



**County Council Meeting – Regular Session
December 14, 2011 – 9:00 a.m.
The Frontenac Room, 2069 Battersea Road, Glenburnie, On**

AGENDA

- | | |
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| Page | |
| | 1. CALL TO ORDER |
| | 2. ADOPTION OF THE AGENDA |
| | 3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF |
| | 4. DEPUTATIONS AND/OR PRESENTATIONS |
| | a) Jeff Sandiford, Chair, Sustainability Advisory Committee
Re: ICSP Sustainable Actions 2011 |
| | b) Don Ross and Dann Michols, Frontenac Arch Biosphere Network
Re: Plaque Presentation |
| | c) Senior Management Team
Re: 2012 Preliminary Budget |
| 4 | 5. CLOSED MEETING |
| | As Authorized under Section 239 of The Municipal Act, to consider: |
| | a) Adoption of Closed Meeting Minutes |
| | b) Personal matters about and identifiable individual |
| 5-15 | 6. ADOPTION OF MINUTES |
| | Adoption of Regular Meeting Minutes |
| | 7. BUSINESS ARISING FROM THE MINUTES |
| 16-22 | 8. COMMUNICATIONS FOR INFORMATION |
| | Communications for Information |
| 23 | 9. COMMUNICATIONS FOR ACTION |
| | Limestone District School Bd. Year 3 of 5 Strategic Key Initiatives Working Draft |
| | 10. REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER |

10.1. Administrative Services

10.1.1. Administration

- 24-26 a) Closed Meeting Investigator Contract Extension

10.1.2. Economic Development

- 27-49 a) Frontenac K&P Trail Engineering Bridge Design

10.1.3. Land Use Planning

- 50-68 a) Garrison Shores- Plan of Condominium- Final Approval
- 69-71 b) Source Water Protection Plans
- 72-75 c) County Official Plan

10.1.4. Sustainability Planning

- 76-127 a) Sustainable Actions 2011

10.1.5. Human Resources

- 128-129 a) 2012 Non-Union Salary Adjustment

10.2. Financial Services

- 130-217 a) 2012 Preliminary Budget
- 218-227 b) Reserve and Reserve Funds

10.3. Emergency and Transportation Services

NIL

10.4. Fairmount Home

- 228-229 a) Elevator Repairs
- b) Fairmount Grapevine Gazette, December 2011

11. ACCOUNTS

- 230-235 Accounts for November 8 to December 6, 2011

12. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

13. GIVING NOTICE OF MOTION

14. OTHER BUSINESS

14.1. External Boards and Committees

- a) Kingston Frontenac Library Update-- John Purdon

- 236-237
- 14.1. External Boards and Committees**
- b) KFL&A Public Health Update-- Bud Clayton
 - c) RULAC, LSR and Other Updates-- Susan Beckel
 - d) Algonquin Land Claim Update-- John Inglis
 - e) Frontenac County Youth Justice Advisory Committee Update-- Gary Davison
 - f) Affordable Housing Development Committee Update-- John McDougall
 - g) Rideau Corridor Landscape Steering Committee Update-- David Jones

- 238-241
- 14.2. Advisory Committees of County Council**
- a) Sustainability Advisory Committee
 - b) Green Energy Task Force
 - FIT Program Review Draft Comments
 - c) 150th Anniversary of County Advisory Committee
 - d) Trails Advisory Committee

14.3. Other Updates

- a) Election of the Warden and the Deputy Warden.

15. PUBLIC QUESTION PERIOD

16. BY-LAWS – GENERAL BY-LAWS AND CONFIRMATORY BY-LAW

- 242-243
- a) By-law No. 2011-0041 - Execute Closed Meeting Investigator Contract Extension Agreement
- 244
- b) By-law No. 2011-0042 - To Authorize the Clerk to Execute Agreement with ThyssenKrupp
- 245-246
- By-law No. 2011-0043 - To Appoint the Warden and Deputy Warden
- 247-248
- By-law No. 2011-0044 - Confirmation of Proceedings

17. ADJOURNMENT

Confirmation of time, date and location for upcoming County Council Meetings:

- Regular Meeting of Council- January 18, 2012

AND FURTHER THAT Council direct that a by-law be introduced later in the meeting to authorize the transfer of any surplus/deficit funds at the end of 2011 to the Reserve for Working Funds. CARRIED

(c) 2012 Municipal Insurance Contract Award

Motion #317-11 Moved by: Councillor Jones
Seconded by: Councillor Doyle

RESOLVED THAT County Council receive the *Financial Services – Municipal Insurance Contract Award* report;

AND FURTHER that County Council name Holway & Hutchinson as broker of record for insurance on the Frontenac-Howe Islander which renews February 20, 2012;

AND FINALLY that County Council authorize the Treasurer to proceed to develop a contract for the 2012 County General Insurance with Frank Cowan Inc. and request that Holway & Hutchison arrange and coordinate a complete inspection of the County properties to review values and identify liability and property hazards as included in the Cowan proposal. CARRIED

Motion #318-11 Moved by: Councillor Doyle
Seconded by: Councillor Jones

RESOLVED THAT Council of the County of Frontenac authorize the inclusion of County Councillors Accident Insurance coverage in the 2012 County General insurance contract with Frank Cowan Inc.

Warden Davison requested a recorded vote.

