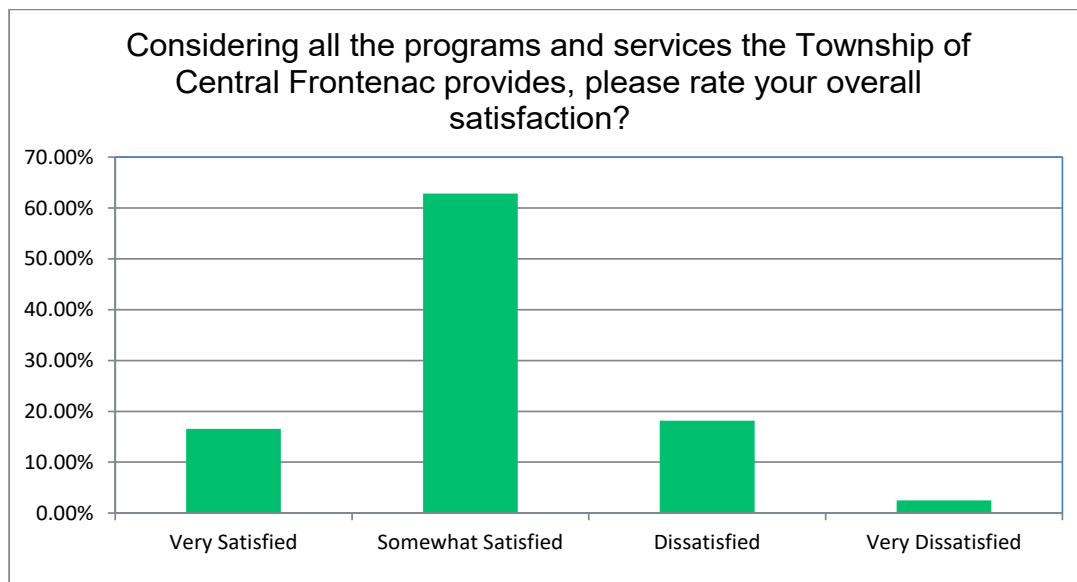
The Township of Central Frontenac has an Economic Development Committee (EDC) that provides local input and guidance; however, dedicated economic development services—such as business support, a development concierge, or investment attraction initiatives—are not currently offered at the township level. Economic development support is primarily provided through Frontenac County, which leads broader regional initiatives. Tourism is modestly supported by Central Frontenac through the production of a Visitor’s Guide and a community events calendar.

RESIDENT SATISFACTION AND PRIORITIZATION

The *Strategic Plan Final Report* (March 2024) offers a comprehensive overview of community perspectives on municipal services in Central Frontenac. It captures residents’ levels of satisfaction, service priorities, areas of concern, and attitudes toward taxation and service delivery. This section summarizes key findings relevant to the Organizational and Service Delivery Review. For those seeking a deeper understanding of the survey results and broader community feedback, the full *Strategic Plan Final Report* is available upon request through the Township office. These insights provide valuable context for assessing current municipal services and identifying opportunities for improvement that are grounded in community expectations.

OVERALL SATISFACTION WITH TOWNSHIP SERVICES

Approximately 80% of respondents reported being either very satisfied or somewhat satisfied with the services provided by the Township.



Answer Choices	Responses	
Very Satisfied	16.53%	20
Somewhat Satisfied	62.81%	76
Dissatisfied	18.18%	22
Very Dissatisfied	2.48%	3
Total	100%	121

IMPORTANCE OF TOWNSHIP SERVICES

The following tables present a ranking of Township services based on resident feedback. The first table lists services in order of the highest number of respondents who rated them as “Important,” while the second ranks services by the highest number of “Unimportant” ratings. It is worth noting that these rankings are not exact opposites of one another, reflecting the complexity of resident priorities.

Ranked in order of Importance			
Answer Choices	Important	Unimportant	Total
Communication with Residents	121	2	123
Road Infrastructure	121	2	123
Fire Rescue	120	0	120
Recycling and Garbage Services	118	5	123
Police Services	112	7	119
Bylaw Enforcement	106	16	122
Land Use and Development Planning	106	10	116
Community Recreational Programs	97	21	118
Recreational Sports Facilities (parks, arena, fields)	97	19	116
Library	83	35	118

Ranked in order of Unimportance			
Answer Choices	Important	Unimportant	Total
Library	83	35	118
Community Recreational Programs	97	21	118
Recreational Sports Facilities (parks, arena, fields)	97	19	116
Bylaw Enforcement	106	16	122
Land Use and Development Planning	106	10	116
Police Services	112	7	119
Recycling and Garbage Services	118	5	123
Communication with Residents	121	2	123
Road Infrastructure	121	2	123
Fire Rescue	120	0	120

SATISFACTION WITH TOWNSHIP SERVICES

The following tables display resident satisfaction levels with Township services, as reported in response to the question: “Please indicate how satisfied you are with each of the following services provided by the Township of Central Frontenac.”

The first table ranks services by the highest number of “Very Satisfied” responses, while the second ranks services by the highest number of “Dissatisfied” responses. These rankings provide insight into both areas of strength and opportunities for improvement.

Ranked in order of Satisfaction			
Answer Choices	Satisfied	Dissatisfied	Total
Fire Rescue	83	14	97
Police Services	83	18	101
Library	79	10	89
Communication with Residents	66	51	117
Recycling and Garbage Services	65	54	119
Recreational Sports Facilities (parks, arena, fields)	54	33	87
Road Infrastructure	54	67	121
Community Recreational Programs	45	33	78
Bylaw Enforcement	43	43	86
Land Use and Development Planning	37	51	88

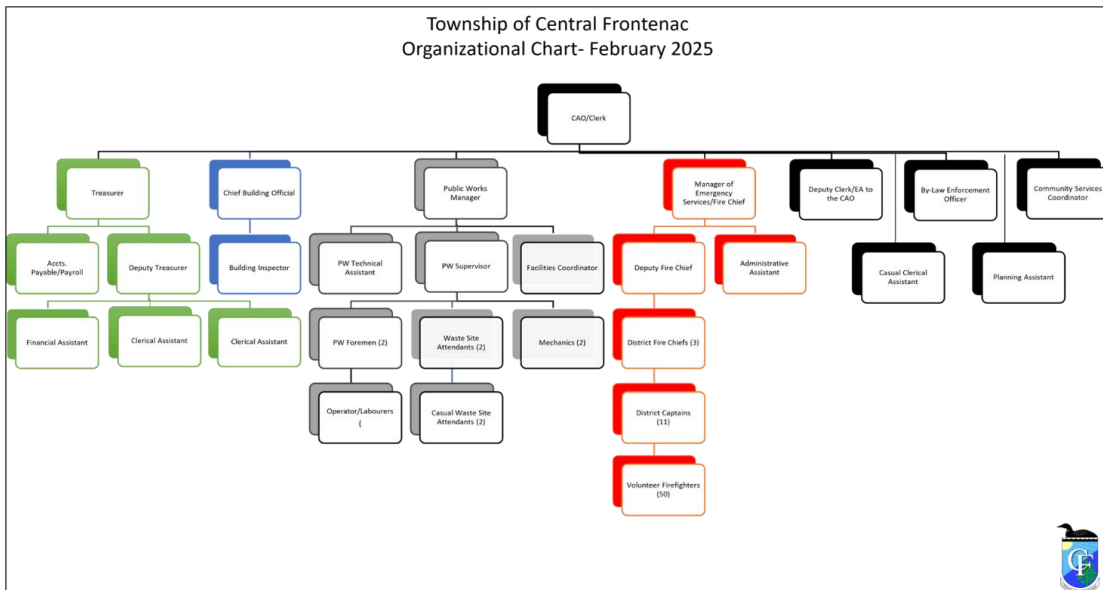
Ranked in order of Dissatisfaction			
Answer Choices	Satisfied	Dissatisfied	Total
Road Infrastructure	54	67	121
Recycling and Garbage Services	65	54	119
Communication with Residents	66	51	117
Land Use and Development Planning	37	51	88
Bylaw Enforcement	43	43	86
Recreational Sports Facilities (parks, arena, fields)	54	33	87
Community Recreational Programs	45	33	78
Police Services	83	18	101
Fire Rescue	83	14	97
Library	79	10	89

3: ORGANIZATIONAL STRUCTURE ANALYSIS

ORGANIZATIONAL CHART

The current organizational chart for Central Frontenac was provided as part of the RFP process and serves as the basis for the preliminary analysis in this section. This assessment is based solely on the chart itself and was conducted prior to any interviews with staff or members of council. Overall, the chart is clearly presented and easy to follow, with helpful use of color to distinguish functional areas.

However, the analysis remains high-level at this stage. Following the completion of stakeholder engagement activities, including interviews and consultations, this section will be revisited and updated to reflect additional insights and context.



It should be noted that earlier in 2025, several new staff positions were proposed to Council during the budget process but were deferred pending the outcome of the organizational and service delivery review. These included a Procurement & Asset Management Officer, to alleviate the burden on department heads handling tenders and to support long-overdue asset management work; an Executive Assistant to the CAO, intended to help rebalance the dual responsibilities currently carried by the Deputy Clerk; and a Deputy Chief Building Official, to address the backlog of permits within the Building Department, with funding available in the department's existing budget. Additionally, there is growing concern that the combined CAO/Clerk role is unsustainable, and while not part of the original budget request, separating these roles is viewed as essential to ensuring effective leadership and operations for the Township.

Strengths of the Current Organizational Chart:

Clear Hierarchical Structure:

The chart clearly distinguishes between different departments and roles, making it easy to identify reporting lines and functional groupings.

Comprehensive Divisions:

The organization has well-defined areas of responsibility, with separate divisions for Public Works, Fire Services, Community Services, and Planning. This reflects a balanced approach in addressing both operational and administrative functions.

Managerial Oversight:

The CAO/Clerk is positioned at the top, with oversight of multiple key departments. This helps ensure centralized leadership and coordination. The presence of a "Manager of Emergency Services/Fire Chief" also reflects the importance of emergency management within the municipality.

Specialization within Roles:

The chart shows specialization within the roles in areas like Public Works (e.g., mechanics, waste site attendants), Fire Services (e.g., District Fire Chiefs, Volunteer Firefighters), and administrative support roles, ensuring that operational needs are met in each department.

Areas for Improvement:

Lack of Clear Division of Functions Under CAO/Clerk:

The CAO/Clerk is currently responsible for overseeing a broad and diverse range of functions, raising concerns that the workload may be too extensive for one position. Additionally, the organizational chart does not clearly define the relationships between roles such as the "Deputy Clerk/EA to the CAO," "By-Law Enforcement Officer," and "Planning Assistant." Greater clarity on the coordination, delegation, and flow of administrative responsibilities would enhance understanding and support more effective management.

Overlapping Responsibilities:

The presence of multiple assistants (e.g., Clerical Assistant, Financial Assistant, Casual Clerical Assistant, Administrative Assistant) may create some redundancy, especially in smaller teams. Clarifying their exact responsibilities or consolidating roles could streamline the structure.

Fire Services Structure:

The Fire Services department is made up of a large volunteer team, with approximately 50 volunteer firefighters supported by a leadership structure that includes 11 District Captains, three District Chiefs, and one Fire Chief.

Given the size and complexity of the team, there may be value in reviewing the current structure to ensure it continues to support effective coordination, communication, and operational efficiency.

The Township also maintains several mutual aid and automatic aid agreements with neighbouring municipalities, which enhance regional emergency response capabilities and require ongoing collaboration and alignment.

Potential for Staff Expansion:

The chart includes positions such as "Planning Assistant" and "Community Services Coordinator," reflecting a focus on growth and service delivery. As the Township responds to evolving community needs and possible changes to provincial policy—particularly in areas such as planning, housing, and community services—there may be a need to modify or expand staff roles to ensure compliance and maintain effective service levels.

Potential Benefits of a Dedicated Asset Management Role:

If the Township were to establish a dedicated position responsible for asset management, it could see significant benefits in infrastructure planning and financial oversight. This role could help ensure that asset inventories are accurate and current, that infrastructure conditions are regularly assessed, and that capital planning is based on data-driven priorities. With focused leadership in asset management, the Township might be better positioned to align its capital budgets with actual needs, plan for long-term infrastructure sustainability, and meet provincial regulatory requirements. Additionally, having a formal asset management function could strengthen future applications for infrastructure funding by demonstrating a commitment to responsible asset stewardship.

Interview Checklist: Organizational Structure and Capacity

The following checklist outlines key areas that will be explored during interviews with staff and Council. These questions are intended to guide a deeper understanding of the current organizational structure, staffing levels, and capacity in relation to service delivery, strategic priorities, and organizational effectiveness.

Staffing Levels and Distribution

- Are current staffing levels sufficient to meet service delivery demands?
- Does the distribution of staff align with the municipality's strategic priorities?
- Are there departments or functions that seem under- or over-staffed?

Role Clarity and Span of Control

- Are reporting relationships clear and understood across the organization?
- Is the span of control (number of direct reports) appropriate for each manager or supervisor?
- Are there any positions with unclear, overlapping, or excessive responsibilities?

Functional Overlaps or Silos

- Do any roles or departments have overlapping responsibilities that cause confusion or inefficiency?
- Are there silos where better collaboration across departments could improve outcomes?
- Is there evidence of duplication of effort or unclear accountability?

Gaps in Capacity or Leadership

- Are there key functions (e.g., HR, communications, IT, economic development) that are missing or under-resourced?
- Are there single-person roles with no backup, creating risk in terms of succession or continuity?
- Is there enough leadership capacity to support both operations and staff development?

Organizational Resilience and Flexibility

- Does the structure support flexibility in responding to growth, emergencies, or policy changes?
- How dependent is the organization on casual, contract, or volunteer positions, and what risks does this pose?
- Are there mechanisms for collaboration and information sharing across teams?
- Is cross-training in place to ensure continuity of service during absences or peak periods?
- Does cross-training support a “no wrong door” approach to customer service?
- Are staff encouraged or supported in learning about roles outside their own department?

JOB DESCRIPTIONS

Job descriptions were reviewed at a high level, focusing on key elements rather than an in-depth, comprehensive analysis. The intention was to assess the general structure and clarity. Comments are provided on a selection of job descriptions to illustrate potential improvements.

Assessment of Strengths

1. *Clear Organizational Structure*

Each position is well-situated within the broader organizational framework, with reporting relationships and departmental responsibilities clearly defined. This enhances accountability and supports streamlined communication across departments.

2. *Comprehensive Scope of Responsibilities*

The duties outlined are detailed and thorough, capturing both technical and administrative aspects of each role. This ensures that expectations are transparent and cover both operational execution and procedural adherence.

3. *Legislative and Regulatory Awareness*
There is strong alignment with provincial legislation, municipal by-laws, and regulatory requirements. This reinforces the organization's commitment to compliance, risk management, and responsible governance.
4. *Emphasis on Public Interaction and Service*
The roles incorporate public service components, including responding to inquiries, complaints, and requests for information. This demonstrates a commitment to transparency, education, and responsive municipal service.
5. *Skill-Based Requirements and Qualifications*
Each role outlines relevant educational backgrounds, certifications, and technical proficiencies. This ensures clarity around the qualifications necessary for candidates to succeed in the role.
6. *Health and Safety Consciousness*
Responsibilities include adherence to safety procedures, inspections, and hazard prevention, which show an emphasis on maintaining a safe working environment.
7. *Use of Technology and Reporting Tools*
References to the use of digital tools such as GIS, Microsoft Office, and other data management systems indicate the organization's modern approach to information management and reporting.

Areas for Improvement

1. *Redundancy Across Job Functions*
Some functions, particularly administrative tasks and documentation practices, appear duplicated or overly detailed. Consolidating overlapping responsibilities could streamline the descriptions and improve clarity.
2. *Limited Focus on Strategic Outcomes*
While operational tasks are well-detailed, there is limited emphasis on how each role contributes to broader municipal goals or strategic priorities. Incorporating outcome-based language would better link daily activities with long-term objectives.
3. *Inconsistent Language and Formatting*
The tone, style, and formatting vary across the descriptions. Standardizing the structure and language would enhance professionalism and improve ease of comparison across roles.
4. *Limited Focus on Professional Development*
While some roles mention ongoing training or workshops, professional growth and succession planning are not consistently emphasized. Explicitly supporting continued learning would promote retention and internal capacity building.

5. *Generalized Working Conditions*

The working conditions sections are quite standard and may benefit from more role-specific detail. For example, the frequency of fieldwork, level of physical exertion, or degree of public exposure could be more clearly defined for positions with varied environments.

6. *Performance Metrics and Evaluation*

The descriptions do not clearly indicate how performance will be measured. Introducing performance indicators would support both employee development and organizational accountability.

Conclusion

The job descriptions are strong in defining operational responsibilities, regulatory knowledge, and public service. However, there is an opportunity to enhance their strategic alignment and consistency. Refining these areas would contribute to a more cohesive and future-ready organizational structure.

CAO/Clerk Job Description

The CAO/Clerk job description is one of the older ones, which may explain why certain sections appear outdated or not fully aligned with current standards. More detailed feedback is provided for this position as an example to demonstrate how updates could be made to better reflect contemporary practices and the evolving needs of the organization.

Strengths:

Clear Purpose Statement: The job purpose is well-defined with clear objectives regarding policy coordination, general control over operations, human resources, and statutory duties as Clerk.

Comprehensive Responsibilities: The responsibilities cover a wide array of tasks, indicating the CAO/Clerk's broad role in managing municipal operations and advising Council.

Skills and Qualifications: There is a strong emphasis on the importance of technical skills and experience in municipal management, which will attract qualified candidates.

Interpersonal Skills: The emphasis on the CAO/Clerk's ability to handle interpersonal interactions with staff, Council, the public, and external stakeholders is important, as this role requires significant collaboration and communication.

Areas for Improvement:

Overly Detailed Responsibilities: The list of responsibilities is extensive and some points are overly granular. While thorough, it may overwhelm potential candidates. It is important to balance detail with brevity to make it more reader-friendly and focused on high-level strategic outcomes. A suggested alternative is provided at the end of this sub-section.

Organizational Clarity: The list of responsibilities could be grouped into broader categories. By grouping responsibilities and focusing on strategic outcomes, this format makes the job description more accessible, while still covering all necessary details.

Lack of Key Performance Indicators (KPIs): The job description mentions responsibilities but doesn't outline specific measurable outcomes. KPIs could be added to give both the incumbent and the organization a clear idea of success.

Decision-Making and Judgment Section: This section is detailed, but it would be helpful to include examples of decisions the CAO/Clerk is expected to make. Additionally, clarifying which decisions can be made independently and which require Council consultation would improve transparency.

Working Conditions: The working conditions section is thorough, but it could be refined for better clarity. For example, more emphasis could be placed on the expectations around overtime and the physical or emotional demands of the role.

Tone of Language: The language is formal, which is appropriate for the role; however, some sentences could be simplified for readability and directness.

Comparison of Current Version with Alternative Version

The responsibilities associated with the CAO/Clerk role have been refined to enhance clarity and illustrate how the job description can be streamlined.

Responsibilities (current version):

Under the direction of the Council and within guidelines established by Council policy and under the terms of the Municipal Act, the CAO/Clerk will:

- 1) Coordinate the general administration of the Township of Central Frontenac in accordance with Provincial Legislation and the by-laws, policies and resolutions of Council.
- 2) Oversee and direct the operation of staff to ensure efficiency and productivity except in circumstances where duties of other staff are prescribed by Provincial Statute.

- 3) Prepare, research, analyze and obtain advice from the Township solicitor, consultants, and Provincial ministries as deemed necessary and present recommendations to Council concerning administrative problems and operations which require approval of Council including preparation of draft motions and by-laws.
- 4) Coordinate and assist staff in preparing proposals for Council for development, delivery and improvement of services.
- 5) Prepare the agenda for Council meetings in accordance with any procedural by-law and ensure distribution to Council members as well as other senior staff if required.
- 6) Attend Council meetings and if required by Council, committee meetings.
- 7) Conduct the Municipal Election in accordance with the Municipal Elections Act and any other relevant legislation or by-laws.
- 8) Coordinate and manage correspondence to and from Council including reports from other agencies and report the decision of council on same to the appropriate staff, agency or general public.
- 9) Record all minutes, resolutions, decisions and other proceedings of Council including recorded votes and abstentions if required.
- 10) Maintain in the office all original minutes, by laws, resolutions, reports, correspondence, records and accounts of Council.
- 11) Approve decisions regarding the employment status of individual members of staff, including hiring, promotion, performance assessment, discipline and dismissal, subject to Township policy
- 12) Encourage a harmonious working relationship among Township staff and to resolve grievances and disputes
- 13) Ensure that systems, policies and procedures are in place for planning and recording staff orientation and training, including Health and Safety training, assessment of employee performance, and the development of work plans
- 14) Administer the Freedom of Information and Protection of Privacy Act, Workers' Compensation Act, Health and Safety Act.
- 15) Meet with staff as required to ensure that the policies and plans approved by Council for the efficient operation of the Township are being carried out and to coordinate administrative activities with said staff.



- 16) Monitor and report to Council the efficiency and effectiveness of municipal operations, and propose policies and programs to improve effectiveness and efficiency
- 17) Advise and assist Council to develop long-term plans for effective, efficient and sustainable municipal services and infrastructure
- 18) Approve all staff reports to Council insofar as they pertain to budget, policy, or program recommendations
- 19) Implement and ensure maintenance of good public relations between staff and the general public.
- 20) Perform the duty of Divisional Registrar under the Vital Statistics Act for registration of births, deaths and stillbirths.
- 21) Interpret by-laws, resolutions and policies to interested citizens and ensure that citizens are aware of the intent of Council decisions. Maintain a tactful relationship with the general public.
- 22) Prepare reports and other information required by senior levels of government.
- 23) Perform all duties of a Municipal Clerk as required by any and all Provincial Legislation.
- 24) Ensure, through the use of a purchase order system, that no purchases are made except for purposes authorized in the annual budget and for sums not exceeding those approved in the annual budget unless expressly authorized by Council or as set out in a procedural by-law.
- 25) Discharge other related duties and responsibilities as may from time to time be assigned by Council.

Responsibilities (suggested alternative):

Council Support and Policy Advisory:

- Provide strategic advice to Council on policy, programs, and procedures.
- Prepare motions, by-laws, and other recommendations for Council approval.
- Attend Council and committee meetings as required and ensure effective communication of Council decisions to staff, agencies, and the public.

Leadership and Staff Management:

- Oversee all municipal staff, ensuring productivity and fostering a positive workplace culture.

- Manage HR processes, including recruitment, performance evaluations, and staff training.
- Resolve staff disputes and maintain a harmonious work environment.

Municipal Operations and Compliance:

- Ensure the Township complies with all provincial legislation and local policies.
- Administer the Municipal Elections Act and manage key records related to Council decisions.
- Lead the development and implementation of strategic plans to improve municipal services.

4: EXTERNAL PRESSURES AND LEGISLATION

The Township of Central Frontenac operates within an evolving legislative and political environment. Recent provincial and federal elections have introduced policy changes and emerging pressures that are expected to significantly influence local service delivery, infrastructure planning, and municipal operations—particularly in areas of housing, development, and community growth.

PROVINCIAL LANDSCAPE: ONTARIO'S 2025 ELECTION

In early 2025, Ontario re-elected the Progressive Conservative (PC) government under Premier Doug Ford. The provincial government has reaffirmed its commitment to accelerating housing development, streamlining planning processes, and promoting economic growth through new legislative tools.

Key provincial initiatives include:

- ***Bill 5: “Protect Ontario by Unleashing our Economy Act, 2025”***
This legislation allows for the designation of “special economic zones,” where certain projects may be exempt from provincial legislation, regulations, and even municipal by-laws. It also introduces a registration-first approach for species-at-risk permitting, enabling immediate commencement of work following registration—reducing regulatory delays for development projects.
- ***Development Charges Reform***
Central Frontenac does not currently levy development charges; however, recent provincial reforms—such as the planned elimination of development charges for homes under 2,000 square feet built within urban boundaries—highlight a shifting policy environment. While these changes aim to accelerate housing construction, they also raise broader questions about how municipalities will fund the infrastructure required to support growth.
- ***Intensification Policies and Zoning Changes***
As-of-right zoning policies now permit the construction of fourplexes and four-storey buildings across the province. In larger centres, sixplexes and mid-rise developments are encouraged, but the implications are broader: municipalities of all sizes must adapt to growing expectations for more housing supply and density.
- ***Strong Mayor Powers***
Central Frontenac is among the municipalities where “strong mayor” powers are already in place. These powers grant the mayor enhanced authority in key areas such as budgeting, staffing, and advancing provincial priorities—especially those related to housing development.
While originally introduced for larger urban centres, the adoption of this governance model in smaller municipalities like Central Frontenac reflects the province’s broader



shift in how local governments are structured and how provincial priorities are implemented at the municipal level.

- *Protecting Ontario by Building Faster and Smarter Act, 2025*
The proposed Protecting Ontario by Building Faster and Smarter Act, 2025 is designed to accelerate housing development across the province by reducing regulatory barriers and streamlining approval processes. Key provisions include clarifying that municipalities do not have jurisdiction to establish construction requirements for buildings, limiting the number and scope of studies municipalities can require for development applications, permitting some variations from zoning bylaws without additional approvals, and introducing greater standardization in the development charges framework.

Implications for the Township:

1. The cumulative effect of provincial reforms will likely accelerate residential development in Central Frontenac, putting pressure on existing zoning by-laws and the Township's ability to preserve its rural character and natural environment.
2. Changes to the development charges framework—particularly exemptions for smaller housing units—may reduce the Township's ability to fund essential infrastructure, such as roads, water, and waste services, as growth increases.
3. Regulatory changes will require the Township to revise its planning, permitting, and servicing procedures to remain compliant with provincial legislation while maintaining local oversight and community standards.
4. As more Ontarians seek housing in rural communities, Central Frontenac may face increased workloads in housing approvals, infrastructure planning, and service delivery—stretching already limited staff capacity.
5. If enacted, the *Protecting Ontario by Building Faster and Smarter Act, 2025*, would further reduce local discretion by streamlining minor variances and municipal approvals for communal water and sewer systems in low-density developments. It would also limit the studies the Township can request from developers and standardize development charge practices. These changes would significantly alter how the Township manages growth.
6. Central Frontenac is actively participating in a provincial pilot project focused on communal water supply systems through its membership in the Frontenac Municipal Services Corporation. This initiative is designed to address challenges related to water access, quality, and management in rural and dispersed communities.

FEDERAL CONTEXT: CANADA'S 2025 ELECTION

In April 2025, the Liberal Party under Prime Minister Mark Carney formed a minority government. Housing affordability, infrastructure, and climate adaptation were key themes throughout the campaign. Major federal commitments include:

- *Doubling Annual Housing Construction*
The federal government aims to construct nearly 500,000 homes annually, with investments in workforce development, prefabricated housing technology, and streamlined federal land use.
- *GST Exemption for First-Time Homebuyers*
To stimulate new construction and support affordability, the government will eliminate GST on new homes valued under \$1 million for first-time buyers.
- *Encampment and Homelessness Strategy*
A national homelessness reduction framework is being developed, with targets to reduce encampments and enhance Housing First investments in collaboration with provinces and municipalities.
- *Tariff Adjustments on Construction Materials*
In response to global supply chain issues and trade realignments, the federal government has introduced new tariffs on certain imported construction materials, including steel and prefabricated components. While intended to support domestic manufacturing, these tariffs may increase costs for local infrastructure and housing projects—especially in rural areas with limited local suppliers.

Implications for the Township:

1. Federal housing initiatives could open new funding opportunities for affordable and supportive housing projects within Central Frontenac, particularly if local strategies align with national goals.
2. Increased migration to rural and semi-rural communities—driven by affordability—may require the Township to expand community services, plan for long-term infrastructure needs, and enhance transportation and connectivity options.
3. Climate adaptation measures, tied to federal infrastructure funds, may require new asset management practices and environmental resilience planning.
4. New tariffs on construction materials may increase the cost of capital projects, requiring the Township to revisit budgeting assumptions and explore cost-saving strategies such as collaborative procurement or alternative materials.

ADVOCACY AND SECTOR INSIGHTS

Ontario's municipalities are strongly represented by the Association of Municipalities of Ontario (AMO), as well as specialized caucuses and subgroups within AMO that reflect the diversity of communities across the province—rural, small urban, northern, and remote. Nationally, the Federation of Canadian Municipalities (FCM) advocates for municipal priorities at the federal level. Recent reports and advocacy from both AMO and FCM shed light on critical external pressures and emerging trends that are highly relevant to the Township of Central Frontenac.

AMO: RURAL AND NORTHERN MUNICIPAL CONCERNS

AMO's recent policy submissions and annual conference discussions emphasize a range of pressures facing small and rural municipalities. Key themes include:

- *Infrastructure Deficits and Fiscal Tools*
AMO continues to advocate for new, sustainable sources of infrastructure funding, noting that current tools (e.g., property tax and user fees) are insufficient for long-term asset renewal—especially in municipalities with small populations and large land bases. Central Frontenac faces similar pressures with aging roads, bridges, and facilities that require capital renewal without access to a large tax base.
- *Service Delivery Pressures in Housing and Health*
The Rural Caucus within AMO has highlighted that municipal governments are increasingly being asked to respond to housing needs, including affordable and supportive housing, despite having no formal role in housing policy or programming. Additionally, rural municipalities are bearing indirect impacts from healthcare access issues, including higher emergency response workloads and challenges retaining healthcare professionals in the community.
- *Cost Uploads Without Compensation*
AMO has flagged recent provincial policy changes—such as those involving development charges, land-use planning, and emergency services standards—as “policy offloads,” where municipalities are given new responsibilities or lose existing revenues without matching financial support. This concern is particularly acute in rural and northern regions.
- *Tariffs and Construction Cost Inflation*
AMO has noted that new federal tariffs on certain construction materials may disproportionately affect small and rural municipalities. With limited local suppliers and tighter capital budgets, price increases on steel, prefabricated components, and imported equipment could delay or downscale critical infrastructure projects.

- *Climate Resilience and Insurance Affordability*
AMO reports growing concern among member municipalities over the rising costs of climate-related infrastructure repairs and insurance premiums. The call is for a provincial-municipal climate adaptation strategy, better support for natural asset management, and improved access to federal climate infrastructure funds.
- *Governance and Local Authority – Strong Mayor Powers*
Central Frontenac already operates under a “Strong Mayor” governance model, granting the mayor enhanced authority over budgeting, staffing, and advancing key priorities. While this approach has primarily been associated with larger municipalities, its adoption in Central Frontenac reflects a broader provincial shift in local governance and municipal-provincial relations. This evolving framework may continue to influence municipal autonomy and administrative structures across Ontario.

FCM: NATIONAL ADVOCACY FOR LOCAL PRIORITIES

The Federation of Canadian Municipalities (FCM) represents the interests of municipalities across Canada. FCM emphasizes the following:

- *Housing Accelerator Fund and Capacity Gaps*
FCM has warned that many rural municipalities lack the staff or planning resources to take full advantage of federal programs such as the Housing Accelerator Fund. They advocate for targeted support to help smaller municipalities plan and manage growth responsibly.
- *Broadband and Digital Equity*
Rural digital infrastructure continues to be a major advocacy area. FCM is pushing for full rural broadband coverage and reliable cellular service, recognizing that digital connectivity is essential for economic development, education, emergency services, and resident quality of life.
- *Sustainable Infrastructure Funding*
Like AMO, FCM emphasizes the need for long-term, predictable, and flexible federal infrastructure funding. Their 2025 proposal calls for a permanent doubling of the Canada Community-Building Fund (formerly the Gas Tax Fund), which would offer significant benefits for small municipalities managing essential capital projects. FCM is also raising concerns about recent federal tariffs on construction materials, which are driving up infrastructure costs and limiting the impact of available funding—particularly in remote and rural areas.
- *Climate Adaptation and Disaster Resilience*
FCM is urging the federal government to expand funding for local climate resilience projects, including natural asset protection, stormwater management, and energy-efficient building retrofits. This is increasingly relevant as municipalities face rising costs from floods, wildfires, and severe weather events.

- *Municipal Governance and Policy Environment*
While “strong mayor” powers are currently limited to select Ontario cities, FCM and its members are closely watching their potential implications for local democracy, council authority, and intergovernmental coordination. Understanding these broader governance trends is important even for smaller municipalities, particularly if future legislative changes alter expectations for local leadership or administrative structures.

STRATEGIC IMPLICATIONS FOR CENTRAL FRONTENAC

In light of these sector-wide insights, the Township of Central Frontenac may wish to explore the following considerations:

1. Exploring opportunities to advocate for a fair share of provincial and federal funding could help ensure the Township is not disadvantaged by competitive or resource-intensive grant processes, which often pose challenges for smaller municipalities.
2. Collaborative approaches—such as joint infrastructure planning, shared service delivery, or coordinated regional advocacy—may offer advantages in terms of cost efficiency, resource pooling, and strengthened influence with upper levels of government.
3. Staying informed about emerging programs from AMO and FCM may help identify opportunities for technical or financial support, especially in priority areas such as housing, infrastructure, digital connectivity, and climate resilience.
4. Maintaining awareness of evolving provincial regulations and governance trends could position the Township to adapt effectively. AMO and FCM advocacy may also serve as useful indicators of potential legislative or funding changes relevant to rural communities.

5: BENCHMARKING COMPARISON

As part of this project, a benchmarking survey was developed to support evidence-based decision-making by providing a comparison of Central Frontenac's municipal structure and staffing levels with those of similar municipalities.

Twenty-two (22) municipalities were identified as benchmarks based on their comparable size, rural character, and service delivery models. These municipalities were invited to participate in the survey, which included a series of targeted questions designed to capture key structural and staffing data relevant to Central Frontenac. Seventeen (17) municipalities responded to the survey.

The benchmarking survey helps to answer questions such as:

- How does Central Frontenac's staffing compare to other similar municipalities?
- Are there efficiencies or gaps when compared to peers?
- What alternative models of service delivery are being used elsewhere?

Benefits of Benchmarking Data

The benefits of the survey include:

- **Contextual Insight:** Benchmarking allows Central Frontenac to understand how it compares to similar communities, providing a clearer context for interpreting internal data and trends.
- **Informed Decision-Making:** Results can guide Council and staff in making strategic choices about service levels, staffing, and resource allocation.
- **Best Practices Identification:** The survey may highlight innovative or efficient practices being used in other municipalities that could be adapted locally.

Limitations of Benchmarking Data

However, there are limitations with these types of surveys:

- **Variability in Reporting:** Municipalities may interpret or report data differently, depending on local context or definitions.
- **One Size Does Not Fit All:** Even among similar-sized municipalities, differences in geography, service expectations, tax revenues, and local needs can limit the applicability of some findings.
- **Snapshot in Time:** The data reflects conditions at a specific point and may not fully capture trends, pressures, or recent changes.
- **Caution Against Blind Adoption:** Just because a particular approach or practice is common among peers does not necessarily mean it is the right fit for Central Frontenac's unique circumstances.

Despite these limitations, the benchmarking survey provides a valuable reference point as Central Frontenac continues to evaluate and plan for the future of its municipal services.

POPULATION DATA

Central Frontenac's combined population of approximately 7,872, made up of both permanent and seasonal residents, sits below the comparison-group average of 12,214. Nevertheless, the Township's total is broadly comparable to several other rural municipalities in Eastern Ontario. It is smaller than lake-oriented communities with large cottage populations such as Muskoka Lakes, Georgian Bay, and Dysart et al, yet larger than peers like Bonnechere Valley, French River, and North Frontenac. This places Central Frontenac in the middle tier of the group, facing many of the same service-delivery challenges typical of rural, geographically dispersed municipalities.

When reviewing the data, it is important to note that some municipalities supplied precise counts of seasonal residents, whereas others offered rounded figures, an indication that a few responses were based on estimates rather than firm counts. Despite these variations, Central Frontenac's population figures remain well within the overall range reported by its peers, reinforcing the Township's comparability to the broader cohort.

The following tables present the same data in two different formats. The first table lists municipalities alphabetically for easy reference. The second table ranks them by total population to support comparative analysis.

Municipality Name:	Population		
	Permanent	Seasonal	Total
Algonquin Highlands	2,200	10,000	12,200
Bonnechere Valley	3,850	1,200	5,050
Central Frontenac	3,836	4,036	7,872
Drummond/North Elmsley	5,581	2,602	8,183
Dysart et al	7,182	15,000	22,182
French River	2,828	2,012	4,840
Georgian Bay	3,500	17,500	21,000
Highlands East	3,830	13,000	16,830
Madawaska Valley	3,927	1,739	5,666
Minden Hills	6,971	14,000	20,971
Muskoka Lakes	7,652	26,992	34,644
North Frontenac	2,285	7,000	9,285
North Huron	5,052	4,500	9,552
Perth South	3,800		3,800
Rideau Lakes	10,880		10,880
Stone Mills	7,826		7,826
Tay Valley	5,925	5,925	11,850
Whitewater Region	7,225		7,225
Average	5,242	6,973	12,214

Municipality Name:	Population		
	Permanent	Seasonal	Total
Perth South	3,800		3,800
French River	2,828	2,012	4,840
Bonnechere Valley	3,850	1,200	5,050
Madawaska Valley	3,927	1,739	5,666
Whitewater Region	7,225		7,225
Stone Mills	7,826		7,826
Central Frontenac	3,836	4,036	7,872
Drummond/North Elmsley	5,581	2,602	8,183
North Frontenac	2,285	7,000	9,285
North Huron	5,052	4,500	9,552
Rideau Lakes	10,880		10,880
Tay Valley	5,925	5,925	11,850
Algonquin Highlands	2,200	10,000	12,200
Highlands East	3,830	13,000	16,830
Minden Hills	6,971	14,000	20,971
Georgian Bay	3,500	17,500	21,000
Dysart et al	7,182	15,000	22,182
Muskoka Lakes	7,652	26,992	34,644
Average	5,242	6,973	12,214

MUNICIPAL PROFILES

The comparative table on the next page provides insight into municipal characteristics across 17 comparable rural municipalities, focusing on geographic area, number of households, and operating budgets. The averages for the 17 municipalities are compared to the figures for Central Frontenac at the bottom of the table.

Geographic Area

The municipalities vary widely in land area, ranging from 179 km² (North Huron) to 1,474 km² (Dysart et al). The average geographic size is 711 km², while Central Frontenac covers 1,025 km², placing it above average in terms of physical size. This may imply greater infrastructure and service delivery challenges due to the more dispersed nature of its population.

Municipality Name	Area (sq. kms)	Operating Budget
Algonquin Highlands	1,007	\$19,233,135
Bonnechere Valley	594	\$6,967,912
Drummond/North Elmsley	366	\$9,002,197
Dysart et al	1,474	\$18,800,000
French River	718	\$10,898,156
Georgian Bay	536	\$12,000,000
Highlands East	758	\$14,222,374
Madawaska Valley	666	\$5,700,000
Minden Hills	848	\$15,223,935
Muskoka Lakes	782	\$15,855,900
North Frontenac	1,158	\$9,438,000
North Huron	179	\$15,989,315
Perth South	390	\$4,300,000
Rideau Lakes	863	\$26,000,000
Stone Mills	694	\$11,262,486
Tay Valley	529	\$7,619,340
Whitewater Region	535	\$12,000,000
Average	711	\$12,618,397
Central Frontenac	1,025	\$8,822,701

Operating Budgets

Operating budgets range from \$4.3 million (Perth South) to \$26 million (Rideau Lakes), with an average of approximately \$12.6 million.

Average Operating Budget per Resident	\$1,033
Central Frontenac Operating Budget per Resident	\$1,121

- Central Frontenac spends roughly 8–9 % more per resident than its comparators. This likely reflects the extra costs of delivering services across a large, sparsely populated territory, with more kilometres of road, longer travel times for staff, and limited economies of scale.

OPERATIONAL STAFF

The figures for the number of operational staff employed by each municipality are included in this report but should be interpreted with caution. There were notable inconsistencies in how municipalities reported their staffing levels, especially regarding the inclusion of seasonal, contract, and part-time employees. While some municipalities counted these positions in their full-time equivalent (FTE) totals, others did not.