YEAS

NAYS

Councillor Doyle
Deputy Warden Gutowski
Councillor Jones
Councillor McDougall
Warden Davison (2 votes)

Councillor Clayton
Councillor Inglis
Councillor Purdon

Total Yeas: 6

Total Nays: 3

As a result of the recorded vote, the motion was declared..... CARRIED

(d) 2012 Tax Ratios and Tax Rate Reductions

Motion #319-11 Moved by: Councillor Jones
Seconded by: Councillor Doyle

RESOLVED THAT Council of the County of Frontenac accept the *Financial Services – 2012 Tax Ratios and Tax Rate Reductions* report;



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Casey Buchanan
Executive Assistant

Date Prepared: December 7, 2011

Date of Meeting: December 14, 2011

Re: **Communications of Interest to County Council**

A It is recommended that the following communications of interest to the County be received and filed (copies are available upon request).

Ministries, Other Municipalities, etc:

1. City of Kingston, October 30, 2011 – The City of Kingston has circulated for Council's review its 2012-2016 Strategic Plan Pamphlet.
2. County of Huron, November 2, 2011 – The Council of the County of Huron at its October 5, 2011 meeting passed a resolution supporting the woodlot landowners within the Province of Ontario by requesting the Minister of Finance and the Minister of Municipal Affairs and Housing to conduct an immediate review and include the losses sustained by woodlot owners in the applications for eligible assistance under ODRAP and that the eligible assistance be made retroactive to the August 21, 2011 tornado disaster that struck Goderich and area.
3. County of Lennox & Addington, November 7, 2011 – Letter advising Council that on October 12, 2011 the Council of the County of Lennox and Addington adopted a resolution fully endorsing the positions outlined by the County of Frontenac resolution regarding KFL&A Public Health Contributions and hopes that their support may lead to new fiscal arrangements for Public Health.
4. County of Huron, November 8, 2011 – The Council of the County of Huron at its meeting on November 2, 2011 passed a resolution objecting to the direction from the Fire Marshal's Office restricting use of sheds, barn and other farm buildings for parties and related uses. The resolution was circulated to the Ontario Fire Marshal's Office, all Members of Provincial Parliament and all Municipalities in Ontario.
5. City of Kingston, November 17, 2011 – At the November 15, 2011 meeting of Council a motion was approved supporting the development of a youth strategy that

Administrative Report
Communications of Interest to County Council
December 14, 2011

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promotes diversity and tolerance and the provides inclusive programs and services for all young people.

6. City of Kingston, November 17, 2011 – Correspondence announcing the appointment of Councillor B. Reitzel and Councillor J. Scott to the Rural Urban Liaison Advisory Committee.
7. Ministry of Citizenship, November 2011 – Announcement advising Council that nominations for the Ontario Medal for Young Volunteers are being accepted by the Ontario Honours and Awards Secretariat. Nominations will be accepted for volunteers aged 15 to 24 who understand the importance of volunteering and who demonstrated leadership, initiative and perseverance as well as inspire others. Councillors are encouraged to visit www.ontario.ca/honoursandawards if you would like to nominate a young volunteer.

Other Correspondence:

1. Kingston, Frontenac and Lennox & Addington Public Health, November 15, 2011 – Correspondence on behalf of the Board was received on November 24, 2011 responding to Council's resolution regarding funding of public health in the area. The Board stressed in the letter that it too is concerned that the Government of Ontario has created a situation in which many local public health agencies have not been funded adequately by the province to sustain the ration of 75:25. Dr. Gemmill has written on behalf of the Board to the Chief Medical Officer of Health to bring this issue to her attention noting that it is the Board's belief that it is the Province's responsibility to make the necessary adjustments so that ratios can be met in all areas. The Board would like Council to be aware that there have been several positions funded for KFL&A Public Health on a 100% provincial basis and when all funding for KFL&A is considered, municipalities pay between 23 and 24% of the total. The Board is hopeful that the issue will be resolved as it is committed to using the increased provincial public health funding post-SARS for programming rather than as a rebate to obligated municipalities.

AMO Member Communications:

1. News Releases: nil
 - Ontario's Environmental Commissioner Talks Trash and Waste Diversion to Provincial Legislature (November 29, 2011)
2. AMO Breaking News
 - Recent Reports Further AMO's Call for Better POA Fine Collection Tools (November 16, 2011)
 - Ontario Throne Speech - Promises Continued Uploading of Municipal Social Services Costs (November 23, 2011)
 - Provincial Government Delivers 2011 Fall Economic Statement (November 23, 2011)
 - AMO Report to Members on November 2011 Board Meeting (November 28, 2011)
 - Waste Diversion should be among the Province's Top Environmental Priorities (November 29, 2011)

- Gas Tax Fund Communications Requirements - Social Media Guidelines (November 30, 2011)
- Bills Introduced Since November 24, 2011 (December 1, 2011)
- Ontario One Call Act re-introduced in Legislature (December 1, 2011)
- Bills Introduced Since December 1, 2011 (December 8, 2011)

3. Watch Files (dates)

- November 17, 2011
- November 24, 2011
- December 1, 2011

FCM Communications:

4. News Releases

- Letter to PPP Canada (November 25, 2011)
- Statement by FCM President Berry Vrbanovic following speech by Liberal Leader Bob Rae at Today's FCM Advocacy Days' Board of Directors Luncheon (November 29, 2011)
- Federal Government Promises New Infrastructure Plan Will Deliver Long-Term Solutions (November 30, 2011)
- Letter by FCM President Berry Vrbanovic: CD Howe Report Marches Right Past What Taxpayers See Every Day (November 30, 2011)

B Eastern Ontario Wardens' Caucus (EOWC) Meeting Minutes/News Releases: nil

C Agency/Board Minutes:

5. KFL&A Board of Health – November 30, 2011
6. Kingston Frontenac Public Library Board – October, 2011

D The following items of correspondence require action

1. Limestone District School Board, November 10, 2011 – Correspondence from the Director of Education sharing the final report on the *Success for All: Strategic Directions 2009-2014* report. It is noted the *Strategic Plan: Year 3 of the 5-Year Plan, Key Initiatives for 2011-2012* has been approved for use in the current school year as a working draft and input is requested on its content and format by January 3, 2012.

MINUTES
Regular Meeting #2011-08
Kingston Frontenac Public Library Board
October 26, 2011 - 4:00 PM
Delahaye Room, Central Library



Present: Barbara Aitken, Paige Cousineau, Deborah Defoe (Chief Librarian/CEO), Ralph Gatfield, Wilma Kenny, Erik Knutsen, Councillor Jim Neill, Floyd Patterson, Councillor John Purdon, Claudette Richardson (Chair), Monica Stewart

Staff Present: Doug Brown (Manager, Facilities), Patricia Enright (Manager, Children's/Youth Services and Rural Branches), Mary Glenn (Recording Secretary), Barbara Love (Manager, Adult Services) Shelagh Quigley (Manager, Human Resources) Chris Ridgley (Budget / HR Analyst), Lester Webb (Manager, Systems and Technical Services)

1. CALL TO ORDER

Ms. Richardson called the meeting to order at 4:05 PM.

2. ADOPTION OF THE AGENDA

The agenda was accepted as distributed.

3. DECLARATIONS OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

4. ACCEPTANCE OF MINUTES

4.1 Kingston Frontenac Public Library Meeting #2011-07 held September 28, 2011

2011-56 KENNY - GATFIELD

That the minutes of Regular Meeting #2011-07 of the Kingston Frontenac Public Library Board held September 28, 2011 be approved as circulated.

CARRIED

4.2 Committee of the Whole Meeting held October 12, 2011

2011-57 GATFIELD – STEWART

That the Minutes of the Committee of the Whole meeting held October 12, 2011 be confirmed.

CARRIED

5. BUSINESS ARISING FROM THE MINUTES

5.1 CEO Search Committee – Update

Ms. Stewart reported that the committee has met with the consultant. During the meeting the consultant asked for the committee's input on key things to look for in the new CEO. He was happy to report that what he heard from the committee was in line with what he heard from other stakeholders. The position has been posted in various places including our website, and interviews are scheduled for mid to late November.

6. ACTION ITEMS

6.1 *Use of Library Space for Art Exhibits Policy*

This was brought forward from the June Committee of the Whole meeting. A group who had rented a room for a piano recital had an issue with the nude artwork displayed in the Wilson Room.

As suggested at the COW meeting, the Art Exhibition Committee was asked to work on a draft policy statement which has now come to the Board for approval.

Ms. Stewart explained that if the policy is accepted, changes will need to be made to forms such as the room booking form which will make it clear that there will be artwork on display so the group can make their own decision. However because the forms are purely administrative, they don't require board approval.

Councillor Neill spoke in favour of the policy and likes the fact that it refers to the OLA's *Statement on the Intellectual Rights of the Individual*. There was further discussion with respect to finding the right balance, and supporting freedom of expression while being respectful. Mr. Patterson said that it would be up to the art committee to make that decision.

Councillor Purdon suggested that the policy be revised to state *Kingston Frontenac and Area Community Artists*. Councillor Neill wanted to ensure that we do not preclude artists from local communities such as Gananoque, Westport, and Napanee. The statement will be revised as suggested by Councillor Purdon and left broad to include artists in the local communities.

2011-58 STEWART – KENNY

That the KFPL Board adopt the KFPL Use of Library Space for Art Exhibits Policy, as amended.
CARRIED

6.2 *Procurement of Goods and Services Policy and Procedures*

Ms. Defoe explained that although this is not scheduled for review by the board until later in the term, because of ODA legislation changes had to be made to the policy to comply with accessibility standards. In addition, there is a proposal to change the approval limits so that they are aligned with the approval limits at the City. Ms. Defoe further explained that the approval limits simply give authority to staff to sign off and this would be within the budget.

Ms. Quigley explained further that this policy goes hand in hand with our Accessibility Policy which is already in place. As suggested, the policy will be revised to include: *Accessibility as defined by the Accessibility Policy*.

2011-59 PURDON – GATFIELD

That the KFPL Board adopt the KFPL Procurement of Goods and Services Policy and Procedures as amended.
CARRIED

7. INFORMATION ITEMS

7.1 *Correspondence / Information Received and Sent*

7.1.1 From the City of Kingston a letter dated October 5 to confirm that Kingston City Council approved our request that October be proclaimed "Public Library Month 2011" in the City of Kingston, and enclosing a Certificate of Proclamation.

7.1.2 To Marcel and Pam Giroux, a letter of appreciation for their hospitality in hosting the luncheon during the branch bus tour in August, signed by the Chair.