In addition, several municipalities rely extensively on outsourcing or shared service arrangements for core functions, making it difficult to draw direct comparisons of internal staffing levels. As a result, these figures provide a general sense of staffing but may not fully reflect each municipality’s operational capacity or service delivery model. Staffing numbers are provided in Full Time Equivalents (FTE).

	Administration/Clerk	Finance/Treasury:	Public Works/Roads:	Fire Services:	Building/By-law Enforcement:	Planning/Development Services:	Parks and Recreation:	Waste Management/ Environmental Services:	Economic Development:	IT Services:	Total
Average	3.51	4.28	12.65	3.30	3.60	2.74	5.90	2.79	0.47	0.29	39.93
Central Frontenac	2	5	20	3	3	1	1	2	1	0	38

MANAGEMENT STAFF

Municipal structures vary widely, and different titles are often used to describe similar roles across organizations. For example, one municipality may refer to a senior financial role as a "Treasurer," while another may use "Director of Finance" for a position with comparable responsibilities. To ensure consistency in the analysis, this review focuses solely on management-level positions—specifically directors and managers—who have direct reports.

The data was drawn from organizational charts provided by each municipality. However, it is important to note that organizational charts can sometimes present a simplified or inconsistent picture of reporting relationships or position levels. As such, care was taken to include only those positions clearly situated at the management level and with documented supervisory responsibilities. This approach provides a more accurate snapshot of the functional management capacity within responding municipalities.

Foundational Quartet

- CAO, Clerk, Treasurer, and Public Works are staffed everywhere, highlighting their status as essential corporate functions.
- The CAO and Clerk functions are separate individuals in more than four-fifths of municipalities.
- Three municipalities, Bonnechere Valley, Madawaska Valley, and Tay Valley, employ a single person in a dual CAO/Clerk role.
- One municipality, Highlands East, has a single person in a dual CAO/Treasurer role.
- Finance and Public Works are essentially full-time everywhere. Highlands East is the lone exception, reporting a CAO/Treasurer as shown above.

Planning and Development Services

Among the municipalities analyzed, 15 of 17 have dedicated planning staff, with most assigning at least one full-time planner or manager-level staff member to oversee this area. Even municipalities with populations under 6,000 typically maintain planning capacity in-house, reflecting the importance of managing development applications, zoning, and long-term land use planning.

In smaller municipalities, planning responsibilities are sometimes shared with other functions, such as economic development or building inspection, especially where development activity is modest.

Municipalities are facing increasing demands on their planning departments due to provincial policy changes, housing targets, and infrastructure expansion. This has led to a growing need for professional planning staff who can manage both daily development control and long-term objectives.

Chief Building Official

The role of Chief Building Official (CBO) is a mandatory position. While only about half of the surveyed municipalities list the CBO as part of their management team, this typically means that in the others, the CBO is part of the broader staff rather than in a management role.

Smaller municipalities often have the CBO role combined with other responsibilities or shared with neighboring municipalities, which may also explain why it does not always appear as a distinct management position.

Fire Chief

Of the 17 responding municipalities, 13 have a stand-alone Fire Chief, usually full-time and sometimes also responsible for emergency management or public safety. The four without a Fire Chief rely on shared or contracted fire services or operate fully volunteer departments, making a dedicated position unnecessary given their size and structure.

Some municipalities are beginning to invest in Deputy Fire Chiefs, a move often driven by the need to meet National Fire Protection Association (NFPA) certification standards. These standards are increasing expectations for training, oversight, and compliance, prompting municipalities to expand their leadership capacity as fire services become more complex and professionalized.

Community Services

Community services include programs and facilities that enhance residents' quality of life, such as recreational activities, parks management, cultural events, and social services. Out of 17 responding municipalities, 7 have dedicated community services staff in management roles. These are typically larger municipalities or those with more developed recreational and social programs.

In municipalities without dedicated community services managers, these responsibilities are often shared with other departments or managed by part-time staff or volunteers.

Human Resources and Digital Transformation

Of the municipalities surveyed, only 3 reported having a dedicated HR manager or equivalent position at the management level. This relatively low number highlights that many municipalities, particularly smaller ones, either combine HR responsibilities with other roles such as CAO or Clerk, or rely on external consultants and shared services for human resources functions.

The presence of a standalone HR manager tends to correlate with larger municipal populations or more complex organizational structures that require focused attention on workforce planning, employee relations, and compliance. However, an emerging trend is the integration of digital transformation initiatives within HR or IT functions. Municipalities are increasingly recognizing the need to modernize HR processes through technology, such as digital employee records, online training platforms, remote work support, and automated payroll and benefits management.

This combined approach helps streamline workforce management, improve service delivery, and adapt to evolving technological demands without requiring separate full-time roles.

Other Positions

Other positions, such as Director of Culture or Museums and Director of Water and Wastewater, appear occasionally on municipal organizational charts. These roles are not applicable to Central Frontenac and therefore were not included in the analysis.

SERVICE DELIVERY MODELS

Respondents were asked to indicate how each service is delivered, with the option to select more than one delivery method per service. As a result, the totals in each row often exceed the number of respondents. Central Frontenac's responses are shown with an asterisk (*) in the relevant boxes but are not included in the totals.

	Deliver In-house	Shared	Contract Out	Not Offered
Road maintenance	*16	7	4	0
Snow and ice control	*16	7	3	0
Waste collection	*7	2	7	4
Fire protection	*13	6	2	0
Building permits	*17	1	0	0
By-law enforcement	*13	1	7	0
Parks and recreation	*17	*1	1	0
Planning services	*14	*3	4	0
Economic development	*9	*7	2	3
Animal control	*8	*1	9	1
IT and technical services	3	*2	13	1
Others (please specify)	3	1	1	0

Key observations include:

- Core Infrastructure Services:**
Road maintenance and snow/ice control are predominantly delivered in-house (16 of 17), with some municipalities also sharing or contracting out these services. This reflects a strong preference for direct control over essential transportation infrastructure.
- Fire Protection and Building Permits:**
Fire protection is often delivered in-house (13), but with a notable number (6) indicating shared service arrangements. This is expected, as fire services often cross municipal boundaries and rely on mutual aid or shared agreements to ensure adequate coverage and response times across neighbouring communities. Building permit services are the most consistently in-house delivered service (17 of 17), likely due to regulatory and inspection requirements that necessitate local expertise and accountability.
- Waste Collection and By-law Enforcement:**
These services show a mixed approach. Waste collection is evenly split between in-house, contracted out, and not offered. By-law enforcement is mostly in-house but with a significant number of municipalities (7) also contracting out this function.

- *Planning and Economic Development:*
These services are often delivered through shared arrangements, reflecting the need for cost-effective access to specialized expertise. Planning services are still primarily delivered in-house (14), but shared models are common.
- *Animal Control and IT Services:*
These are the most frequently contracted out services, with 9 and 13 municipalities respectively choosing this approach. In the case of IT services, the need for a broad range of technical expertise—including cybersecurity, network management, and software support—often exceeds the internal capacity of smaller municipalities. As a result, many choose to outsource this function to access specialized skills without the cost of maintaining a full in-house team. Similarly, animal control is often contracted out, as the demand may not justify a dedicated, full-time staff position.
- *Variation and Flexibility:*
The data highlight the flexibility in service delivery models, particularly for non-core services. Contracting and shared service arrangements are common where economies of scale or specialized knowledge are beneficial.
- *Central Frontenac:*
Central Frontenac delivers the majority of its services in-house, with shared models used for planning, economic development, animal control, and IT services. This hybrid approach aligns with broader trends among peer municipalities.

APPROACHES TO TRACKING SERVICE LEVELS AND PERFORMANCE METRICS

Municipal responses to the inquiry regarding the tracking of service levels and performance metrics reveal a varied and evolving landscape. While some municipalities have embedded tracking mechanisms in specific service areas, others are in the early stages of adopting performance measurement frameworks. The findings suggest a growing recognition of the value of performance data, though the depth and consistency of tracking practices vary.

1. Service-Specific Tracking

Several municipalities demonstrate strong tracking practices in discrete service areas:

- **Daycare Services** are monitored through visits and user/family registrations (morning/afternoon), primarily to meet the reporting requirements of funding bodies.
- **Recreation Services**, including swimming and fitness programs, are evaluated based on program registration and membership data.
- **Building Services** rely on digital platforms (e.g., Cloudpermit) to generate documentation and statistics, enhancing accuracy and accessibility in performance tracking.

These practices suggest a functional, if siloed, approach to tracking metrics, often driven by external accountability (e.g., funders) rather than an integrated internal performance management strategy.

2. Strategic Alignment and Oversight

A few respondents indicated alignment between service delivery and broader strategic objectives:

- One municipality reported regular comparisons of tasks and projects against its strategic plan, ensuring service levels outlined in both the strategic plan and Asset Management Plan (AMP) are met and appropriately funded.
- Another municipality highlighted annual reporting to Council on progress toward strategic goals, indicating a formal mechanism for performance oversight at a corporate level.

These practices reflect a more mature performance management approach, where service tracking is integrated into broader organizational planning and accountability processes.

3. Early-Stage and Evolving Practices

Some municipalities are in the early stages of adopting performance tracking:

- One noted that while they have begun aligning with asset management compliance requirements, they currently lack comprehensive or “wholesome” data.
- Another municipality described the use of technology to track work orders and inspections, with outputs reported to Council, but did not indicate whether this data informs continuous improvement or service planning.

These responses suggest a foundational understanding of the importance of tracking, but also point to resource, capacity, or system limitations that may be hindering more robust implementation.

4. Overall Observations

- **Fragmentation:** Tracking tends to be service-specific and reactive (e.g., based on reporting obligations), rather than part of a coordinated, organization-wide performance measurement system.
- **Strategic Linkages:** Where strategic planning processes exist, they provide a framework for performance alignment, though integration across services appears limited.
- **Readiness for Growth:** There is evidence of readiness and intent to improve performance tracking—particularly through asset management and technology adoption—but support and capacity-building will be key to broader implementation.

RECENT ORGANIZATIONAL AND SERVICE DELIVERY CHANGES

The responses received indicate that a wide array of organizational and service delivery changes have been implemented in recent years, with the common objective of enhancing operational efficiency, modernizing services, and improving service quality for residents.

1. Digital Transformation and Technological Modernization

A notable trend across municipalities is the shift toward digitizing service delivery and internal operations. Examples include:

- Hiring of Digital Transformation Specialists to lead modernization initiatives.
- Adoption of SharePoint for online record-keeping and the planned implementation of a public-facing ERP system for tax and records management.
- Conversion of manual processes to online or electronic formats, significantly improving both public access and staff efficiency.

2. Workforce Optimization and Organizational Restructuring

Some municipalities reported changes to their organizational structure to better align with service demands:

- Addition of staff across various departments to improve public access and ensure adequate service coverage.
- Broader efforts in workforce optimization and capacity-building, especially in areas such as asset management and infrastructure planning.

These adjustments underscore the recognition that adequate human resource capacity is critical to maintaining or improving service quality in the face of growing service demands.

3. Shared Services and Inter-Municipal Collaboration

Collaborative arrangements are increasingly being used to enhance service delivery:

- Examples include road services agreements and fire mutual aid initiatives among member municipalities within Haliburton County.
- These shared service models aim to reduce duplication, lower costs, and provide more consistent and efficient services across jurisdictions.

4. Contracting and Outsourcing of Services

Some municipalities have chosen to **contract out specific services** to external providers. Recycling services and by-law enforcement are two examples.

These decisions appear to be driven by a desire to achieve cost savings, access specialized expertise, or improve the reliability and quality of service delivery.

5. Strategic Reviews and Systems Integration

Municipalities are also taking strategic steps to align their operations with long-term goals:

- One municipality referenced the implementation of recommendations from a 2020 operational review.
- Another is undergoing a comprehensive ERP integration, replacing multiple legacy systems with a unified platform for more streamlined administration.
- Several noted their involvement in local and county-wide service delivery reviews (SDRs), using external firms to assess and improve organizational effectiveness.

Overall Observations

The changes undertaken by municipalities reflect a proactive approach to modern public administration, shaped by financial constraints, technological evolution, and shifting community expectations. Notable patterns include:

- A widespread push toward digital modernization and remote service accessibility.
- Willingness to embrace external expertise, both through contracting and formal operational reviews.
- Growing interest in collaboration and shared services as sustainable service delivery models.

EXTERNAL PRESSURES

Respondents were asked to rank the external pressures they expect to impact their operations over the next five years, starting with the most significant. Five dominant themes emerged: legislative changes, economic and financial constraints, workforce challenges, demographic shifts, and infrastructure and housing pressures.

These categories often intersect and compound one another, shaping the future of service delivery, strategic planning, and organizational resilience. The five themes were ranked based on how frequently and emphatically they appeared across the responses, indicating their relative level of priority from highest to lowest:

1. Legislative Changes and Governance Reforms

- Cited most often as the top-ranked pressure.
- Frequently listed first or second.
- Concerns included: Strong Mayor Powers, continuous provincial downloads, planning act amendments, and reporting burdens.

2. Economic Conditions and Affordability Pressures

- Also commonly ranked in the top 2 or 3 spots.
- Tied to inflation, rising service costs, strained municipal budgets, and resident affordability challenges.

3. Workforce Pressures: Recruitment, Retention, and Retirement

- Widespread concern, especially about attracting and keeping qualified staff.
- Staff turnover and retirement risk were also cited often in the top 3 or 4 ranks.

4. Demographic Shifts and Social Expectations

- Moderate frequency, often in mid-to-lower rankings.
- Includes aging populations, urbanization, public demands, and political engagement (both constructive and challenging).

5. Infrastructure, Housing, and Environmental Pressures

- Mentioned with lower overall frequency, typically in positions 4 or 5.
- Still important, but seen more as chronic, structural issues rather than acute or fast-changing ones.

The collective responses indicate that external pressures are no longer siloed—they are interconnected, requiring adaptive governance, strategic foresight, and capacity-building.

PLANNED STRUCTURAL OR STAFFING CHANGES

Out of 17 respondents, only five provided input on major structural or staffing changes being planned, while the majority (12) did not indicate any changes or chose to skip the question. This suggests that either many organizations have no immediate plans for significant changes or are in the early stages of assessing needs.

1. Workforce Transition and Succession Planning

One respondent highlighted the imminent retirement of about one-third of their full-time and part-time workforce within 1 to 5 years, prompting a reassessment of staffing levels, departmental service delivery, and reporting structures. This points to a need for strategic workforce planning to address potential gaps and ensure service continuity.

2. Vacancies and Staffing Reviews

Several organizations have existing vacancies, particularly in technical or specialized areas such as planning, building inspection, and public works. These vacancies are being reviewed before making hiring decisions, indicating cautious resource allocation and an opportunity to realign staffing based on current and future needs.

3. Role Re-Definition and Administrative Support Enhancements

There are efforts to clarify and strengthen key administrative roles, notably:

- An Executive Assistant to the CAO is expected to absorb additional administrative duties related to cemeteries, HR, and special projects.

- The creation of a “true” Deputy Treasurer role to relieve the Treasurer of asset management responsibilities, addressing an imbalance where the current deputy position is limited in scope.

4. **Operational Consolidation and Organizational Growth**

One respondent described plans to consolidate three separate municipal offices into a single facility to centralize operations, likely improving coordination and efficiency. Alongside this, there are plans to add key staff positions in the next few years, including:

- Deputy Fire Chief
- HR/Payroll Coordinator
- Municipal Treasurer (separate from the CAO)

5. **Flexibility and Recent Innovations**

Another respondent noted their predominantly non-unionized workforce, which offers greater flexibility to adapt job descriptions and workloads as needed. Although no new changes are planned immediately, the creation of roles focused on Digital Transformation and Procurement/Grants Coordination has already significantly benefited the organization, suggesting a forward-thinking approach to modernization and efficiency.

6: INPUT FROM TOWNSHIP STAFF

STAFF SURVEY

As part of the organizational and service delivery review, an online survey was administered to staff across the Township. A total of 20 responses were received. The survey was designed to gather insights on internal operations, service delivery, and opportunities for improvement from the perspective of those most directly involved in day-to-day municipal operations.

The survey included a series of demographic questions to help identify trends or differences in perspectives across departments and roles. However, due to the relatively small number of staff in most departments, reporting these demographic results could risk compromising respondent confidentiality. To protect the anonymity of participants and ensure their candid responses remain confidential, demographic data has been excluded from this report.

Performance in Delivery of Services

Respondents were asked to rate five aspects of performance using a five-point scale:

Criteria Assessed:

- Quality of service
- Timeliness
- Responsiveness
- Accessibility
- Value for money

Rating Scale (with Assigned Values):

- 1 – Unsatisfactory
- 2 – Marginal
- 3 – Meets Expectations
- 4 – Exceeds Expectations
- 5 – Exceptional

Each response was assigned a numerical value from 1 to 5, as shown above. To calculate the weighted average for each criterion:

- The number of responses for each rating was multiplied by its assigned value.
- These values were then summed to get a total score.
- The total score was divided by the number of responses for that criterion.

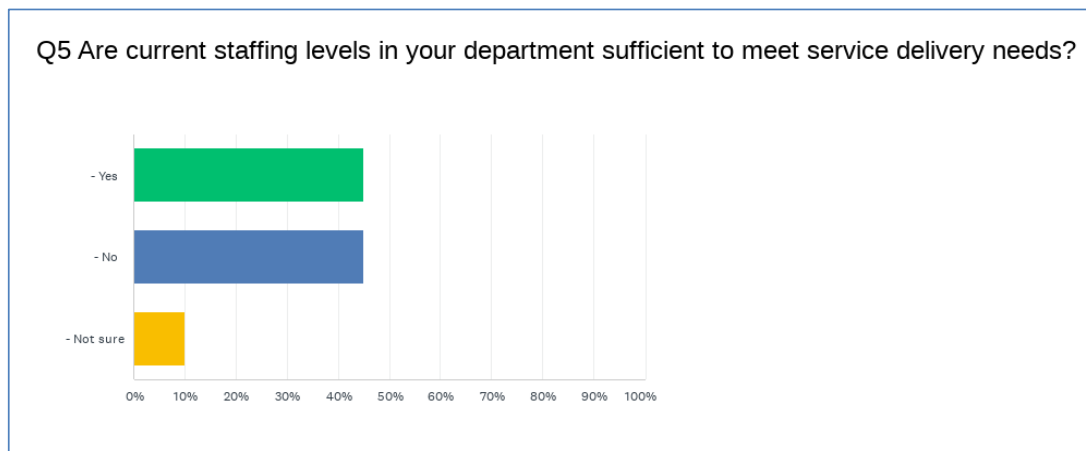
This results in a weighted average score for each area, which always falls between 1 (minimum possible score) and 5 (maximum possible score). A higher score indicates stronger performance.

Question: Overall, how well do you feel the Township is delivering its services to the public?

Criteria	Unsatisfactory	Marginal	Meets Expectations	Exceeds Expectations	Exceptional	Weighted Average
Quality of service	0.00%	10.53%	57.89%	26.32%	5.26%	3.26
Timeliness	0.00%	21.05%	52.63%	26.32%	0.00%	3.05
Responsiveness	0.00%	15.79%	52.63%	26.32%	5.26%	3.21
Accessibility	0.00%	16.67%	61.11%	16.67%	5.56%	3.11
Value for money	5.00%	25.00%	50.00%	20.00%	0.00%	2.85

Staffing Levels

Respondents were evenly divided on whether their department had sufficient staff.



The comments provided reveal differing perspectives on staffing adequacy within the Township, but several key themes emerge:

1. Perceived Understaffing and Burnout in Frontline Services

One respondent strongly emphasized that current staffing levels are insufficient to meet public expectations, particularly in frontline services. They described the team as “understaffed and overworked,” which not only limits their ability to complete tasks in a timely manner but also subjects them to public and political criticism.

Moreover, this comment emphasizes the need for stronger support and alignment between Council, management, and staff. The respondent expresses a desire for a more unified and respectful approach to service delivery, especially when facing public expectations that may exceed current capacity.