Received / sent since distribution of the agenda:

- 7.1.3 A completed nomination form for the *International Day of Persons with Disabilities Access Award* nominating KFPL for the award.
- 7.1.4 From the City of Kingston, a letter dated October 19, 2011 to confirm the appointment of Denise Cumming to the Kingston Frontenac Public Library Board for the term ending November 30, 2014.
- 7.1.5 From Marilyn Simonds, Artistic Director, Kingston Writersfest, a note of appreciation for our support of Writersfest. As a token of their appreciation, they would like to donate a complete set of Kingston WritersFest 2011 books to KFPL. *Responded with a letter of appreciation accepting the KWF 2011 books and informing Ms. Simonds that we will be putting a book plate in each acknowledging the festival.*
- 7.1.6 Press Release announcing the retirement of Deborah Defoe, Chief Librarian / Chief Executive Officer.

2011-60 PURDON – GATFIELD

That the Board receive the correspondence as listed in the Agenda, plus added.

CARRIED

8. MONITORING REPORTS

8.1 *Communication and Counsel*

8.1.1 Chief Librarian's Report

Ms. Defoe explained that at a session she attended at the CLA conference earlier this year, it was suggested that quarterly statistics that were comparative would be more meaningful than the monthly statistics that the board had been getting.

Ms. Cousineau asked if an individual board member could ask for statistics in the format which had been provided earlier in the year. Councillor Neill pointed out that, according to our model of Governance, this would need to be a decision made by the Board via a motion and not something that an individual board member could request. Discussion ensued, and Councillor Neill and several board members stated their preference to receive comparative statistics quarterly.

Ms. Defoe will come up with a schedule of how the Board could look at various components over the year.

8.2 *Financial Planning and Budgeting*

Ms. Defoe reported that the City has given us a directive to stay within a 2.5% increase. The draft budget being presented is at 2.66%.

Councillor Neill asked if there could be discussion with regards to reinstating Kingscourt hours.

Ms. Defoe explained that the Board would first have to discuss if this is where the Board wants to direct additional hours as we get many requests for more hours at other branches, particularly Calvin Park. Further, according to the standards in the Branch Services Master Plan, Kingscourt branch had more hours than required according to the guidelines, whereas Pittsburgh branch is still not in line with the standards. This type of discussion would become more about the philosophy behind the guidelines and would have to be a board decision and motion.

2011-61 GATFIELD - STEWART

That the Board accept the 2012 Budget as presented at the board meeting and direct the Chief Librarian / Chief Executive Officer to forward a copy of the budget estimate to the City of Kingston and to the County of Frontenac.

CARRIED

Ms. Cousineau had several questions regarding the budget, some of which were general questions regarding the format of the budget. It was suggested by some of the board members that Ms. Cousineau might be interested in attending some of the sessions offered at the OLA conference which are very helpful in this regard.

Ms. Cousineau asked about the Administration column and whether those costs relate to Central only or to the entire system. Ms. Defoe explained that Administration does not relate only to Central but includes everything that is not broken out and related to branch support such as the courier van, and that the budget must be submitted using the format that the City provides to us.

8.3 Financial Condition (3rd quarter)

2011-62 PURDON – GATFIELD

That the Board accept the following reports of the Chief Librarian/Chief Executive Officer:

- *Financial Planning and Budgeting*
- *Communication and Counsel*
- *Financial Condition (3rd quarter)*

CARRIED

9. OTHER BUSINESS

9.1 All Staff Day (Staff Development, November 11, 2011)

Board members received an invitation to join staff for lunch at All Staff Day.

It was reported that the Livable City Award presentation would take place later this evening and that Calvin Park library had been nominated.

10. NEXT MEETING DATE AND ADJOURNMENT

The next Committee of the Whole meeting will be held at 4:30 PM, Wednesday, November 9, 2011, Delahaye Room, Central Library

The next regular Board Meeting will be at 4:00 PM, Wednesday, November 23, 2011, Delahaye Room, Central Library.

There being no further business, the meeting was adjourned at 5:45 PM.

Claudette Richardson, Chair

Mary Glenn, Recording Secretary

Limestone District School Board
November 10, 2011

FROM THE DIRECTOR OF EDUCATION, BRENDA L . HUNTER

Dear Partner in Education,

Beginning in November 2009, the Limestone District School Board asked our many partners in education for their input regarding the Board's Strategic Plan, and annual initiatives. Thank you for your thoughtful input and suggestions.

[Success For All: Strategic Directions 2009 - 2014](#) reflects the Limestone District School Board's commitment to accountability, and to collaborative and effective planning that provides for the best possible outcomes for our students. As we did a year ago, we are pleased to share with you the final report on last year's initiatives **[Strategic Plan: Year 2 of 5 End of Year Report 2010-2011](#)**.

As well, **[The Strategic Plan: Year 3 of the 5-Year Plan, Key Initiatives for 2011 - 2012](#)** has been approved for use in the current school year as a working draft, and **your input to the content and format is important.**

We would appreciate any feedback by **January 3, 2012**. **You may direct your feedback to hunterb@limestone.on.ca.**

Thank you for your cooperation and understanding. If you have any further questions or concerns, please do not hesitate to contact the Director or me.

Jane Douglas
Communications Officer
613.544.6920 ext. 311
1.800.267.0935
Limestone District School Board Education Centre
220 Portsmouth Avenue, Kingston, ON K7L 4X4
www.limestone.on.ca



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Susan Beckel
Deputy Clerk

Date prepared: November 18, 2011

Date of meeting: December 14, 2011

Re: **Administrative Services – Closed Meeting Investigator Contract Extension**

Background

On October 21, 2009, the Council of the County of Frontenac adopted By-law No. 2009-0036 being a by-law to appoint Fournier Consulting as the Closed Meeting Investigator for the County pursuant to the *Municipal Act, 2001, as amended*. A one year contract was executed effective from January 1, 2010 to December 31, 2010 with the option of renewal. The Townships of Central Frontenac, South Frontenac and Frontenac Islands also contracted with Fournier Consulting and the County paid the initial retainer on behalf of the County and the three constituent municipalities. This contract was renewed for one year from January 1, 2011 to December 31, 2011.

As per the *Municipal Act*:

239.1 Investigation - *A person may request that an investigation of whether a municipality or local board has complied with section 239 or a procedure by-law under subsection 238 (2) in respect of a meeting or part of a meeting that was closed to the public be undertaken,*

(a) by an investigator referred to in subsection 239.2 (1); or

(b) by the Ombudsman appointed under the Ombudsman Act, if the municipality has not appointed an investigator referred to in subsection 239.2 (1).

239.2 (1) Investigator - *Without limiting sections 9, 10 and 11, those sections authorize the municipality to appoint an investigator who has the function to investigate in an independent manner, on a complaint made to him or her by any person, whether the municipality or a local board has complied with section 239*

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or a procedure by-law under subsection 238 (2) in respect of a meeting or part of a meeting that was closed to the public, and to report on the investigation.

(2) Powers and duties - *Subject to this section, in carrying out his or her functions under subsection (1), the investigator may exercise such powers and shall perform such duties as may be assigned to him or her by the municipality.*

(3) Matters to which municipality is to have regard - *In appointing an investigator and in assigning powers and duties to him or her, the municipality shall have regard to, among other matters, the importance of the matters listed in subsection (5).*

(4) Same, investigator - *In carrying out his or her functions under subsection (1), the investigator shall have regard to, among other matters, the importance of the matters listed in subsection (5).*

(5) Same - *The matters referred to in subsections (3) and (4) are,*
(a) the investigator's independence and impartiality;
(b) confidentiality with respect to the investigator's activities; and
(c) the credibility of the investigator's investigative process.

(6) Delegation - *An investigator may delegate in writing to any person, other than a member of council, any of the investigator's powers and duties under this Part.*

(7) Same - *An investigator may continue to exercise the delegated powers and duties, despite the delegation.*

(8) Status - *An investigator is not required to be a municipal employee.*

(9) Application - *Subsection 223.13 (6) and sections 223.14 to 223.18 apply with necessary modifications with respect to the exercise of functions described in this section.*

(10) Report and recommendations - *If, after making an investigation, the investigator is of the opinion that the meeting or part of the meeting that was the subject-matter of the investigation appears to have been closed to the public contrary to section 239 or to a procedure by-law under subsection 238 (2), the investigator shall report his or her opinion and the reasons for it to the municipality or local board, as the case may be, and may make such recommendations as he or she thinks fit.*

(11) Publication of reports - *The municipality or local board shall ensure that reports received under subsection (10) by the municipality or local board, as the case may be, are made available to the public.*

Comment

To date the County has had no closed meeting investigations.

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Fournier Consulting Services is in agreement to extend the contract for a two (2) year term from January 1, 2012 to December 31, 2013 under the same terms and conditions, with the following exceptions:

- (i) there will be no retainer fee(s) as this was a one-time initial cost associated with the original contract; and
- (ii) the hourly rate will increase from \$100 to \$125.

It is the recommendation of staff that the County extend this contract with Fournier Consulting Services for two (2) years.

Financial Considerations

The 2012 budget for Closed Meeting Investigator is \$500, which represents an allowance for possible investigations conducted at \$125/hour plus expenses.

Sustainability Considerations

The focus area of Capacity Building and Governance speaks to providing an equal and equitable level of service across the County as a priority and ensuring that the government decision-making processes are clear and transparent. Through this joint contract covering the County and three of the four constituent municipalities, the objectives of consistent level of service and transparency are achieved, while ensuring good stewardship of financial resources.

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the *Administrative Services – Closed Meeting Investigator Contract Extension* report dated December 14, 2011;

AND FURTHER THAT Council authorize the extension of the contract with Fournier Consulting Services for the services of Closed Meeting Investigator for a period of two years effective from January 1, 2012 to December 31, 2013 and further instruct the Clerk to execute the necessary letter of extension.

Organizations, Departments and Individuals Consulted and/or Affected

Township of Central Frontenac
Township of South Frontenac
Township of Frontenac Islands



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Anne Marie Young
Manager of Economic Sustainability

Date prepared: December 6, 2011

Date of meeting: December 14, 2011

Re: **Sustainability – Frontenac K&P Trail Engineering Bridge Design**

Background

The unopened portion of the K&P rail bed, acquired by the County of Frontenac in 2008, runs through the Township of South Frontenac and part of the Township of Central Frontenac. The County's acquisition of the land was undertaken as part of its economic stimulation efforts. The development of this multi-use trail offers an alternative transportation network for our residents and visitors, links us into the Trans Canada Trail system, connects our communities, and provides healthy lifestyle and recreational opportunities.