2. Call for Dedicated Human Resources Support

One respondent flagged the need for an independent HR role—someone staff could turn to outside the organization structure. The comment also touches on onboarding and training practices, suggesting that current approaches may be inadequate.

3. Concerns About After-Hours Coverage

Limited after-hours staffing—reported to be restricted to a single individual—was flagged as a vulnerability. This implies risk for service disruptions or overburdening individuals in emergency or off-hours situations.

Staff Time

Question: Are there services or tasks that take up a disproportionate amount of staff time relative to their value or importance?

Several staff members identified tasks that are perceived as time-consuming relative to their overall benefit or importance. Key themes include:

- *Maintenance Activities:* Tasks such as road patching, weed eating around guardrails, and managing beaver dams and culvert clearing were highlighted. Some suggested alternative approaches, such as spraying instead of weed eating or hiring trappers to assist with wildlife management.
- *Administrative Burden:* Concerns were raised about the time spent on maintaining paper trails, as well as asset management data entry in systems like CityWide. These tasks, while necessary, were viewed as overly time-intensive.
- *Public Interaction and Emotional Toll:* One respondent noted that handling difficult resident phone calls consumes significant time and has a negative emotional and mental impact, particularly when interactions are disrespectful or aggressive.
- *Internal Processes: Committees, Tenders, and RFQs* were identified as administrative tasks that take up considerable staff time.
- *After-Hours Work:* There was mention of after-hours operations lacking adequate compensation, suggesting a misalignment between time spent and perceived value or reward.

Some staff reported no concerns or stated that nothing specific came to mind, and others indicated that while small tasks occasionally arise, they are typically short-lived.

Potential Improvements

Question: Are there services or activities that could be improved, streamlined, or delivered differently?

Staff provided a wide range of suggestions for improving service delivery and internal efficiency. These can be grouped into several key themes:

1. Operational Efficiency and Equipment Needs

Ditching and culvert work was repeatedly identified as an area needing improvement, with multiple mentions of the need for better equipment to increase productivity and reduce reliance on external contractors.

One respondent suggested using better screens on culverts to reduce clogging and maintenance requirements.

Suggestions included maximizing in-house work capacity instead of outsourcing, which could increase efficiency and reduce costs.

2. Interdepartmental Coordination and Resource Sharing

One notable concern was the lack of integration between the two public works shops, with a call for improved sharing of stock and equipment to reduce inefficiencies. This aligns with broader feedback suggesting the Township should function as one unified team with shared resources rather than siloed units.

3. Administrative Processes and Workflows

Several staff called for less paper use and a shift toward more digital processes.

The clerks and HR departments were mentioned as areas that could be restructured to improve employee morale and internal service quality.

Opportunities may exist to improve efficiencies in payroll and accounts payable processes, as current workflows can at times contribute to overlap or confusion.

4. Communication and Customer Service

Improved communication between roads crews and residents was recommended, particularly during emergency events like washouts or fallen trees.

There was also a call for a more sophisticated phone system, including automated call routing and optional call recording, especially in situations where staff feel unsafe or threatened.

5. Governance and Committee Structure

Staff expressed concern about too many committees, recommending simplification or consolidation.

A dedicated tendering staff position was suggested to reduce duplication and improve procurement efficiency.

6. Recreation and Donation Handling

With frequent Pickleball-related donations, a process improvement was suggested: the Recreation Committee could collect and remit donations in bulk to reduce interruptions and administrative handling at the Township office.

7. Staffing and Hiring Practices

Comments reflected dissatisfaction with hiring decisions and perceived favoritism, emphasizing the need for transparent hiring practices based on qualifications.

Additional after-hours staffing was recommended to ensure effective service delivery outside regular hours.

Potential Services to Discontinue

Question: Are there services you believe the Township should consider discontinuing? Please explain.

Responses reveal a mix of strong opinions and uncertainty, with several services repeatedly flagged for potential discontinuation. Key themes include:

1. Septic Re-Inspection Program

Concerns included:

- High cost to residents, especially during a time of financial strain.
- Significant use of staff time and resources, possibly diverting attention from more impactful work.
- Questionable value to the broader public, with one respondent suggesting it be limited to lakefront properties where there's clear environmental risk.

This indicates a perception that the program is resource-intensive and inequitable in its current application.

2. Plowing and Grading of Private Driveways

Several staff expressed concern about the Township continuing to plow or grade private driveways:

- Framed as a misuse of public funds and an inefficient use of Township equipment and labour.
- One respondent called a legacy practice that should be reviewed.

3. Annual Property Clean-Up Program

Feedback suggested this service is often abused:

- Some residents request clean-up tickets but never use them.
- Others don't follow the rules, potentially leading to misuse or inefficiency.

The implication is that the Township should consider tightening regulations or discontinuing the program entirely if compliance and usefulness remain low.

4. Weed Eating Guardrails

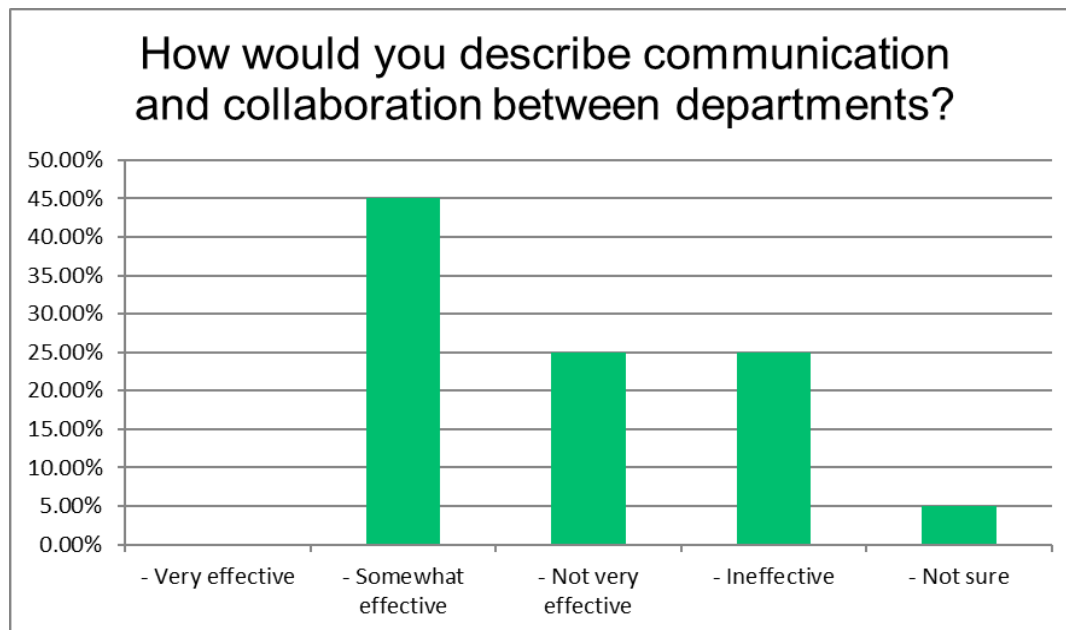
One respondent proposed switching from weed eating to spraying herbicide as a cost- and fuel-saving alternative, suggesting a preference for operational efficiency over aesthetic maintenance.

5. Township Committees

A few responses echoed earlier sentiments about having too many committees:

- Perceived as a source of inefficiency and over-complication in governance.
- Suggestion to streamline or reduce the number of committees to improve decision-making and reduce staff burden.

Collaboration Between Departments



The survey results indicate that communication and collaboration between departments in the Township is an area with room for improvement. While 45% of respondents described interdepartmental communication as “somewhat effective,” a combined 50% rated it as either “not very effective” (25%) or “ineffective” (25%). Only one respondent (5%) was unsure, and notably, none rated communication as “very effective.”

These findings suggest that although some basic communication is occurring, there are consistent challenges impacting the effectiveness and consistency of collaboration

across departments. The presence of nine written comments further suggests a high level of engagement with this issue and a potential need for targeted improvements.

Here is an analysis of the nine comments provided in response to the question on communication and collaboration between departments:

1. Efforts Undermined by Workload Constraints

One comment noted that while staff strive for organized and effective communication, the heavy workload and limited time negatively impact the ability to deliver services efficiently. This suggests that even when communication is strong within certain teams, broader systemic pressures affect overall performance.

2. Lack of Transparency and Information Sharing

Another comment highlights that some departments withhold information that could be relevant or helpful to others, describing it as "almost like pulling teeth" to get the necessary details. This points to a siloed culture and missed opportunities for collaboration.

3. Gaps in Operational Coordination

A respondent suggested that communication around upcoming tasks or absences is insufficient, which hinders the ability to inform the public accurately. This emphasizes a need for better scheduling transparency and interdepartmental updates.

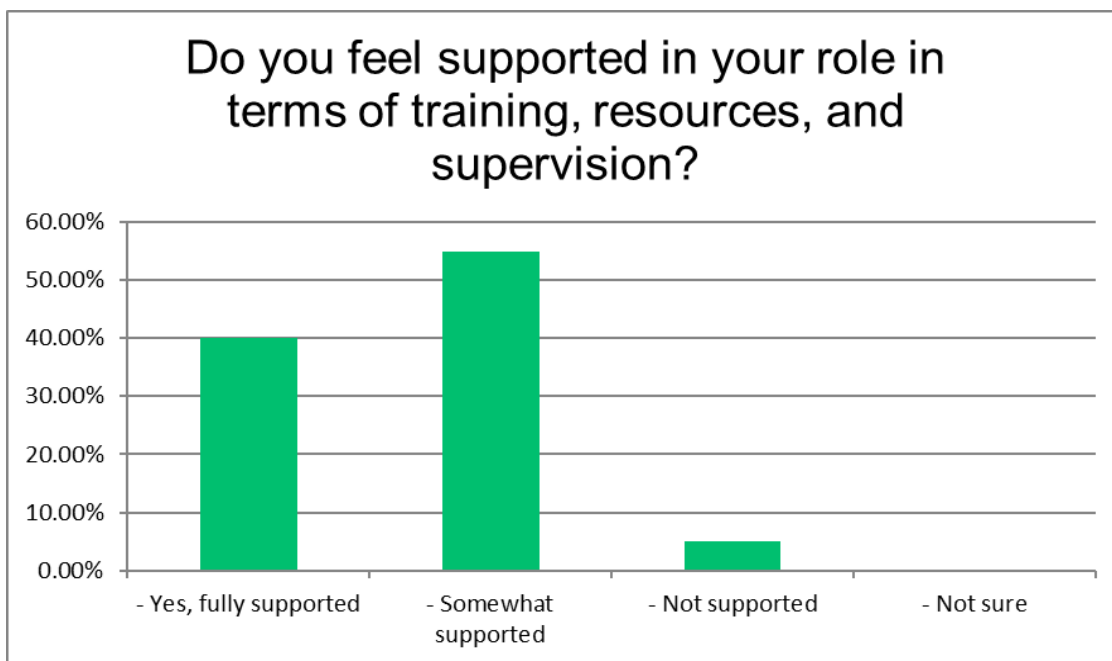
Additional Context:

It is important to note that the **Employee Engagement Survey conducted in February 2025** identified communication as the most significant issue among Township staff. These responses reinforce that finding and underscore the need for focused efforts to improve interdepartmental communication, foster mutual respect, and break down operational silos.

Support in Terms of Training, Resources and Supervision

Question: Do you feel supported in your role in terms of training, resources, and supervision?

The survey results show that 95% of respondents feel at least somewhat supported in their roles:



The accompanying comments provide deeper insight:

1. Training Needs

Several respondents noted that training is often limited to the basics, with one expressing that they could be "more of an asset" with additional training courses. Another noted that much of their learning happens "as you go," particularly when operating different equipment. These responses point to a desire for more structured and proactive training opportunities to enhance skills and increase confidence and efficiency in their roles.

2. Departmental Support

Feedback indicates that within-department support is generally strong, with comments highlighting effective supervision, equitable treatment, and good teamwork:

*"My manager supports his staff very well, he treats his staff equal."
 "Supervisor in my department is great. Our whole team does well to support each other."*

However, there is a recurring theme that support between departments is lacking. This suggests an opportunity to improve interdepartmental collaboration and communication, ensuring that all staff feel part of a cohesive organizational team, not just within their own unit.

Final Question

Question: Is there anything else you would like to share about your role, your department, or Township operations more generally?

The final open-ended question invited staff to share any additional thoughts about their roles, departments, or the Township more broadly. The responses highlight several important operational and cultural issues that warrant attention.

1. Call for Dedicated Human Resources Support

A strong theme emerged around the need for independent, professional HR support, with one respondent expressing a lack of safety in confiding HR concerns to the current structure:

“It is almost impossible to feel safe confiding in a direct superior for HR issues.”

This individual suggested several possible models, including an in-house HR position, contracting through the County, or using an external third party, to independently review concerns. This echoes earlier survey themes around trust, and communication, and reinforces a gap in HR capacity and employee support.

2. Concern for Fiscal Responsibility

One respondent expressed significant concern over the potential impact of staffing and service expansions on taxpayers, referencing a projected 8–11% tax increase in 2026:

“We must think long and hard about the tax burden on residents.”

This comment underscores the importance of balancing service improvements with financial sustainability, and encourages caution when considering new expenditures, especially staffing-related ones.

3. Staffing Limitations After Hours

One comment noted that after-hours operations are limited due to staffing resources, reinforcing earlier feedback about the strain on available human resources and potential service gaps.

4. Job Descriptions and Pay Equity

Two respondents raised concerns about outdated job descriptions and pay progression: One reported working under an old job title that no longer reflects their actual responsibilities. Another noted inconsistent application of step increases during annual reviews, saying: “Last year this was not done except for certain departments.”

These comments point to the need for regular job evaluation and equitable performance-based compensation practices, to ensure fairness and staff recognition across all departments.

CENTRAL FRONTENAC STAFF MEETING SUMMARY

A staff meeting was held at the outset of the employee engagement survey period. The meeting was well attended and provided an open forum for employees to share feedback on workplace operations and challenges. It is possible that the timing and content of this meeting influenced participation rates in the survey, as many key issues were raised and discussed in person. The following summarizes the main themes and comments from the meeting:

1. Technology and Process Improvements

- Staff expressed strong support for moving toward paperless processes, including the implementation of electronic signatures.
- Manual timesheets were identified as time-consuming and inefficient, both for staff to complete and for administration to process.
- CityWide software was recognized as a valuable tool. Staff recommended broader adoption across departments and encouraged full implementation of the Complaint Management and Monitoring modules to improve service response and accountability.

2. Staffing and Capacity

- The Clerk's Department is experiencing staffing pressures, limiting its ability to respond promptly to requests from both Council and internal staff.
- Public Works lacks sufficient capacity to manage site inspections, recycling responsibilities, and other essential services.
- Concerns were raised about contract staff receiving lower hourly pay and no benefits, highlighting a potential inequity and its impact on morale.
- Staff suggested creating a Procurement Manager role, as not all managers have the necessary time or expertise to oversee procurement processes effectively.

3. Human Resources and Training

- Employees called for the establishment of a dedicated HR function, independent from the CAO/Clerk, to support fair and confidential resolution of personnel issues.
- It was noted that a dedicated Human Resources department could provide significant value by conducting strategic workforce analyses—such as determining when it is more cost-effective to hire additional staff versus relying on overtime—which is particularly important in departments like Public Works, where employees currently have no weekends off during the winter season, leading to potential fatigue, reduced morale, and long-term sustainability concerns.
- There is a need for more comprehensive job-specific training, beyond basic onboarding such as WHMIS and Occupational Health and Safety.
- Some staff raised concerns about a lack of compensation for the use of personal cell phones for work purposes.

- Pay equity and morale were recurring themes. Specific suggestions included increasing compensation for mechanics, given their advanced qualifications and associated liabilities, and recognizing the positive impact of the four-day work week, which is currently not applied to all departments.

4. Communication and Leadership

- Multiple participants cited communication challenges—both within staff teams and between staff and the public.
- There were concerns about excessive micro-management and interference from Council and senior management, resulting in a reactive, crisis-driven work environment.
- Staff expressed a desire to shift toward a more proactive culture and streamlined communication channels, particularly to simplify public inquiries and accelerate access to the right personnel.
- The HRLive platform was described as outdated and in need of updates to better support staff access to information.

5. Operational Considerations

- Staff recommended more in-house servicing of Township vehicles, where feasible, to save time and resources.
- Improvements were suggested for asset management planning, emphasizing the importance of trusting staff expertise in decision-making processes.
- A proposal was made to introduce standby pay on weekends during the winter months for Public Works staff and first responders, to ensure fair compensation for availability and readiness.

7: INTERVIEWS

Interviews were conducted with all members of Council and senior management. These one-on-one discussions provided an important opportunity to gather insights into the Township's current organizational structure, staffing, and service delivery from those most directly involved in leadership and operations.

Council members were invited to share their perspectives on governance, decision-making, and strategic priorities, while senior managers offered their views on how effectively the current structure supports service delivery and organizational effectiveness. Interview participants were encouraged to review Interim Report No. 1, (the Environmental Scan), in advance to support a focused and informed discussion.

All interviews were conducted in confidence, with responses summarized in an aggregated and anonymous manner to ensure candour and protect individual viewpoints.

MANAGEMENT INTERVIEWS

The interviews with the managers focused on the following questions:

A. Organizational Structure and Staffing

1. How well does your current staffing level support your department's mandate and workload? Do you have the right mix of roles and skillsets on your team to meet service expectations?
2. Are there any functions in your area that are missing or under-resourced (e.g., HR, IT, communications, project management)?

B. Role Clarity and Span of Control

3. Is your span of control manageable, or does it create challenges for supervision, communication, or performance management?
4. Are there any roles in your department with unclear or overly broad responsibilities?

C. Service Delivery and Effectiveness

5. Are there services you currently deliver that could be improved with additional capacity, process improvements, or structural changes?
6. Are there any barriers—organizational or operational—that make it difficult to deliver services effectively?
7. How do you monitor and evaluate the quality of services in your department?

D. Cross-Departmental Coordination

8. Do you experience challenges in collaborating with other departments? Are there functions or processes where duplication or siloed decision-making occurs?
9. How is information typically shared across departments? Are there ways this could be improved?

E. Resilience and Continuity

10. Do you have succession plans or cross-training in place to ensure service continuity during absences or turnover?
11. Are casual, seasonal, or contract roles essential to your operations? If so, do they pose any risks to service reliability?
12. How well does your department adapt to changes in priorities, policy, or emergencies?

F. Looking Ahead

13. What improvements or changes would you recommend to the organizational structure or service model?
14. Are there any supports (e.g., training, systems, staff) that would significantly improve your department's performance or capacity?
15. Is there anything else you would like to add that has not already been discussed?

The following pages consolidate insights from Township managers to provide a comprehensive overview of the current organizational structure, staffing, service delivery, and operational challenges

A. ORGANIZATIONAL STRUCTURE AND STAFFING

Staffing Levels and Skillsets

The current organizational structure reveals several staffing gaps impacting service delivery.

- The Chief Administrative Officer (CAO) role is combined with the Clerk duties, which stretches leadership capacity and risks legislative compliance.
- In Finance, specialized roles such as an Asset Management Specialist and Procurement Specialist are missing, which hinders effective capital planning, purchasing processes, and making best use of Township assets.
- There is a need for a dedicated staff person to support the municipality in identifying and securing external funding through grants. Currently, grant research and

proposal writing are handled by staff with competing responsibilities, which limits the municipality's ability to pursue available opportunities. A dedicated grants person would be responsible for proactively monitoring funding programs at the provincial and federal levels, aligning opportunities with municipal priorities, and preparing high-quality applications.