The 2011 budget, as approved, supports trail-related activities by staff. These activities include: the contracting of an engineering company to design structures for the four remaining locations requiring bridge reconstruction, a vital component for the development of the trail; development opportunities including signage; and brushing and resurfacing activities.

Comment

General Observations:

The successful proponent contracted for this project was Greer Galloway Group Inc. Its visual inspections confirmed the findings of the 2010 Evaluation and Detailed Structural Assessment Report, which found that the existing abutments at Fish Creek, White Creek and Hardwood creek would be suitable to accept new structures. The existing abutments are of masonry and/or concrete construction and have sustained some minor to moderate deterioration over the years. Repairs and/or modifications will be required prior to installing new superstructures. The Elbow Creek location differs from the other three locations in that it does not have any existing abutments. A visual inspection at this site did, however, confirm that there are timber piles between embankments that can be used to help support a new superstructure. The trail bed approaches at all four structure locations have been disturbed / excavated. Some re-grading and trail bed restoration will be required to provide transitions to the structures.

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Cost Estimates:

The following chart summarizes the budget cost estimates for each of the four structures. The costs are based on the assumption that a prefabricated structure similar to the bridge used at Millhaven Creek will be used. The Elbow Creek Bridge includes a price for new abutments. A breakdown can be found in the full report.

Structure	Cost
Elbow Creek Bridge	\$249,682
Fish Creek Bridge	\$132,650
White Creek Bridge	\$141,650
Hardwood Creek Bridge	\$181,350

The full report has been filed with this document. It has been reviewed by the Trails Advisory Committee.

Sustainability Implications

This project supports a number of focus areas adopted in *Directions for Our Future* and is directly identified in *Sustainable Actions 2010* as recommended project 4.1.12 – Trail Network Development. The project supports the development of a network of trails in the County facilitating recreation and transportation networks and promoting active lifestyles.

Financial Implications

Provisions for the reconstruction of a bridge structure at Hardwood Creek, south of Verona, will be presented as part of the 2012 County budget.

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Sustainability – Frontenac K&P Trail Engineering Bridge Design* report.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac
Township of South Frontenac
Township of Central Frontenac
Greer Galloway Group Inc.
Trails Advisory Committee
Quinte Region Conservation Authority
Rideau Valley Conservation Authority



THE GREER
GALLOWAY
GROUP INC.
ENGINEERS
PLANNERS

1620 Wallbridge Loyalist Road

R.R. #5

Belleville, Ontario

K8N 4Z5

Telephone

(613) 966-3068

Facsimile
(613) 966-3087

E-Mail
belleville@greergalloway.com



September 16, 2011

County of Frontenac
2069 Battersea Road
Glenburnie, Ontario
K0H 1S0

Attention: Ms. Anne-Marie Young

Re: K&P Trail Bridges Preliminary Progress Report
Our File No. 1133165

Dear Ms,

This report provides a summary of our preliminary findings based on our evaluation of the four (4) K&P bridge structures and our analysis of rehabilitation and tendering options.

A detailed visual inspection and analysis of possible rehabilitation/replacement alternatives has been completed on each of the four (4) structures. The Millhaven Bridge site was also visited as the County has expressed a desire to maintain design and construction continuity for all trail structures. Preliminary designs, repair/replacement recommendations and cost estimates are provided herein. Pictures of each structure have been attached in Appendix A and preliminary design drawings can be found in Appendix B. Based on these findings we request your direction prior to finalizing the designs and tender documents.

GENERAL OBSERVATIONS

Our visual inspections confirmed the findings of the 2010 Evaluation and Detailed Structural Assessment Report, which found that the existing abutments at Fish Creek, White Creek, and Hardwood Creek would be suitable to accept new structures. The existing abutments are of masonry and/or concrete construction and have sustained some minor to moderate deterioration over the years. Repairs and/or modifications will be required prior to installing new superstructures.

The Elbow Creek Bridge differs from the other three structures in that it does not have any existing abutments. Our visual inspection at the Elbow Creek Bridge did, however, confirm that there are timber piles between embankments that can be used to help support a new superstructure.

Our site visits noted that the trail bed on the approaches to all four structures has been disturbed/excavated. Some regarding and trail bed restoration will be required to provide smooth transitions to the new structures.



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STRUCTURE DESCRIPTIONS

Elbow Creek Bridge

The Elbow Creek location is the only location included in this scope of work that no longer has existing abutments. There are however, three (3) rows of timber piles with five (5) piles in each row which can be used to help support a new deck. New abutments would need to be constructed which may/may not require dewatering operations. The span between embankments is 20.0m.

This structure is located in a swampy area and at the time of inspection there was a large beaver dam immediately upstream of the piers causing flooding of approximately 100 meters of the adjacent trail. At least part of the dam will need to be removed prior to construction. However, should the dam need to be left in place for environmental or practical reasons, a “beaver deceiver” type device could be installed to control water levels and prevent washouts.

Abutments will need to be constructed to support the new superstructure. However, due to access limitations it is recommended that prefabricated or modular abutment systems such as pile and lagging, precast modular concrete components or corrugated steel containment units, be used.

A geotechnical investigation will need to be completed to determine subsurface conditions and bearing capacities for pile and abutment systems. A geotechnical investigation is currently being commissioned.