3. Under-Resourced Functions

- Public Works requires additional front-line staff, with at least one or two workers needed per operational shop to meet workload demands and reduce reliance on overtime. There is also a need to create a Waste Division with a dedicated Waste Supervisor to manage growing waste challenges.
- There is a notable absence of a dedicated Human Resources (HR) specialist, with HR responsibilities currently split between senior leadership, resulting in overload and inefficiencies. An in-house HR resource would support recruitment, policy development, and employee relations.
- Fire services require enhanced operational capacity to ensure reliable on-call leadership coverage. The current structure places significant pressure on one individual to provide round-the-clock oversight, which can lead to burnout and gaps in supervisory availability during emergencies or absences. Expanding leadership capacity would improve the department's ability to respond consistently to incidents and maintain effective coordination across shifts.
- Facilities management responsibilities lack clarity and require formal assignment.
- The CBO office is experiencing growing backlogs resulting from limited staffing capacity. With increasing demand for inspections, permits, and compliance oversight, the current resources are insufficient to maintain timely service levels. Additional staffing or changes to the organizational structure are needed.
- Septic system re-inspections are under-resourced internally and the partnership with the Conservation Authority is not functioning well. An option for improvement is outsourcing to third-party contractors on a cost recovery basis.

B. ROLE CLARITY AND SPAN OF CONTROL

Span of Control

The span of control in various departments creates challenges.

- The CAO's combined role complicates supervision and governance oversight.
- Having multiple clerical and support staff report directly to the CAO places an unnecessary administrative burden on the CAO, limiting their ability to focus on strategic leadership and high-level decision-making.

- Public Works faces challenges in waste management due to lack of dedicated supervision.
- Fire service on-call leadership coverage after hours is limited by existing policies.

Role Clarity

Role definitions are generally clear across departments; however, some operational inefficiencies and overlapping responsibilities have been observed. In certain cases, there is a perception of direct involvement in operations by Council members, which may unintentionally blur lines of accountability. Reinforcing the established chain of command and supporting clear communication practices would help enhance coordination and overall effectiveness.

C. SERVICE DELIVERY AND EFFECTIVENESS

Capacity, Process, and Structural Improvements

Many services could be improved through capacity increases and process refinement. Public Works identifies outdated equipment and insufficient staffing as barriers to effective service delivery. Procurement processes suffer from delays and unnecessary Council approvals. There is strong support for implementing Lean methodologies such as Six Sigma to enhance operational efficiency.

Digital service delivery options should be expanded, as current online services are limited. Facilities management would benefit from completing software upgrades and developing a master key plan. Outsourcing septic system re-inspections under a cost-recovery model will enhance compliance while easing internal workloads. Fire services require replacement of communication systems and updated policies on leadership availability and vehicle usage.

Barriers to Effective Service Delivery

Barriers include understaffing, equipment limitations, perceived Council interference in operational matters, lack of formal policies and procedures, and inconsistent use of digital tools. Staffing shortages limit the ability to fully utilize management systems such as Citywide.

Monitoring and Evaluation

Service quality monitoring is often ad hoc due to lack of time and formalized metrics. Departments express the need for policy frameworks to establish performance standards and systematic evaluation. Current complaint tracking and monitoring and service request systems are underutilized.

D. CROSS-DEPARTMENTAL COORDINATION

Interdepartmental Collaboration

Collaboration between departments is generally good, facilitated by regular meetings and communication through email and phone. Strong teamwork is noted between Public Works and Fire Services. However, information sharing remains informal and inconsistent.

Information Sharing

The organization lacks formal policies governing information sharing across departments. Opportunities exist to expand use of digital platforms such as Microsoft Teams and to implement structured communication protocols. Improved information management would increase efficiency and transparency.

E. RESILIENCE AND CONTINUITY

Succession Planning and Cross-Training

Succession planning is informal and limited. Cross-training occurs but is not systematic, resulting in vulnerabilities during staff absences or turnover. Public Works and Finance report ongoing cross-training at operational levels but recommend formalizing these efforts.

Casual, Seasonal, and Contract Roles

Public Works relies on seasonal and casual employees essential to maintaining service levels during peak periods.

Contract roles are suggested for specialized projects, such as implementing new accounting software.

Risks to service reliability from these roles are currently minimal but should be monitored.

Adaptability

Departments show adaptability to changing priorities and emergencies but are constrained by staffing levels and resource limitations. Strong teamwork and calm, collaborative staff contribute positively to organizational resilience.

F. LOOKING AHEAD

Managers made the following suggestions:

Potential Improvements to Structure or Service Model

- Separate Clerk duties from the CAO role.
- Create an Asset Management Specialist and Procurement Manager roles.
- Create a position for Grants Research and Proposal Writing.
- Establish a dedicated HR specialist position.
- Add front-line staff to Public Works and form a dedicated Waste Division with supervisory oversight.
- Update fire service policies on leadership coverage and communications equipment.
- Clarify facilities management responsibilities.
- Discontinue or revise the septic system re-inspection program.
- Review Council's role in operational matters to reinforce the chain of command.
- Implement formal policies for information sharing and performance monitoring.

Supports to Improve Performance

- Conduct regular, structured performance reviews and job evaluations across departments.
- Provide training on digital systems and process improvement methodologies like Six Sigma.
- Develop improved scheduling practices to reduce overtime and prevent staff burnout.
- Implement complaint tracking and service request databases to enhance accountability.

15. Additional Considerations

- A comprehensive cost-benefit analysis comparing overtime expenditures to the cost of additional staffing is recommended.
- Explore shared-service opportunities for HR and grant administration functions.
- Advance digital transformation initiatives to improve online service offerings and internal communication.

COUNCIL INTERVIEWS

The members of Township Council were asked to comment on the following questions:

1. In your view, is the Township's current organizational structure aligned with Council's strategic priorities?
2. Are there services where you believe residents expect more, or higher quality, delivery?
3. Do you believe the organization has adequate staffing to meet service demands?
4. Are there any functions or departments that seem to lack sufficient resources to meet their responsibilities, or conversely, that appear to have more resources than necessary relative to their workload?

5. Is the division of roles and responsibilities between Council and staff clear and effective?
6. Do you observe collaboration across departments, or are there silos that limit effectiveness?
7. Are there any services or functions that the Township could scale back or discontinue without significant negative impact?
8. What feedback do you most often receive from residents about the services provided by the Township?
9. Looking ahead, what structural or service delivery improvements would you prioritize?
10. Is there anything else you would like to share about the organization or its services?

The following pages combines insights from the Mayor and all councillors. Names and identifying details have been removed to preserve confidentiality, with points of consensus and divergence highlighted.

LEADERSHIP STRUCTURE AND GOVERNANCE

There was a shared view among many Council members that the combined CAO/Clerk role is not sustainable over the long term. The extensive workload, wide scope of responsibilities, and significant number of direct reports make it difficult for the incumbent to dedicate sufficient time to Township-wide strategic priorities. One councillor recommended dividing the CAO and Clerk positions “to enable stronger leadership, clearer accountability, and better succession planning.”

While one councillor felt that the current structure “generally aligns” with Council’s priorities, they also agreed that separating the roles would be beneficial. Several councillors expressed concern that management in general is too focused on day-to-day operational matters, which can detract from the attention given to longer-term strategic initiatives. However, they also acknowledged and appreciated the recent practice of linking staff reports to the strategic plan, viewing it as a constructive step toward aligning operations with broader goals.

In addition, councillors recommended reviewing agenda protocols and improving tracking of Council directives to ensure that decisions are implemented effectively and do not stall in the space between governance and operations.

Strategic Staffing Gaps

- **Asset Management Specialist:** There is recognition of the importance of strengthening the Township’s asset management capabilities to ensure efficient and sustainable use of municipal resources. This specialist role would focus on systematically managing and optimizing the Township’s physical assets, including infrastructure, surplus lands acquired through tax arrears, unopened road allowances, and capital assets.

Beyond routine maintenance and replacement schedules, the position would be tasked with identifying opportunities to leverage underutilized or dormant assets to generate value or reduce costs. For example, surplus lands and unopened road allowances could be assessed for potential sale, lease, or alternative community uses, thereby contributing to revenue generation or economic development.

- **Grant Management/Government Liaison:** There is broad agreement on the need for a dedicated position focused primarily on researching, identifying, and responding to grant opportunities to help secure funding that supports the Township's strategic priorities.

In addition to grant coordination, this role could also serve as a liaison to provincial and federal governments, fostering collaboration with neighbouring municipalities and supporting initiatives such as physician recruitment and environmental partnerships.

While some see this as a more strategic, higher-level advocacy position, particularly important for preparing the Township for large projects like the proposed high-speed rail, others view it as a mid-level role centered mainly on grant management and coordination.

- **Economic Development Manager:** Many councillors see economic development as the Township's largest functional gap; several suggested it should be shared with North Frontenac. A re-scoping of the current Community Services Coordinator into a proactive, full-time role that would plan events, market the Township, and serve as a consistent contact for businesses and tourism partners was also suggested.

STAFFING LEVELS AND EFFICIENCY

Views on overall staffing levels vary among councillors. Some feel the Township may have layers of support staff that could be streamlined, questioning the necessity of certain roles. Others believe the current staffing is generally appropriate, particularly if the proposed new strategic positions are added. A few interviewees also expressed a concern that some managers may lack certain technical skills, which could increase their reliance on support staff.

There is, however, broad agreement that the Building Department is currently understaffed and stretched thin, while some suggest that the front counter may have more staff than needed relative to the volume of calls handled.

Several members urged that every vacancy be reviewed before refilling, treating retirements as an opportunity to reshape the team. Some noted that better job descriptions and regular performance evaluations would surface inefficiencies and improve service delivery and efficiency.

ROADS AND CORE INFRASTRUCTURE

All respondents—without exception—identified roads as residents' top concern. With almost 600 km of gravel roads and only about 30 km rehabilitated last year, the current program is viewed as untenable. Most want a multi-year capital plan that explores strategic paving, stronger gravel standards, and external funding. Although one councillor sees gradual improvement, the prevailing sentiment is that residents feel short-changed, particularly given that Central Frontenac's tax rate is perceived as the highest in the County.

ECONOMIC DEVELOPMENT, TOURISM, AND GROWTH

After roads, economic development was identified as the Township's highest priority. Interviewees linked youth retention, recreation, and tourism directly to this gap. The proposed Economic Development Manager is therefore widely welcomed.

RESIDENT ENGAGEMENT AND COMMUNICATIONS

Interviewees generally agreed that communication with residents could be improved. The current approach sometimes results in inconsistent messaging and occasional frustration when councillors or residents feel their concerns are not fully addressed. Tools like Voyent Alert demonstrate potential for effective outreach but may not fully meet all communication needs. Several councillors expressed interest in adopting modern engagement platforms—such as “Bang the Table”—to gather real-time public feedback and help foster a stronger sense of responsiveness and connection between staff and the community.

INTERNAL COLLABORATION AND SILOS

Weekly management meetings are credited with improving teamwork, yet there is still a perception of departmental silos, especially between Public Works, Fire, and Building Services. Misplaced reporting lines (e.g., by-law enforcement under the CAO rather than Emergency Services) were flagged as undermining cooperation. Budget season tends to expose competition for resources, though recent trade-offs were cited as evidence of growing maturity.

SERVICE MIX AND EFFICIENCY

While no interviewee supported sweeping service cuts, some expressed concerns about the efficiency with which certain services are delivered and are looking for opportunities to streamline operations.

Some councillors reported frequent complaints from residents regarding the personal use of Township vehicles. These concerns are often tied to a perception that the corporate vehicle use policy is not being consistently followed, which has contributed to diminished public trust and calls for clearer enforcement and communication of the policy.

Bylaw enforcement is recognized as a necessary function to maintain community standards; however, it must strike the right balance. Some felt that earlier drafts of the proposed Safe Properties bylaw were overly prescriptive and resembled a Property Standards bylaw rather than an appropriate enforcement tool. The latest version is seen as a significant improvement, better aligning with the Township's intent without overreaching.

Some suggested that township staff could discontinue officiating weddings. However, others noted that this service does generate some direct revenue. More importantly, it contributes to the broader local economy by attracting visitors to Central Frontenac who spend on meals, accommodations, fuel, souvenirs, and tourist attraction, creating a positive ripple effect. Additionally, weddings can encourage return visits, further benefiting local businesses and the community over time.

The Voyent Alert system, while a discretionary service, was frequently praised by both staff and council for its clear benefits to residents and the efficiencies it provides for staff. It exemplifies how certain tools can deliver significant value at a relatively low cost.

The collective focus of Council is on delivering current services more efficiently and at better value. Isolated suggestions for change include:

- *Septic re-inspection program* – Said to be less effective since becoming mandatory.
- *Community facility rationalization* – One councillor wonders if the Township can sustain all halls and recreation sites long-term.
- *Licensing short-term rentals* – Proposed to raise revenue and improve oversight.

8: SUMMARY OF FINDINGS AND STAKEHOLDER INPUT

The early phases of the organizational review established a comprehensive understanding of the Township of Central Frontenac’s internal and external environment. Through an environmental scan, benchmarking against comparable municipalities, staff input via meetings and an online survey, and interviews with senior managers and council members, several key issues emerged that would shape the forthcoming recommendations. The next phase built on these findings and provided targeted recommendations to strengthen organizational structure, improve service delivery, and align resources with Council’s strategic priorities.

Context

While this review focuses on opportunities to strengthen internal operations and improve service delivery, it is important to recognize that the Township of Central Frontenac is starting from a position of relative strength.

- In the resident survey conducted for the recent strategic plan, 80% of respondents indicated they were satisfied or very satisfied with municipal services.
- Similarly, both the Township-wide employee engagement survey and the fire department’s staff surveys found high levels of employee commitment and morale.
- In addition, the benchmark analysis showed that Central Frontenac maintains a reasonable tax burden compared to similar municipalities—even while serving a large and geographically dispersed area.

These indicators suggest a solid foundation, upon which further improvements to efficiency, capacity, and alignment can be thoughtfully built. A brief summary of issues to be addressed is provided below.

Staffing and Organizational Capacity

- The workload and span of responsibility assigned to the CAO/Clerk, with particular attention to the sustainability and effectiveness of the combined role.
- The workload and operational pressures faced by the Chief Building Official, including resource demands and capacity to meet service levels.
- The internal structure in Public Works, including a review of roles, assigned tasks, and policies, to improve coordination and align staffing with operational demands.
- The clarity and effectiveness of support staff roles, ensuring responsibilities are well-defined and appropriately distributed.
- Potential capacity gaps in key functional areas, such as asset management, procurement, economic development, grant research and proposal development, intergovernmental relations, planning and development services, human resources, and digital transformation.
- Ensuring fairness and competitiveness in compensation and workload distribution, with particular attention to on-call personnel.

Governance and Role Clarity

- Clarify governance boundaries to help shift perceptions that Council is too involved in day-to-day operations. Provide clear distinction between governance and management roles to support more efficient decision-making and strengthen trust in the leadership structure.
- Address internal processes, clarifying roles, and making more effective use of existing resources to ensure managers have the capacity to consistently focus on strategic oversight, long-term planning, and proactive leadership.
- Review the mandate and effectiveness of Township committees to ensure they are well-aligned with strategic priorities, appropriately supported, and contributing meaningfully to Council's governance role.

Service Delivery Efficiency

- Strengthening the management of municipal assets, such as surplus land, unopened road allowances, and municipal buildings.
- Enhancing data collection and analysis to support evidence-based planning and decision-making for the management, renewal, and optimization of capital assets.
- Enhancing the use of existing technology and identifying opportunities where additional tools could improve productivity and service quality.
- Improving the value for money, efficiency and effectiveness of core municipal services, particularly in road maintenance, waste management, and septic system re-inspections.
- Exploring alternative service delivery models, including shared services, inter-municipal collaboration, outsourcing, and public-private partnerships where appropriate.

Responses to External Pressures

- Navigating legislative changes that require ongoing adaptation to new regulations and compliance standards.
- Managing economic and financial constraints that impact budgeting and resource allocation.
- Addressing workforce challenges related to recruitment, retention, and evolving staff needs.
- Responding to demographic shifts, including an aging population and changing community expectations.
- Planning for infrastructure and housing demands to support sustainable growth and service delivery.

Resident Engagement and Communications

- Addressing concerns related to transparency, responsiveness, and consistency in communication with residents, and identifying mechanisms to enhance public input and awareness.

Potential CAO and Clerk Recruitment & Transition Plan for Council

Township Council may face a significant leadership transition, with the potential separation of the CAO and Clerk roles into two distinct positions and the potential retirement of the current CAO/Clerk. The following phased plan outlines the key steps and estimated timelines for recruiting and onboarding new leadership, including contingency provisions in the event that a recruitment process does not succeed on the first attempt.

Phase	Timeline	Key Activities
1. Organizational Planning & Preparation	Months 1–3	<ul style="list-style-type: none"> • Council briefing on CAO retirement and dual role approach • Workshops to define leadership style and functional split • Decide on whether to use a search firm • Begin role descriptions and budget planning
2. Position Design & Search Preparation	Months 4–5	<ul style="list-style-type: none"> • Finalize role descriptions and candidate profiles • Form hiring committees • Select and engage search firm (if applicable) • Approve recruitment timeline and process
3. Recruitment and Outreach	Months 6–7	<ul style="list-style-type: none"> • Advertise positions (minimum 4 weeks) • Conduct outreach and promotion • Screen and longlist candidates
4. Candidate Evaluation & Interviews	Months 8–9	<ul style="list-style-type: none"> • Shortlist candidates • Conduct interviews • Assess CAO/Clerk team fit • Complete reference and background checks
5. Offer, Appointment & Onboarding	Months 10–11	<ul style="list-style-type: none"> • Approve and extend offers • Publicly announce appointments • Begin onboarding and leadership alignment
6. Contingency (If Search is Unsuccessful)	Months 12–14	<ul style="list-style-type: none"> • Reassess role design and search strategy • Re-advertise and reinstate recruitment process as needed

9. RECOMMENDATIONS FOR ORGANIZATIONAL ISSUES

OVERVIEW

This section contains recommendations on staffing, organizational structure, organizational capacity, and governance. These recommendations are designed to:

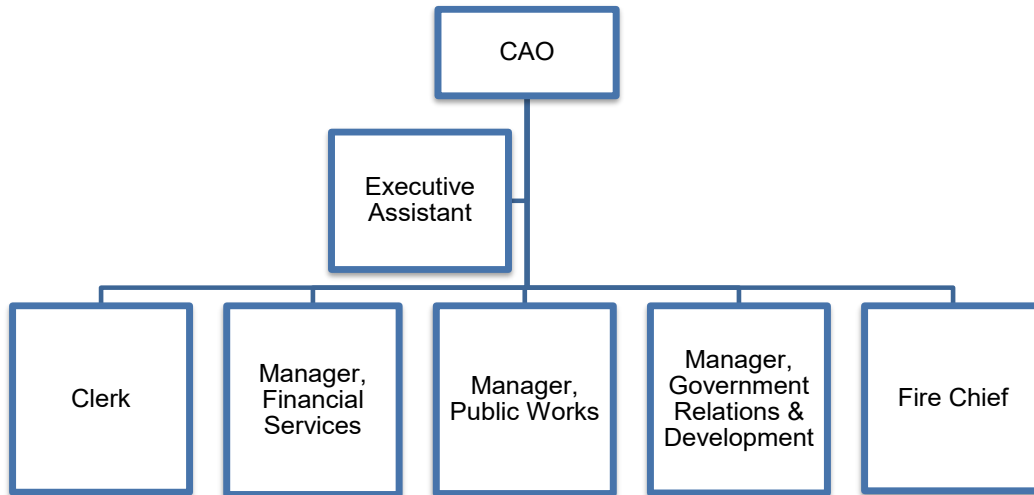
- 1) Enable strategic focus: Allow the Township's management team to dedicate more time to leadership, strategic priorities, and organizational direction, rather than day-to-day operational matters.
- 2) Identify capacity gaps: Highlight areas where key functions require additional resources, skills, or structural support to operate effectively.
- 3) Optimize key functions through centralization: Streamline select corporate activities, such as procurement, grant identification and management, and other administrative functions, to improve efficiency, ensure consistent practices, and free managers to focus on strategic initiatives.
- 4) Strengthen responsiveness: Prepare the Township to address the most pressing external pressures, including legislative changes, economic constraints, workforce pressures, demographic shifts, and infrastructure/housing needs.
- 5) Enhance operational resilience: Ensure the organization is structured to maintain continuity, adaptability, and efficiency under changing circumstances.
- 6) Support long-term success: Provide a roadmap for continuous improvement, elevated service delivery, and the sustainable achievement of organizational goals.