Fish Creek Bridge

The Fish Creek structure no longer has a superstructure; however the existing stacked stone/concrete abutments, ballast walls, and wing walls are in place and can be used to support a new deck. The span between ballast walls is 5.53m and the width of the ballast wall opening is 2.5m. The ballast wall openings will need to be widened to accommodate a new superstructure and the concrete bearing seats contain some unsound areas which will require repair. The new deck soffit will be at the same elevation as the previous deck. Limited dewatering will be required around the abutments to repair mortar joints in the stacked stone abutments. The structure crosses over Fish Creek which drains from Duncan Lake.

White Creek Bridge

The White Creek structure no longer has a superstructure; however the existing stacked stone/concrete abutments, ballast walls, and wing walls are in place and can be used to support a new deck. The span between ballast walls is 5.96m and the width of the abutments is 5.0m. The new deck soffit will be at the same elevation as the previous deck. The structure crosses over White Creek. Dewatering will be required around the abutments to repair mortar joints in the stacked stone abutments. There is a second existing concrete bridge just west of this structure which provided a crossing for a former road alignment.





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Hardwood Creek Bridge

This structure no longer has a superstructure; however the existing stacked stone/concrete abutments, ballast walls, and wing walls are in place and can be used to support a new deck. The new deck soffit will be at the same elevation as the previous deck. The span between ballast walls is 13.2m and the width of the abutments is 7.0m. Dewatering will be required around the abutments to repair mortar joints in the stacked stone abutments. The structure crosses over Hardwood Creek in Verona.

ACQUISITION OF PERMITS AND APPROVALS

Construction of these four (4) bridges will require approval from the Ministry of Natural Resources (MNR), applicable Conservation Authorities, and if navigable, Transport Canada. The White Creek and Hardwood Creek bridges fall under the jurisdiction of the Quinte Conservation Authority (QCA). The Elbow Creek and Fish Creek bridges are under the Rideau Valley Conservation Authority (RVCA). Permit applications have been sent to and are currently being processed by the MNR, QCA, and RVCA for all four of the bridges. A request to Transport Canada has been made for all four (4) structures to determine their navigability. If determined navigable, Transport Canada would need to issue approval for construction which may require completion of a Federal Environmental Assessment.

Permits are generally valid for one year from their date of issue. However, it is GGG's intent to have all conditions of the applications satisfied. The issuance of permits would be subject to the construction contract award and payment of application fees.

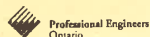
DESIGN PHILOSOPHY AND TENDERING

Various reconstruction alternatives have been considered for each structure, including CSP pipes, prefabricated modular bridges, and conventional steel and timber/concrete superstructures. Our design and construction considerations have incorporated the County's desire to maintain a consistent/cohesive look for all trail structures while providing cost effective solutions.

Prefabricated modular structures like the Millhaven trail bridge, manufactured by Lessard Welding, are designed to be cost effective and easy to install. They are ideal for remote areas where equipment cannot be easily transported to and operated on site. Because the existing trails are very narrow, it will be difficult for a Contractor to store and operate machinery on site.

The Millhaven Bridge was tendered with a specification for a superstructure designed by Lessard Welding. We recommend leaving the tender open to a design build process such that Contractors may present alternative designs.

This tender format will allow for more competitive pricing, since the Contractors may present a design which may be more cost effective while providing a similar look and feel and enhanced life cycle costs and aesthetics.





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The tender will require alternate designs to be reviewed and approved by GGG and the County prior to acceptance. This approval process will address the County's intention to maintain cohesive designs along the length of the K&P Trail while maintaining an open and competitive tendering process.

COST ESTIMATES

The following chart summarizes the budget cost estimates for each of the four structures. The costs are based on the assumption that a prefabricated structure similar to the one used at Millhaven bridge will be used. The Elbow Creek Bridge estimate also includes a price for new abutments. A breakdown of the following cost estimates can be found in Appendix C.

Structure	Cost
Elbow Creek Bridge	\$249,682.00
Fish Creek Bridge	\$132,650.00
White Creek Bridge	\$141,650.00
Hardwood Creek Bridge	\$181,350.00

RECOMMENDATIONS AND NEXT STEPS

For each of the four (4) structures, the Greer Galloway Group recommends using an open tender (design/build) format. Final Contract Drawings for the tender package will be completed using a general design similar to the Lessard structure. However, the tender will specify that tender takers are to submit their own designs for the superstructure and abutments stamped by a Professional Engineer in good standing in the Province of Ontario. This will allow Greer Galloway to review all submissions and choose a design that best meets the County's requirements.

The Greer Galloway Group will proceed to finalize the design drawings and tender documents based on the County's review and comments regarding this report. The final design and tender documents will be completed prior to October 28th assuming the receipt of comments in the next 2-3 weeks.

If you have any questions please feel free to contact the undersigned.