ORGANIZATIONAL STRUCTURE

It is recommended that the Township Office be structured into five departments, each led by a Manager who reports directly to the Chief Administrative Officer (CAO). The five recommended departments will be:

- Clerk's Office
- Financial Services (Treasury)
- Public Works
- Government Relations and Development
- Fire and Emergency Services

In addition to the five departmental Managers, the management team will be supported by an Executive Assistant. This role will provide cross-departmental administrative and coordination support, helping to ensure consistent service delivery and effective internal operations across the organization. The proposed organizational chart is shown on the next page.



Several new positions are proposed within the management team or in roles requiring specialized skills to support the Township’s evolving needs and strategic objectives. However, no increase in overall support staff is recommended. Where appropriate, existing staff may be reassigned to new or modified roles, and duties may be reallocated to better align with the new organizational structure. If specific skills are not available in-house, any external hires can be offset through normal staff attrition, allowing the Township to maintain its current staffing complement. In addition, we include recommendations to hire casual staff during peak periods, such as in the Clerk’s Office during elections or in Public Works following a severe weather incident.

CHIEF ADMINISTRATIVE OFFICER (CAO)

The CAO serves as the Township’s principal strategic leader, providing vision and direction for the organization while ensuring that the senior management team operates cohesively to achieve Council’s priorities.

It is recommended that the previous dual CAO/Clerk role be separated so that the CAO can dedicate full attention to leadership, organizational development, and strategic oversight, rather than being encumbered by operational responsibilities. The CAO will be able to focus on strengthening the Township’s organizational capacity by identifying gaps in key functions and ensuring that managers have the support and resources needed to deliver their responsibilities effectively.

By assigning lower-level support staff directly to departmental managers, the CAO’s span of control will be optimized, enabling them to concentrate on higher-level strategic initiatives, governance, and cross-departmental coordination.

CLERK'S OFFICE

The Clerk is responsible for the administration of Council and committee processes, records management, municipal elections, by-law preparation and enforcement, and the maintenance of official Township documents. This role also ensures legislative compliance and supports transparent governance.

The following functions are required within the Clerk's Office to meet legislative and organizational needs. These functions may be combined and assigned in a manner that does not necessarily require a full-time staff person for each individual function. The allocation of responsibilities will be based on organizational capacity, workload, and staff expertise.

- **Clerk**
Provides leadership and oversight for all corporate legislative functions, Council support, records management, elections, and overall administration of the office.
- **Deputy Clerk**
Responsible for supporting the Clerk in fulfilling statutory duties under the *Municipal Act, 2001*. This includes meeting preparation and management, by-law administration, records oversight, election coordination, and handling road closing processes. The role also acts on behalf of the Clerk when required and provides leadership on governance processes and procedural matters.
- **Planning Coordinator**
Supports the Township's responsibilities under the *Planning Act* by processing planning applications such as consents, minor variances, zoning by-law amendments, and official plan amendments. This role also coordinates public notices and meetings, liaises with applicants and consultants, and prepares reports for Council and the Committee of Adjustment.
- **Records and Information Coordinator**
Responsible for the day-to-day administration of the Township's records management system, including organizing, maintaining, and safeguarding municipal records and archives. The role ensures compliance with records retention policies and oversees the processing of Freedom of Information (FOI) requests.
- **By-law Enforcement Officer**
Enforces municipal by-laws, investigates complaints, and maintains community compliance with local regulations.
- **Human Resources Coordinator**
Provides centralized support for recruitment, onboarding, employee relations, succession planning, and training coordination. Also assists in the development of corporate policies, supports performance management processes, and contributes to workplace health and safety initiatives.



- **Community Engagement & Volunteer Services Coordinator**
Coordinates both internal and external communications, ensuring consistent messaging across departments and with residents. Supports community engagement initiatives and manages relationships with volunteer and service organizations—particularly those involved in recreational programming and community services. Responsibilities include providing guidance, establishing clear procedures, and developing and enforcing Memoranda of Understanding (MOUs) or operating agreements to clarify roles, protect municipal liability, and ensure alignment with Township goals.
- **Casual / Contract Support Staff**
Recommended to supplement the core team during peak periods such as election cycles, large FOI request volumes, or other seasonal workload increases. Casual staffing provides flexibility without increasing fixed costs.

FINANCIAL SERVICES DEPARTMENT (TREASURY)

The Manager, Financial Services, oversees financial planning, budgeting, accounting, taxation, and reporting. This role ensures the responsible management of public funds, supports long-term financial sustainability, and maintains compliance with provincial financial regulations.

The following functions are required within the Financial Services department to meet legislative and organizational needs. These functions may be combined and assigned in a manner that does not necessarily require a full-time staff person for each individual function. The allocation of responsibilities will be based on organizational capacity, workload, and staff expertise.

- **Manager, Financial Services**
Provides strategic leadership for all municipal financial operations, including budgeting, accounting, financial reporting, long-term planning, and asset management oversight. Advises the CAO and Council on financial sustainability, risk, and compliance.
- **Deputy Treasurer / Office Administrator**
Oversees day-to-day financial functions, including bank reconciliations, financial analysis, and support for budget preparation and monitoring. Serves as second-in-command to the Manager, Financial Services. As Office Administrator, plays a key role in supporting the day-to-day operations of the Township Office including overseeing the staffing of the front desk and assisting other departments by coordinating the temporary reassignment of support staff as needed to address workload demands or special projects.
- **Accounts Payable / Receivable Clerk**
Processes vendor invoices, payments, and incoming revenues; maintains accurate records of transactions; ensures timely payments and adherence to internal controls.
- **Payroll and Benefits Coordinator / Financial Assistant**
Administers payroll for all Township employees, including statutory deductions, benefits coordination, pension reporting, and year-end summaries. Ensures compliance with employment legislation and other relevant statutes.
- **Asset Management, Procurement, and Digital Transformation Specialist**
Leads the development and implementation of the Township's asset management plan, utilizing tools such as CityWide to inform capital planning. Oversees procurement policy and procedures, ensuring transparency and value for money. Supports digital transformation by identifying technology enhancements to improve internal efficiency and service delivery, working in collaboration with the County's I.T. service.

- **Casual / Contract Support Staff**

May be brought in during peak periods such as year-end close, audit preparation, or budget season to support finance team members with data entry, filing, or administrative assistance.

Asset Management, Procurement, and Digital Transformation Specialist (new position)

This newly created position is recommended to provide the Township of Central Frontenac with dedicated capacity to improve asset management, enhance procurement practices, and lead practical digital transformation efforts. The role responds to growing regulatory demands, increasing fiscal pressures, and the need to modernize service delivery and internal operations.

The Specialist will lead the development, implementation, and ongoing improvement of asset management practices using existing tools such as CityWide. This includes ensuring accurate data, supporting lifecycle planning, and meeting legislative requirements—ultimately improving the Township’s ability to prioritize infrastructure investments, reduce costly surprises, and plan for long-term sustainability.

In the area of procurement, the Specialist will coordinate purchasing activities in accordance with Township policies, ensuring transparent, fair, and cost-effective procurement processes. By improving purchasing discipline, consolidating buying power, and reducing off-contract or reactive spending, this role is expected to produce measurable cost savings and improved value for money. It will also relieve other department managers of much of the administrative burden related to procurement, allowing them to focus more fully on operational planning, service oversight, and other core management responsibilities within their departments.

The position will also support digital transformation by working with department managers and the County’s I.T. support to optimize existing systems, streamline workflows, and improve data collection and reporting. These efforts will lead to greater efficiency, reduced administrative burden on staff, and improved decision-making capacity across the organization.

This role is expected to more than pay for itself by:

- Enabling cost savings and efficiencies through better procurement practices.
- Supporting grant readiness and capital planning through improved asset data.
- Reducing the financial and service impacts of unanticipated asset failures.
- Freeing up staff time by improving workflows and digital tools.
- Reducing the procurement workload for department managers, allowing them to focus on higher-value activities.
- Helping the Township avoid penalties or compliance risks under asset-related legislation.

PUBLIC WORKS

The Public Works Department plays a central role in delivering core municipal services that directly impact residents' daily lives and the Township's long-term sustainability. These include road maintenance, winter control, fleet and equipment management, drainage, and support for capital projects.

Under the leadership of the Manager of Public Works, the department is responsible for the planning, coordination, and delivery of both day-to-day operations and longer-term capital work. A revised structure is proposed to provide the Manager with better operational support, clearer staff roles, and greater administrative relief. This will improve efficiency and enable more time for strategic oversight and project planning.

To achieve this, the department should include:

- **Supervisor:** Provides day-to-day oversight of field operations, ensuring work is completed safely, efficiently, and in accordance with Township standards. Acts as a bridge between the Manager and front-line staff, supporting the implementation of work plans, monitoring productivity, and addressing on-site issues as they arise. The Supervisor also assists with scheduling, inspections, health and safety compliance, and coaching of Operators and Labourers.
- **Forepersons:** Responsible for coordinating crews, assigning daily tasks, and serving as the primary point of contact for the Manager during operations.
- **Operators and Labourers:** Carry out road maintenance, construction support, equipment operation, and seasonal operations such as snow removal and ditching.
- **Mechanics:** Perform preventative maintenance and repairs on the fleet and equipment to ensure operational readiness and reduce downtime. May also support procurement and equipment replacement planning.
- **Administrative Support:** Assists with work orders, record keeping, timesheets, and contractor coordination, helping to reduce the administrative burden on the Manager.
- **Casual or Seasonal Staff:** Employed during peak periods (e.g., summer construction, winter control) to maintain service levels and support full-time staff without requiring permanent headcount increases.

The department will also benefit significantly from the creation of the Asset Management, Procurement, and Digital Transformation Specialist role. This position will assist in capital planning, streamline procurement processes, and support better use of software for tracking maintenance activities and managing infrastructure data. By centralizing procurement responsibilities, the Specialist will relieve the Public Works Manager of many time-consuming purchasing tasks, allowing greater focus on service delivery and strategic initiatives.

It is also recommended that the municipality consider restructuring Public Works into three or four specialized divisions to improve focus, efficiency, and accountability.

- The Core Operations division would remain responsible for routine operations, including road maintenance, snow clearing, and other seasonal activities.
- A second, dedicated Waste Management division could provide focused oversight of waste collection, disposal, diversion programs, and regulatory compliance.
- The Facilities and Parks Division would remain responsible for the maintenance, operation, and oversight of all municipally owned buildings, parks, playgrounds, and related assets.
- Additionally, the municipality may wish to explore the creation of a fourth division dedicated to Capital Projects, tasked with managing infrastructure renewal and major construction efforts—ensuring that long-term planning and implementation are not overshadowed by day-to-day operational needs.

Under this model would allow each division to concentrate on its core responsibilities, improve accountability, and support strategic resource allocation across Public Works.

Proposed Public Works Staffing Complement

Under the revised structure, staffing would be allocated to support the unique needs of each division while maintaining flexibility for cross-support during peak periods. Here is an example of one possible staff complement.

Core Operations Division (Routine Maintenance)

Responsible for day-to-day operations including roads, drainage, winter control, and seasonal maintenance.

- 1 Supervisor (shared with Waste Management)
- 1 Foreperson – Yard A
- 1 Foreperson – Yard B
- 10 Operators/Labourers (allocated across both yards)
- 2 Mechanics
- Shared Administrative Support

Total: 14.5 FTEs

Waste Management Division

Focused on oversight of solid waste collection, diversion, disposal, and compliance with provincial regulations.

- 1 Supervisor (shared with Core Operations)
- 2 Operators/Labourers (collection, monitoring, landfill/recycling centre support if applicable)
- Shared Administrative Support (0.25 FTE)
- Staff from the Core Services Division will also be available to provide coverage during periods of vacation, illness, or other absences, ensuring continuity of service.

Total: 3.25 FTEs

Facilities and Parks Division

Responsible for maintenance, operation, and oversight of all municipally owned buildings, parks, playgrounds, and related assets.

- 1 Facilities Coordinator

Capital Projects Division (Optional)

Would lead the planning and execution of infrastructure renewal and major construction projects. If implemented, it would provide engineering and project coordination support, drawing on operators from the core division as needed for implementation.

- 1 Capital Projects Coordinator / Site Supervisor
- 1 Operator/Labourer (dedicated to capital works prep/support)
- Shared Administrative Support (0.25 FTE)

Total: 2.25 FTEs

Additional Support:

- Casual and Seasonal Staff (varies by season): Supplement staffing during construction season and winter control, primarily within the Core Operations Division but available to support all areas as needed.

Summary of Full-Time Staffing

Role	Estimated FTEs
Core Operations Division	14.50
Waste Management Division	3.25
Facilities and Parks Division	1.00
Capital Projects Division (optional)	2.25
Total Full-Time FTEs	21.00

GOVERNMENT RELATIONS AND DEVELOPMENT

The Government Relations and Development Department is a newly established unit that brings together the Chief Building Official (CBO), Building Inspectors, and other key functions under the leadership of a new senior position. This department not only oversees building and development services but also leads strategic initiatives, fosters intergovernmental relations, and enhances the Township's capacity to respond proactively to external challenges and opportunities.

Key responsibilities include:

- Coordinating responses to legislative and regulatory changes from upper levels of government.
- Administering the Ontario Building Code and supporting municipal development processes.
- Leading or supporting initiatives related to infrastructure, housing, sustainable growth, and economic development.
- Advancing strategic priorities and facilitating access to external funding opportunities.

This department strengthens the Township's ability to respond to key external pressures identified in the benchmark survey:

- **Legislative Changes:** Ensures timely and informed responses to evolving provincial and federal reforms.
- **Economic Constraints:** Supports cost-effective growth management and sustainable service delivery.
- **Workforce Pressures:** Encourages innovation and contributes to succession planning.
- **Demographic Shifts:** Aligns municipal planning and service delivery with changing community needs.
- **Infrastructure & Housing:** Facilitates coordinated planning to meet long-term development demands.

Proposed roles within the department include:

- **Manager, Government Relations and Development (new position):**
Provides strategic leadership for the department and serves as the Township's primary liaison with upper levels of government, regional agencies, and key stakeholders. Coordinates interdepartmental projects and leads strategic initiatives related to community development, land use, infrastructure, and external relations.
- **Chief Building Official (CBO):**
Manages the administration and enforcement of the Ontario Building Code, supervises building inspections, and ensures safe and compliant development throughout the Township.

- **Building Inspectors (including one new position):**
Conduct building inspections, review permit applications, and enforce compliance with municipal bylaws and the Ontario Building Code. The additional position is intended to reduce backlogs, enhance service levels, and support improved compliance monitoring.
- **Economic Development Officer (potentially shared):**
Supports local business growth, tourism promotion, and investment attraction. Works in collaboration with the County’s Economic Development Department and local committees to advance economic priorities and promote community events.
- **Grant Research and Coordination (new function):**
Focused on improving the Township’s access to external funding, this role is responsible for:
 - Monitoring and researching grant opportunities from federal, provincial, and regional sources.
 - Collaborating with departments to prepare competitive grant applications and ensure compliance with funding criteria.
 - Managing submission timelines, reporting requirements, and interdepartmental coordination.
 - Advising departments on strategic funding alignment and partnership development.
 - Tracking grant trends and sharing insights with senior leadership.

By centralizing grant-related efforts, this role increases efficiency, reduces duplication, and enhances the Township’s ability to secure and manage external funding for priority initiatives.

- **Administrative Support (potentially shared or part-time):**
Provides clerical and logistical assistance, including file management, scheduling, correspondence, and application tracking. Helps reduce the administrative burden on technical staff and improves service responsiveness.

Economic Development Officer (new position)

It is recommended that economic development be integrated within the Government Relations and Development department through the creation of a new Economic Development Officer position. This role would work closely with the County’s Economic Development department and the Township’s Economic Development Committee to support business retention and attraction, local entrepreneurship, tourism promotion, and community events. The position could also take on complementary responsibilities—such as community marketing, business engagement, or support for strategic planning—depending on the Township’s evolving needs.

Given the scope and potential overlap with neighbouring interests, the Township may wish to explore the possibility of a shared position with North Frontenac or another nearby municipality to enhance regional coordination and improve cost efficiency.

FIRE AND EMERGENCY SERVICES

Fire and Emergency Services appear to be functioning effectively, with a clear operational structure, strong leadership, and a well-established volunteer model. The department continues to meet the community's needs for fire protection, emergency response, and public safety education.

The Deputy Fire Chief recently resigned, in part due to differences related to the Township's policy on vehicle usage. The Fire Chief has indicated that he does not intend to fill the vacancy at this time, expressing concern that similar challenges could arise for future candidates. The former Deputy was a highly qualified instructor who helped contain training costs through in-house delivery and also generated revenue by training volunteers from other municipalities. While the resulting salary savings are noted, it is anticipated that they will be offset by higher external training expenses and lost revenue.

The vacancy also affects succession planning and operational continuity. Because the Fire Chief may be unavailable at times due to vacations, illness, or unforeseen circumstances, having a designated second-in-command provides continuity in leadership. The Township may wish to review its vehicle usage policy for first responders to ensure effective coverage and attract qualified candidates to key leadership roles.

SUPPORT STAFF ACROSS ALL DEPARTMENTS

The previous interim report identified the need to clarify the roles of support staff, but it is important to strike a balance between clear responsibilities and operational flexibility. Rather than micro-managing the assignment of specific tasks, the Township should encourage a collaborative culture in which staff are cross-trained, support one another as needed, and step in to assist colleagues during peak periods or absences.

This approach increases resilience, enhances service continuity, and makes better use of limited resources. However, flexibility does not mean a lack of accountability. To ensure transparency and efficiency, both internal and external communications should be improved. Internally, all staff should clearly understand who the primary lead is for each core function. Externally, residents and stakeholders should have ready access to information about who to contact for various services or inquiries.

INTERIM DUAL ROLE: CLERK / MANAGER OF GOVERNMENT RELATIONS AND DEVELOPMENT

The Township may choose to implement a dual role combining Clerk with Manager of Government Relations and Development on an interim basis. This approach can provide continuity while the organizational structure is fully implemented, ensuring that both statutory responsibilities and strategic development initiatives are maintained without disruption. A dual role may also offer flexibility in resource allocation, allowing the Township to respond efficiently to emerging legislative requirements and external pressures while permanent recruitment or structural adjustments are finalized.

GOVERNANCE AND ROLE CLARITY

The Township has already taken steps to clarify the respective roles of Council and staff, including governance training and productive discussions about the boundary between political oversight and operational management. This has laid a solid foundation for improved role clarity and more effective decision-making. At this time, further training is not recommended.

However, it remains important for both Council members and staff to remain mindful of their distinct responsibilities and avoid slipping into unintentional overreach or opposition. When boundaries become blurred, it can lead to frustration and diminished morale among staff, and in some cases, may result in valued employees leaving the organization. Perceptions of interference in operational matters, even if unintended, can undermine the confidence of staff in their roles and responsibilities.

Maintaining mutual respect, trusting relationships, and clear communication will help prevent the development of adversarial dynamics that can hinder progress, erode trust, and impact staff retention.

INTERNAL PROCESSES

Continued attention should be given to internal processes that allow managers to focus on strategic leadership, long-term planning, and proactive problem-solving, rather than being pulled too heavily into day-to-day tasks.

The addition of several new roles across the organization is intended to provide the necessary operational and administrative support to achieve this. These positions include the Manager of Government Relations and Development; the Asset Management, Procurement and Digital Transformation Specialist; and an Economic Development Officer. Collectively, these roles will strengthen internal capacity by streamlining procurement and reporting processes, responding to grant opportunities, and promoting local economic development. By redistributing routine responsibilities and enhancing cross-departmental support, these positions will help ensure that managers have the time and resources needed to guide their teams, focus on strategic priorities, and lead the Township toward its long-term goals.

STRATEGIC ALIGNMENT

Council has expressed appreciation for the growing practice of linking proposed projects to the Strategic Plan. However, councillors would also like to see more emphasis on having the Strategic Plan actively drive the selection and prioritization of projects. To support this, a simple quarterly review could be introduced, using a spreadsheet that lists each strategic priority and action alongside the projects currently underway or proposed.

While it is normal to see some blank spaces in the early stages of the plan as initial steps are developed, these gaps should gradually be filled as the plan progresses. By the end of the plan’s timeframe, there should be projects addressing essentially all of the strategic priorities, with any remaining blanks indicating areas needing further focus or resources.

A sample template is provided below for illustration purposes only. This practical tool would help ensure that the Township’s strategic goals remain central to operational planning and decision-making, while promoting accountability and transparency in how priorities are being addressed.

Strategic Priority: Sustainable Core Services

Strategic Action	Project or Initiative Underway	Lead Department	Status	Notes / Next Steps
Explore shared services with neighbouring municipalities and community organizations	Discussions with North Frontenac on shared economic development	Office of the CAO	In Progress	Initial meetings held; options to be presented to Council Q4
Maintain sufficient reserves to manage unanticipated downloads or other needs	Reserve Policy Review	Financial Services	Not Started	To begin after 2026 budget finalization
Have a life cycle plan for retirement, replacement and rehabilitation of capital assets and other infrastructure	Asset Management Plan update using CityWide	Financial Services / Asset Management Specialist	In Progress	Data cleanup in progress; draft update due Q4
Ensure that the required equipment and infrastructure are in place to support emergency operations	Emergency Generator Review and Upgrades	Fire and Emergency Services	Generator procured and installed	Completed

TOWNSHIP COMMITTEES

Township committees play a valuable role in supporting Council by offering advice, sharing community perspectives, and contributing expertise on specific topics.

However, to function effectively and within appropriate boundaries, it is important to reinforce that these committees are advisory in nature and do not hold decision-making authority. Council retains responsibility for all final decisions, while staff are responsible for operational implementation.

- To strengthen role clarity and improve alignment with governance best practices, the Township should consider renaming its committees to explicitly reflect their advisory status—for example, “Parks and Recreation Advisory Committee” or “Economic Development Advisory Committee.” This naming convention will help set appropriate expectations among members and the public.
- All committee members should be provided with clear Terms of Reference, outlining their purpose, scope of work, reporting relationships, and any limitations on their authority. These terms should be reviewed periodically and reaffirmed at the beginning of each new committee term.
- An orientation process should be implemented for all committee members, ideally in an online format to be completed at the member’s convenience. The orientation should cover topics such as the advisory role of committees, the relationship with Council and staff, expectations around respectful engagement, conflict of interest guidelines, and procedures for submitting recommendations to Council.

These steps will help ensure that committees remain focused, effective, and aligned with the Township’s strategic priorities—while maintaining the appropriate balance between community involvement and accountable governance.

10. RECOMMENDATIONS FOR SERVICE DELIVERY

OVERVIEW

The following recommendations for service delivery are based on a careful review of the Township's operations, community needs, and insights from the benchmark survey on municipal services:

- 1) **Optimizing Value:** Focus resources on services that provide the greatest benefit to residents while minimizing duplication and inefficiencies.
- 2) **Supporting Strategic Priorities:** Ensure service delivery directly advances the Township's long-term goals and evolving community expectations.
- 3) **Ensuring Sustainability:** Build capacity to maintain consistent, high-quality services even as demands and resources change.
- 4) **Increasing Resilience:** Strengthen the Township's ability to respond proactively to demographic, legislative, and economic pressures affecting service delivery.

REVIEW OF DISCRETIONARY SERVICES

As part of our assessment, we reviewed the discretionary services currently provided by the Township, including emergency communication through the Voyent Alert! system, municipal recreational programming, economic development initiatives, and recreation facilities such as community halls, ball diamonds, beaches, boat launches, the Frontenac Community Arena, picnic areas, and library branches. Our review did not identify any discretionary services that should be discontinued or scaled back. All services were found to provide value to the community, enhance the quality of life for residents, and align with the Township's strategic objectives.

CITYWIDE SYSTEM INTEGRATION

The Township currently uses the CityWide software platform in several departments, but its application is not yet consistent or fully integrated across the organization. CityWide is a robust municipal management system designed to support a wide range of functions, including asset management, capital planning, work orders, risk management, and service tracking. When fully utilized, it enables improved coordination, reporting, accountability, and decision-making.

One important but underutilized feature of the platform is the Complaint and Service Request Management module, which allows the Township to receive, log, track, and respond to resident concerns in a timely and transparent manner. This tool supports better customer service, ensures clear accountability, and provides useful data to identify recurring issues and improve long-term planning. It can also allow residents to submit requests online, enhancing public engagement and satisfaction.

To maximize the value of this investment, it is recommended that the Township fully implement and integrate all relevant CityWide modules across departments. Consistent use of the system will:

- Support evidence-based planning and budgeting;
- Streamline work order and service request tracking;
- Improve transparency and communication with residents;
- Enable better monitoring of performance and trends across municipal services.

Full adoption of the CityWide system, including the complaint management function, will enhance organizational effectiveness, reinforce accountability, and help deliver more efficient and responsive services.

SEPTIC SYSTEM RE-INSPECTION PROGRAM

To improve the efficiency, affordability, and accountability of the Township's septic re-inspection program, a revised process is recommended to address current delays in reporting, reduce costs and inconvenience for residents, and enable more timely enforcement. The new model focuses on automation, administrative support, and streamlined reporting to minimize the burden on technical staff.

Program Oversight and Administration

The Government Relations and Development Department will be the lead department responsible for the septic re-inspection program. While the Chief Building Official (CBO) will retain authority to issue compliance orders under the *Building Code Act*, the day-to-day administration of the program will be handled primarily by support staff.

An administrative coordinator or technician (0.5–1.0 FTE) will be responsible for:

- Maintaining a digital database of septic system records and inspection cycles
- Issuing notifications to property owners on a scheduled basis (10-year cycle)
- Receiving and logging Certificates of Inspection
- Screening reports for completeness and flagging any deficiencies
- Generating standard letters, reminders, and follow-up notices
- Coordinating with the Bylaw Enforcement Officer and CBO for enforcement where needed

In addition to CityWide, common automation tools (e.g., property management software, mail merge tools, compliance tracking spreadsheets) should be used to streamline notifications, reminders, and reporting, reducing the need for manual oversight.

The CBO's role will be limited to:

- Issuing orders to comply when deficiencies are identified
- Providing technical advice in exceptional or disputed cases
- Signing off on compliance actions if enforcement escalates

Inspection Process

Rather than having a third party perform inspections on behalf of the Township, property owners will be responsible for:

- Hiring a qualified septic service provider to conduct the inspection and pump the system
- Submitting a valid Certificate of Inspection to the Township every ten years

This model allows inspections to be conveniently scheduled at the same time as septic pumping, reducing both cost and resident frustration. The Township will provide a list of qualified service providers who meet Ontario Building Code standards and agree to submit standardized reports.

Reporting and Enforcement

The administrative coordinator will review all submitted reports and:

- Log inspection results into the database
- Flag any signs of malfunction or non-compliance
- Send out reminders or deficiency notices if reports are incomplete, overdue, or indicate a failing system

The Clerk's Department, through the Bylaw Enforcement Officer, will assist with Issuing penalty notices under a new septic bylaw and following up with property owners who have not complied after receiving reminders.

The CBO will only become involved when:

- A formal order to comply must be issued under the *Building Code Act*
- There is a dispute over a system's compliance
- A malfunction poses a risk to public health or the environment

Staffing and Resource Needs

To implement this updated program effectively, the following staffing resources are recommended:

- 0.5 to 1.0 FTE administrative coordinator (seasonal or permanent, depending on inspection volume per year)
- Software support or integration with the Township's existing property and permitting systems (or a dedicated spreadsheet/database if preferred)
- Internal coordination between Planning, Clerks, and IT for workflow automation

Depending on the Township's preference, the coordinator could be a shared role with other administrative tasks during off-peak periods.

Supporting Residents: Making Inspections Easier and More Affordable

To make compliance as easy and cost-effective as possible for residents, the Township will take proactive steps to help homeowners meet their responsibilities.

- The Township will maintain and post a list of qualified septic contractors who:
 - ✓ Are certified to inspect on-site sewage systems under the Ontario Building Code
 - ✓ Offer both inspection and pumping services
 - ✓ Have agreed to use the Township's standardized Certificate of Inspection form
 - ✓ Have a good record of performance and customer service

This list will be available on the Township website and at the municipal office. Contractors will be encouraged to offer package pricing for combined pumping and inspection services, helping residents save both time and money.

- The Township will also provide a simple guide explaining:
 - ✓ How to schedule both a pump-out and inspection at the same time
 - ✓ What to expect during an inspection
 - ✓ How to submit the inspection certificate
 - ✓ Common signs of septic system failure and maintenance tips

Information will be included in annual reminder letters, posted online, and distributed at public events or upon property sales. This educational approach will reduce confusion, improve compliance, and promote long-term stewardship of private sewage systems.

FIVE TO SEVEN YEAR ROLLING PLAN FOR ROAD MAINTENANCE

The Township's Road Needs Study was completed in 2018. It provided an assessment of the municipal road network, including evaluations of surface conditions, drainage, and other key attributes. The findings and recommendations from the study were intended to guide future capital works and improvements to the Township's road infrastructure.

Roads represent the Township's largest ongoing expense and are consistently a key source of resident concern. Residents often notice road work occurring in some areas while other roads remain in poor condition. To address this, the Township should implement its Road Needs Study through a clear five- to seven-year rolling plan for maintenance and reconstruction, ensuring transparency, predictability, and flexibility.

A rolling plan outlines anticipated road projects over a multi-year period and is updated annually. Completed projects are removed, a new year is added at the end, and priorities are reassessed based on current data, including findings from the Road Needs Study.

While the plan provides a structured roadmap, it remains adaptable to changing funding levels, severe weather events, unexpected infrastructure failures, or newly identified safety concerns. Key benefits of the rolling plan include:

- Clarity: Residents can see which roads are scheduled for work and when.
- Flexibility: Priorities may shift due to funding, weather, or emerging conditions.
- Consistency: Planning, budgeting, and communication are aligned across all road projects.

The rolling plan should be published on the Township's website and updated each year as part of the capital budget process. Any significant changes to the plan must be clearly explained to residents.

The benefits for staff and residents include:

- Staff: Provides a structured, forward-looking framework for scheduling roadwork, procuring materials and services, and coordinating with utilities, reducing the need for reactive decision-making.
- Residents: Increases transparency, reduces complaints, and builds trust by demonstrating that all roads are being addressed systematically. Residents will understand timelines and rationale for project sequencing.

To ensure fairness and avoid ad hoc decisions, the Township should develop and publish clear criteria for prioritizing roadwork, which may include:

- Road condition based on the Road Needs Study and ongoing inspections
- Traffic volume and functional classification (arterial, collector, local)
- Safety concerns, including potholes or visibility issues
- Cost-efficiency, such as bundling nearby projects to reduce mobilization costs
- Strategic importance, including school bus routes, emergency access, utility coordination, or economic access routes

By applying these criteria consistently and communicating them clearly, the Township can help residents understand why certain roads are scheduled ahead of others. This proactive communication will reinforce that every road is on the Township's radar, even if work is phased over several years.

PROFESSIONAL DEVELOPMENT FOR MANAGEMENT

As the Township welcomes new leadership, potentially including the Chief Administrative Officer, Clerk and Manager of Government Relations and Development, there is a timely opportunity to strengthen the management team through focused professional development. Investing in ongoing learning and team building will foster stronger collaboration, alignment, and a shared commitment to strategic goals.

Professional development initiatives should emphasize the evolving strategic role of managers, moving beyond operational oversight to proactive leadership and long-term planning. Key focus areas to include are:

- Understanding and embracing the strategic responsibilities of management within the municipal context;
- Effective delegation techniques to empower staff, optimize resource use, and encourage contributions to service improvement;
- Enhancing communication skills for clearer internal coordination, external stakeholder engagement, and promoting a culture where staff feel comfortable suggesting improvements;
- Building team cohesion and trust among new and existing leaders to support a unified organizational culture;
- Developing change management capabilities to lead continuous improvement, implement good ideas from staff, and adapt to evolving pressures.

ONGOING ACTIVITIES TO ENHANCE SERVICE DELIVERY EFFICIENCY

There are several ongoing initiatives that can greatly enhance service delivery, but their success depends on factors such as timing, capacity, and availability of willing partners.

Leveraging Technology

The Township should continue to enhance the use of technology to:

- Streamline internal workflows, such as digitizing forms and applications, improving permit tracking systems, and implementing more efficient work order processes
- Improve service accessibility for residents through online tools for reporting concerns, paying fees, accessing forms, or submitting service requests
- Support transparent communication, including the use of public engagement platforms, automated notifications, and digital newsletters

Investments in digital tools not only increase efficiency but also reduce administrative burdens and support more timely responses to residents.

Exploring Alternative Service Delivery Models

The Township should actively explore alternative models for service delivery, including:

- Shared services with neighbouring municipalities where joint efforts can increase economies of scale or reduce duplication (e.g., bylaw enforcement, IT support, road maintenance)
- Outsourcing of certain non-core functions when it can be demonstrated to improve service levels or reduce costs
- Public-private partnerships (P3s) in appropriate areas where private sector expertise or infrastructure can supplement municipal efforts

These models should be considered carefully and selectively, with a focus on preserving service quality, ensuring transparency, and protecting the public interest.

Bylaw Enforcement

Bylaw Enforcement serves as a valuable example of the need for ongoing assessment of service delivery models. The Township had outsourced this function, but when that approach failed to meet expectations, it transitioned to a full-time, in-house Bylaw Enforcement Officer, an arrangement that has proven more effective. At the same time, after-hours coverage continues to be outsourced, though it is currently limited to animal control issues (primarily dogs). Going forward, the Township should consider hiring an additional in-house position to strengthen enforcement capacity. It may also be beneficial to engage in discussions with North Frontenac and other neighbouring municipalities to explore shared service options that could improve coverage and cost-efficiency.

Implementation Considerations

While these initiatives offer opportunities to enhance efficiency, their feasibility will depend on:

- The right timing, including staff availability, capital planning cycles, and legislative readiness
- Finding willing and compatible partners for shared service arrangements
- Ensuring alignment with the Township's strategic goals, community expectations, and available financial and human resources

As each opportunity arises, the Township should evaluate it through a lens of practicality, cost-effectiveness, and long-term sustainability. Not every option will be viable immediately, but exploring and preparing for these possibilities ensures the Township will be ready when the conditions are right.

11. RESPONSES TO EXTERNAL PRESSURES

The recommended improvements to service delivery, planning, and communication, along with the creation of key new staff positions, will significantly strengthen the Township's ability to respond to the five most pressing external pressures:

Legislative Change

Ongoing changes to provincial legislation and regulations require the Township to be agile and responsive. The creation of a Manager of Government Relations and Development will enhance the Township's capacity to monitor regulatory developments, liaise with senior levels of government, and ensure consistent policy alignment across departments. Administrative support for key programs, such as septic inspections, will also ensure better compliance and tracking.

Economic and Financial Constraints

Limited financial resources require careful stewardship. The addition of an Asset Management, Procurement and Digital Transformation Officer will enable the Township to make data-informed infrastructure decisions, ensure value through competitive procurement practices, and modernize processes for greater efficiency. These improvements will support more strategic budgeting and cost control.

Workforce Challenges

Ongoing recruitment and retention pressures affect service continuity. With expanded capacity in the Clerk's Department, centralized HR support will now assist all departments, streamlining functions such as recruitment, onboarding, training, and performance management. This proactive approach will improve workforce planning, reduce strain on department heads, and enhance the Township's ability to attract and retain skilled staff.

Demographic Shifts

As the population ages and resident expectations evolve, it is essential to provide responsive and accessible services. Enhanced use of technology—led by the Asset Management and Digital Transformation role—will help expand online service options and improve internal efficiency. The Economic Development Officer will engage with the community and stakeholders to ensure the Township adapts to emerging needs and promotes balanced growth that reflects shifting demographics.

Infrastructure and Housing Pressures

Growth and aging infrastructure require thoughtful planning. A rolling five- to seven-year road maintenance plan, supported by modern asset management practices, will ensure transparent, criteria-based investment decisions. The Manager of Government Relations and Development will also play a key role in coordinating housing, and servicing strategies that support sustainable growth.

12. RESIDENT ENGAGEMENT AND COMMUNICATIONS

Residents and staff have expressed strong support for the recent implementation of Voyent Alert, which has significantly improved the Township’s ability to share timely updates and emergency notifications. This tool has enhanced transparency and responsiveness during urgent situations and is a positive step toward better overall communication. To build on this momentum, the Township should pursue the following actions:

- Fully implement the complaint module in CityWide, which will provide a centralized and trackable way for residents to report issues and receive follow-up. This system will help ensure complaints are handled consistently and efficiently, while also giving staff better oversight and data to improve services.
- The Township already utilizes a public engagement platform—Bang the Table (EngagementHQ)—which offers an effective tool for interactive, transparent, and inclusive communication with residents. To fully realize its potential, the platform should be used more broadly across departments and projects, serving as a central hub for surveys, comment boards, project updates, and event calendars—a “one-stop shop” for public input and information sharing.

However, to be successful, the platform must be actively managed and regularly updated. Staff resources are required to maintain content, monitor resident feedback, and respond to inquiries. Without this support, even the most robust engagement platform may fall short of expectations. It is therefore recommended that the Township expand its use of EngagementHQ in conjunction with a clear plan to ensure adequate administrative or communications staffing.

- In addition to technology, internal process improvements—such as standardized response timelines and cross-departmental messaging protocols—will also help ensure that communication with the public is consistent, timely, and aligned with the Township’s service goals.

These combined efforts will help build trust with residents, reduce frustration, and ensure that community input is meaningfully reflected in Township decision-making.

13. SUMMARY OF RECOMMENDATIONS

The following recommendations were presented for Council's consideration to enhance the operational efficiency, strategic capacity, and service delivery of the Township.

1. That Council acknowledge the time required to implement these recommendations and direct staff to prepare an implementation plan for Council's review and approval.
2. That the Township Office be restructured into five departments, each led by a Manager reporting directly to the Chief Administrative Officer (CAO). The recommended departments are:
 - Clerk's Office
 - Financial Services (Treasury)
 - Public Works
 - Government Relations and Development
 - Fire and Emergency Services
3. That the dual CAO/Clerk role be separated to allow the CAO to focus fully on leadership, organizational development, and strategic oversight, with lower-level support staff reporting directly to departmental managers.
4. That the Township consider an interim dual role combining Clerk and Manager of Government Relations and Development to maintain statutory duties, support strategic initiatives, provide continuity, and allow flexible resource allocation during the transition to permanent staffing or structural changes.
5. That the management team be supported by an Executive Assistant to provide cross-departmental administrative and coordination support.
6. That responsibility for Human Resources management and the Community Engagement and Volunteer Services Coordinator be transferred to the Clerk's Office.
7. That the Clerk's Office acquire expertise in Human Resources management, either through training of existing staff or external recruitment, and take a proactive role in HR functions, including succession planning, performance management, employee engagement, recruitment and retention, and staff development.
8. That the Treasury Department and Treasurer position be renamed the Financial Services Department and Financial Services Manager, respectively.
9. That a new position of Asset Management, Procurement, and Digital Transformation Specialist be established within the Financial Services Department to manage the Township's asset management plan, coordinate procurement, and lead digital initiatives that enhance efficiency and service delivery.



10. That the Public Works Department be restructured into specialized divisions to improve focus, efficiency, and accountability:
 - Core Operations Division – responsible for routine operations such as road maintenance, snow clearing, and seasonal activities
 - Waste Management Division – providing dedicated oversight of collection, disposal, diversion programs, and regulatory compliance
 - Facilities and Parks Division – overseeing municipal buildings, parks, playgrounds, and related assets
 - That Council also consider establishing a Capital Projects Division to focus on infrastructure renewal and major construction, ensuring long-term planning is not overshadowed by daily operations
11. That a new Government Relations and Development Department be established to consolidate building services, lead strategic initiatives, strengthen intergovernmental relations, manage grant opportunities, support economic development, and enhance the Township's capacity to respond to external challenges and opportunities.
12. That a Manager, Government Relations and Development be appointed to provide strategic leadership for the department, serve as the primary liaison with upper levels of government and regional agencies, coordinate interdepartmental projects, and lead strategic initiatives in community development, land use, infrastructure, and external relations.
13. That one additional Building Inspector be hired to reduce backlogs, enhance service levels, and strengthen compliance monitoring.
14. That a new Economic Development Officer position be established within the Government Relations and Development Department, potentially through reassignment of existing staff or shared service arrangements with neighbouring municipalities, to support business retention and attraction, local entrepreneurship, tourism, community events, and complementary initiatives.
15. That the Township review its vehicle usage policy for first responders to ensure adequate coverage, support recruitment for key leadership positions, and strengthen succession planning and operational continuity by designating a second-in-command when the Fire Chief is unavailable.
16. That the Township clarify the roles and responsibilities of support staff while maintaining operational flexibility, encouraging cross-training, collaboration, and coverage during peak periods or absences.
17. That accountability be reinforced through improved communications, ensuring all staff understand the primary lead for each core function, and providing residents and stakeholders with clear points of contact.

18. That casual or contract staff be utilized to supplement Township resources during high-demand periods, maintaining service levels without increasing permanent staffing costs.
19. That no increase in overall support staff occur at this time, aside from positions expressly identified above, with staffing needs addressed through reassignment of existing staff, reallocation of duties, or offsetting external hires through normal staff attrition.
20. That staff implement a quarterly strategic plan review using a standardized template to track priorities, actions, and projects, ensuring the Strategic Plan drives project selection and promotes accountability and transparency.
21. That Township committees be reinforced as advisory bodies, with Council retaining final decision-making authority and staff responsible for implementation, and that:
 - Committees be renamed to reflect their advisory status (e.g., Parks and Recreation Advisory Committee, Economic Development Advisory Committee)
 - Clear Terms of Reference be provided and reviewed at the start of each term
 - An orientation process be implemented for all committee members covering roles, responsibilities, reporting relationships, respectful engagement, conflict of interest, and procedures for submitting recommendations to Council
22. That the Township fully implement and integrate all relevant CityWide modules, including Complaint and Service Request Management, to support evidence-based planning, streamline work orders, improve transparency, and monitor service trends.
23. That the Township implement a revised septic re-inspection program to simplify compliance, reduce costs, and enhance convenience and accountability for residents.
24. That the Township implement its Road Needs Study through a five- to seven-year rolling plan for maintenance and reconstruction, updated annually, published on the Township website, and communicated to residents.
25. That the Township invest in professional development for new and existing management staff to strengthen collaboration, strategic leadership, communication, and change management skills.
26. That the Township continue to support a culture of continuous improvement, leverage technology, and explore alternative service delivery models, including shared services, outsourcing, or public-private partnerships.
27. That Bylaw Enforcement be strengthened by adding an in-house position and exploring shared service opportunities with neighbouring municipalities to improve coverage, cost-efficiency, and service effectiveness.

28. That the Township fully implement the complaint module in CityWide to provide a centralized, trackable system for residents to report issues, ensure efficient follow-up, and enhance oversight and data for service improvement.
29. That the Township expand the use of the public engagement platform, EngagementHQ, across all departments and projects as a central hub for surveys, comments, updates, and events, supported by staff for content management and feedback monitoring.
30. That the Township implement internal process improvements, including standardized response timelines and cross-departmental messaging protocols, to ensure public communications are consistent, timely, and aligned with service goals.

14. SUMMARY OF FINANCIAL IMPACTS

The recommended organizational and staffing changes are designed to improve Central Frontenac's ability to deliver core services, respond to external pressures, and pursue strategic priorities more effectively. While these changes involve several new or restructured positions, they are designed with fiscal responsibility in mind, including internal reallocations, offsetting reductions, and value-added roles that are expected to generate efficiencies, cost savings, or new revenues.

ADDITIONAL EXPENSES

Please note that the Estimated Financial Impact column reflects projected salary only. An additional 18% should be included to account for benefits and pension contributions.

Initiative	Estimated Financial Impact	Notes
Addition of Clerk	\$106,631	Enables the separation of CAO/Clerk duties, improves oversight of legislative functions, supports succession planning, and strengthens focus on strategic leadership.
Creation of Manager, Government Relations and Development role	\$114,883	New management position that consolidates oversight of building inspection, coordinates forward-looking community and economic development functions, and leads grant research and proposal development.
Asset Management / Procurement / Digital Transformation Specialist	\$80,000	New specialized role; offsets expected through cost avoidance and grant leveraging.
Addition of another Building Inspector	\$77,000	Required to address a backlog of files and ensure timely follow-up on outstanding compliance matters. The cost may be partially or fully offset by increased property tax revenues.
Addition of Economic Development Officer	\$72,840	May be offset through reallocation of existing staff or external funding.
Additional Bylaw Enforcement staff	No change	Offset by savings from existing costs for external contractor.
Casual administrative support during peak periods	\$10,000	Seasonal or project-based support avoids need for additional full-time staff.

The recommendations outlined in this plan may involve reassigning current support staff to new or modified roles that better align with the municipality’s evolving priorities. These changes are intended to optimize existing resources and do not create additional support staff positions. In instances where the necessary skills are not available internally, external candidates may be recruited; however, overall staffing levels can be maintained through normal attrition, ensuring that the municipal staff complement remains stable while still meeting operational and strategic needs.

POTENTIAL NEW OR INCREASED REVENUE

Initiative	Estimated Financial Impact	Notes
Improved grant identification and proposal development (Manager of Government Relations and Development; ED Officer)	\$50,000– \$200,000/year	Enhanced ability to access provincial, federal, and foundation funding.
Economic development initiatives	TBD	Potential increase in tax base, business licensing, and local job creation.
Strategic management of surplus lands and road allowances	TBD	Possible revenue through sale or licensing of unused municipal assets. Increased revenue from property taxes after sales.

COST AVOIDANCE AND EFFICIENCY GAINS

Initiative	Estimated Financial Impact	Notes
Centralized procurement (reduced burden on managers)	Staff time savings; cost efficiency	Enables bulk buying, better compliance, reduced duplication; frees managers for core work.
Optimization of CityWide and digital tools	Moderate	Better tracking, asset lifecycle planning, and decision-making.
Volunteer/service group coordination via Clerk’s Office	Indirect savings	Better liability management, reduced staff time resolving confusion/conflicts.
Digital transformation and workflow improvement	Moderate	Streamlines administrative processes across all departments.

Initiative	Estimated Financial Impact	Notes
Shared services and inter-municipal collaboration (exploratory)	Variable	Potential cost savings.
Use of casual staff for peak periods	Avoid cost of 1–2 FTEs	Offers flexibility without long-term financial commitment.

NET FINANCIAL CONSIDERATIONS

While the recommendations include up to five restructured or new roles, each has been carefully designed to ensure the investment is offset, justified, or potentially revenue-positive:

- The **Procurement/Asset/Digital Specialist** is anticipated to more than pay for itself by:
 - ✓ Reducing procurement inefficiencies,
 - ✓ Supporting long-term capital planning and lifecycle cost savings,
 - ✓ Enhancing grant acquisition efforts, and
 - ✓ relieving administrative pressure on other managers.
- The addition of a **Building Inspector** will not only improve turnaround times and compliance monitoring but is also expected to be revenue-neutral or revenue-positive. Enhanced capacity will allow for more timely permit processing, increasing permit fee revenues.
- The **Manager, Government Relations and Development** represents a new management investment but is expected to deliver meaningful financial and strategic returns. While the role provides oversight of development and building services, its primary value lies in strengthening the Township’s capacity to navigate intergovernmental relations, monitor policy developments, and pursue external funding. A key function of the position is to lead grant research and proposal writing, coordinate application efforts across departments, and ensure compliance with funding requirements. By centralizing these responsibilities, the Township will improve its ability to secure grants, respond proactively to provincial and federal initiatives, and advance strategic priorities. Over time, these contributions are expected to offset the role’s cost and support sustainable service and infrastructure development.
- The **Economic Development Officer** may be filled through a lateral transfer from existing staff capacity. Over time, the role is expected to attract investment, support local business development, and generate new revenue streams for the Township.

- Several administrative improvements (e.g., volunteer coordination, internal communications, shared services) will mitigate operational risks, free up senior staff time, and foster more proactive and coordinated service delivery.

In summary, the modest increase in staffing investment is strategic, financially prudent, and essential for the Township to meet growing demands and achieve its long-term priorities effectively.



STAFF REPORT TO COUNCIL

Township of Central Frontenac
14216 Road 38
Sharbot Lake, Ontario

REPORT NUMBER: 192-2025
DATE: October 14, 2025,
FROM: Cathy MacMunn, CAO/Clerk
PREPARED BY: Jody Legue
RE: Request to Close Section of K&P Trail (Thompson's Cut) on October 31, 2025

RECOMMENDATION

THAT Council approve the temporary closure of the K&P Trail between the Sharbot Lake Beach and the Government Docks (Thompson's Cut) on October 31, 2025, from 3:00 p.m. to 8:00 p.m., for a Community Halloween event;

AND FURTHER THAT staff post advance notice of the closure on the Township's Facebook page and website by October 27, 2025;

AND THAT staff notify the Frontenac ATV Club and the Eastern Ontario Trails Alliance (EOTA) of the closure;

AND THAT staff ensure temporary signage is placed at both ends of the closed section of the trail to assist trail users with a detour route through the village.

BACKGROUND

Councillor McGregor, on behalf of community members, has submitted a request to close a portion of the K&P Trail on Thursday, October 31, 2025, from 3:00 p.m. to 8:00 p.m. to host a community Halloween event.

The section requested for closure is Thompson's Cut, extending from the Sharbot Lake Beach to the Government Docks.

DISCUSSION

The K&P Trail is a regional trail managed in partnership with the County of Frontenac. Staff consulted Richard Allen, Manager of Economic Development for the County of Frontenac, who provided the following recommendations to minimize impacts on trail.

Temporary detour signage should be posted at either end of the closed section of the trail to guide users through the village during the event. In addition, the Township should provide advance notice of the closure by posting information on its Facebook page and website, as well as sending email notifications to trail partners, including the Frontenac ATV Club and the Eastern Ontario Trails Alliance (EOTA), by Monday, October 27, 2025.

Staff will coordinate the posting of notices and ensure temporary detour signage is in place for the event.

STRATEGIC PLAN PRIORITY

Healthy Community Development-

FINANCIAL IMPLICATIONS

N/A

ATTACHMENTS/REFERENCES

N/A

**MINUTES OF THE CENTRAL FRONTENAC
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
HELD ON OCTOBER 1, 2025**

ROLL CALL:

MEMBERS: Lynn Klages, Susan Irwin, Sara Carpenter, Christine Butler (joined the meeting at 10:10 a.m.), Derek Redmond (joined the meeting at 10:13 a.m.).

REGRETS: Duncan McGregor, Jill Lock

STAFF PRESENT: Chris Nelson, Community Services Coordinator. Jody Legue, Deputy Clerk (joined the meeting at 10:32 a.m., left at 10:42 a.m.).

GUEST: Davin Allan

1. CALL TO ORDER

Lynn Klages called the meeting to order at 10:06 a.m.

2. APPROVAL OF AGENDA

Committee Membership was added under New Business.

MOVED by S. Carpenter, SECONDED by Lynn Klages:
THAT the agenda be approved as amended.

CARRIED

3. DECLARATION OF PECUNIARY INTEREST

None disclosed.

4. APPROVAL OF MINUTES

MOVED by S. Irwin, SECONDED by S. Carpenter:

THAT the minutes of the September 3, 2025 meeting of the Central Frontenac Economic Development Advisory Committee be approved.

CARRIED

5. BUSINESS ARISING

a. Environmental Scan

Sharbot Lake's Beer Store and Ultramar station have closed. Rumours persist that a prominent variety store brand and coffee shop may acquire the gas bar. Connections Adult Learning moved to the former Lake District Realty building on Road 38; an open house and ribbon-cutting are planned for Oct. 2. A community member sent kudos to D. McGregor's event planning group for its important work of coordinating community events; the group is planning a haunted walk for Halloween at the SL beach-to-Trailhead area. Ontario's minimum wage went up this date. The Frontenac County Business Retreat will be held on Oct. 21, including a session on developing tourism experiences; [registration](#) is open until Oct. 15. CF Township will have an open house on Oct. 20 from 4 to 6 p.m. to welcome the public to their new building. The former Township office building has been sold; the Township will rent part of the lower level so that the library can stay where it is. A postal strike is in effect which will likely affect small and rural businesses disproportionately; the Frontenac News is a case in point.

b. Working Group Updates

i. Greening of Sharbot Lake // Enhance Visual Experience

S. Irwin is working on budget pricing for next year's watering contract. Planning and fundraising are underway for the Festival of Trees. No fall decorations are planned. A member congratulated Villages Beautiful and committee liaisons C. Butler and S. Irwin on a very successful season.

ii. Staff Position/Partnerships

Work on CF's organizational design review continues.

C. Nelson and D. McGregor attended the Sept. 15 meeting of North Frontenac's Economic Development Task Force (EDTF) to introduce CF's EDAC and to see if there was a willingness to potentially work together on certain projects. There was.

The two committees will have an informal meet-and-greet in the latter part of October to define some areas of potential collaboration and explore approaches for sharing resources. Trade shows are an example where

combining forces could cut costs and deliver more value; early-bird booking discounts are available this fall.

The half-page informational ad that the Township ran recently in the Frontenac News got positive reviews. J. Legue said the Township will be running regular ads to improve communication with the public, per a request to Council by D. McGregor. The ad, coordinated and designed by C. Nelson, was attractive and informative.

C. Butler reported that the Sharbot Lake Business Group (SLBG) held a lively September meet-and-greet with over 80 attendees. SLBG is working to position itself as the go-to contact group for new businesses and any business looking to broaden its network and resource base.

iii. Lake and Trail Interface

D. Redmond reported that mid- to long-range planning is on pause while a short-term project is underway. Concrete curbs will be deployed to better delineate the trail and parking areas. Richard Allen at County EcDev has given the go-ahead. The curbs have been delivered and will be installed when Public Works has time. After installation, volunteers will trim out the adjacent brush and Public Works will come and pick up the brush.

Public Works suggested adding a low concrete wall to help funnel traffic from Thomson's Cut on to the trail. D. Redmond will review with Richard Allen. S. Carpenter noted that this would be a new budget item, separate from the curbs. C. Nelson will obtain pricing.

iv. Signage

C. Nelson reported that the gateway signs are ready, but installation is more complicated than anticipated and Public Works will attend to it as soon as possible. L. Klages suggested getting some pictures or video of the installation for PR purposes.

S. Carpenter spoke about the signage program: Phase 2 is for additional wayfinding signage; Phase 3 is for branding and conveying a sense of place. These will need to be budgeted. S. Irwin suggested a more expansive branding and signage program for the entire township, as South Frontenac seems to have done. The Rural Ontario Development (ROD) Program could

potentially augment funding. S. Carpenter will look into this further.

S. Carpenter suggested shifting funding allocated for rental signs on Highway 7 to billboard rental instead. She will get pricing from a billboard company.

v. Volunteers

L. Klages reported that the first annual Township-sponsored volunteer appreciation was a great success. It was held at the Sharbot Lake rink on Sept. 20 and drew more than 100 volunteers from around the township. A councillor from each district honoured the remarkable volunteer contributions of its citizens and presented them with a special Central Frontenac pin. Planning is already underway for next year.

vi. Township Website

S. Irwin reported that Council has approved the formation of an *ad hoc* committee to advise on content development and reorganization of the Township's website. The committee will have two councillors – S. Irwin and Bill Everett – and several members of the public; the Township will advertise for applicants. Sandbox Software Solutions will design and host the website.

vii. Visitor Attraction

S. Irwin reported that Rhonda Kimberly-Young brought a \$5,000 funding request to Council on behalf of the Central Frontenac Railway Heritage Society (CFRHS) for 2026. The funds would aid in the acquisition and transport of a second caboose for the railway park. Ms. Kimberly-Young noted that the railway park is second only to the Sharbot Lake beach as a tourist attraction in Central Frontenac.

S. Irwin noted that tourism and visitor attraction are pillars of the local economy and key goals of EDAC. She proposed that EDAC provide a letter of support, or consider requesting \$5,000 in its own budget to help fund the project.

D. Redmond elaborated. CFRHS has applied to RTO to fund the new caboose, and also the creation of a historic mural downtown. With a successful RTO application, and additional funding from the County, Township, and community fundraising, it is hoped that the caboose will arrive

early in 2026. The mural will be unveiled on May 8 in conjunction with an event by the local historical society commemorating the beginning of Sharbot Lake and the anniversary of the completion of the causeway.

CFRHS will hold a dinner-and-dance fundraiser at the Crossing Pub on Oct. 25. Tickets are being sold at the SL Pharmacy and Kick & Push Brewery.

D. Allan asked whether the committee has considered engaging a social media influencer to promote Central Frontenac. C. Butler relayed that Elora recently used an influencer strategy so successfully that the town could scarcely absorb the influx. Last year, D. McGregor did considerable research and negotiated with two possible candidates last year, but the timing was off and the project didn't proceed. It was agreed that the idea would be worth revisiting with a view to expanding the shoulder season and perhaps partnering with accommodations providers.

c. Rural Ontario Development Fund

S. Carpenter showed a slide presentation from a funders' forum held in Kingston this summer. It outlined funding opportunities available from multiple Ontario government ministries, of which ROD is just one. It would take some research and creativity to brainstorm ideas for projects that would dovetail with funding opportunities. Trail-related projects would be a natural fit, as would regional promotional projects. This is a possible conversation for the upcoming meet-and-greet with the North Frontenac economic development team.

6. NEW/OTHER BUSINESS

a. Financial Update

S. Carpenter presented an updated 2025 EDAC budget spreadsheet. Year-to-date, the committee is under budget. Some funds allocated will not be spent and could be repurposed.

S. Irwin noted that the Festival of Trees is the signature fundraising event of Villages Beautiful. It is celebrating its 25th anniversary this season. The festival is run entirely by volunteers, it funds village beautification projects throughout the township, and organizers are actively fundraising now.

MOVED by S. Irwin, SECONDED by S. Carpenter:

THAT the Central Frontenac Economic Development Committee contribute \$2,500 to Villages Beautiful in support of the 25th anniversary celebration of the Festival of Trees.

CARRIED

To improve ongoing budget tracking for both the committee and the Township, S. Carpenter proposed using the CF expense form to itemize EDAC-related expenses and submit it to the Township monthly.

b. Economic Development Advisory Committee Membership (EDAC)

L. Klages will contact Jill Lock to see if she wishes to continue with the committee.

After some discussion about the composition of the committee under the new Terms of Reference, it was thought that a larger number of community members would provide better balance.

MOVED by S. Irwin, SECONDED by L. Klages:

THAT the "Organization of the Committee" section of the new Terms of Reference for the Central Frontenac Economic Development Advisory Committee be amended to include up to 10 members, 3 of which shall be appointed by Council and up to 7 community members.

CARRIED

MOVED by S. Carpenter, SECONDED by S. Irwin:

THAT Davin Allan be invited to join the CF Economic Development Advisory Committee as a representative of the Central Frontenac business community.

CARRIED

7. NEXT MEETING

Wed. Nov. 5, 2025 at 10:00 a.m.

8. ADJOURNMENT

L. Klages adjourned the meeting at 12:08 p.m.

The Corporation of the Township of Central Frontenac

By-Law #2025-45

**Being a By-Law to Confirm
the Regular Meeting of Council Held on October 14th, 2025**

The Council of the Corporation of the Township of Central Frontenac enacts as follows:

The actions of the Council at the Regular Council meeting held on the 14th day of October 2025 in respect of each report, motion, resolution, or other action passed and taken by the Council at its meeting, is hereby adopted, ratified, and confirmed.

The Mayor and the proper officers of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action, to obtain approvals where required, and, except where otherwise provided, to execute all documents necessary on that behalf in accordance with the by-laws of Council relating thereto.

Read a first, second, and third time and finally passed this 14th day of October 2025.

Frances Smith, Mayor

Cathy MacMunn, CAO/Clerk