Yours very truly,

**THE GREER GALLOWAY GROUP INC.
ENGINEERS AND PLANNERS**

John Milligan

Email: jmilligan@greergalloway.com



Professional Engineers
Ontario

County of Gananoque
K&P Trail Bridge Progress Report

APPENDIX A



**The Greer
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**The Greer
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Project: K&P Trail Bridges
County of Frontenac
GGG File #: 11-3-3165



Photo 1 – Elbow Creek Looking North



Photo 2 – Elbow Creek Looking East

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com



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Engineers • Planners

Project: K&P Trail Bridges
County of Frontenac
GGG File #: 11-3-3165



Photo 3 – Elbow Creek Looking East



Photo 4 – Elbow Creek Looking Southwest

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com



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Project: K&P Trail Bridges
County of Frontenac
GGG File #: 11-3-3165



Photo 5 – Fish Creek Looking South

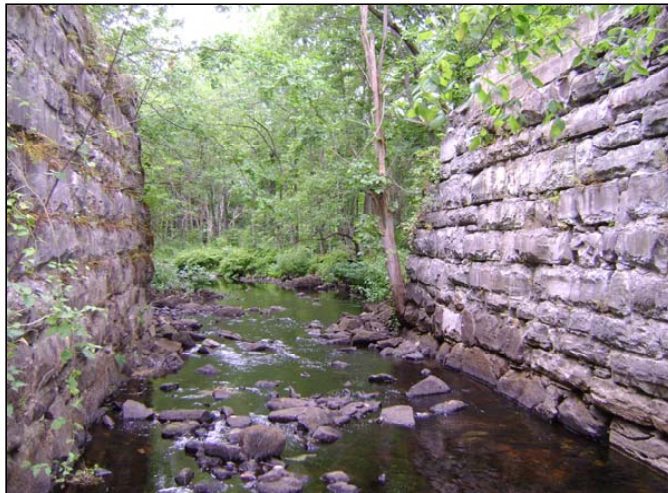


Photo 6 – Fish Creek Looking West

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com



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Project: K&P Trail Bridges
County of Frontenac
GGG File #: 11-3-3165



Photo 7 – Fish Creek Looking East



Photo 8 – Fish Creek Looking West

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com



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County of Frontenac
GGG File #: 11-3-3165



Photo 9 – White Creek Looking South



Photo 10 – White Creek looking East

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com



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Project: K&P Trail Bridges
County of Frontenac
GGG File #: 11-3-3165



Photo 11 – White Creek Looking East



Photo 12 – White Creek Looking West

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com



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Project: K&P Trail Bridges
County of Frontenac
GGG File #: 11-3-3165



Photo 13 – Hardwood Creek Looking South



Photo 14 – Hardwood Creek Looking East

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com



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Project: K&P Trail Bridges
County of Frontenac
GGG File #: 11-3-3165



Photo 15 – Hardwood Creek Looking West



Photo 16 – Hardwood Creek Looking East

1620 Wallbridge-Loyalist Road, RR#5 Belleville, Ontario, K8N 4Z5
Tel: 613-966-3068 Fax: 613-966-3087 E-mail: bmoore@greergalloway.com

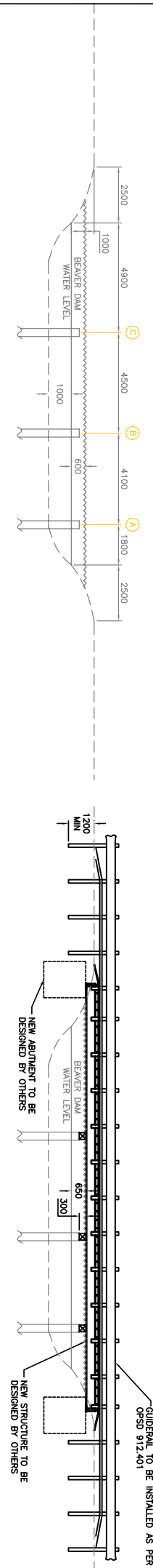
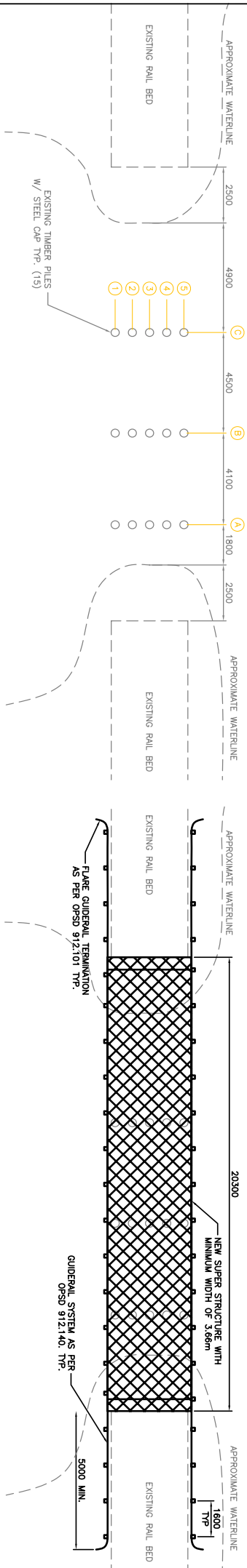
County of Gananoque
K&P Trail Bridge Progress Report

APPENDIX B



**The Greer
Galloway Group Inc.**

Engineers • Planners



3. EXISTING ELEVATION
SCALE: 1:50

4. PROPOSED ELEVATION
SCALE: 1:50

THE GREER GALLOWAY GROUP INC.
ENGINEERS & PLANNERS
PETERBOROUGH
1820 WALLBRIDGE LYNALIST ROAD
BELLVILLE, ONTARIO, L6M 4Z5
PHONE: 613-966-3088
FAX: 613-966-3087

NOTES:
1. ALL WORK SHALL BE IN ACCORDANCE WITH RELEVANT CODES AND ORDINANCES.
2. ALL DIMENSIONS AND APPROX. ARE TO BE READ AS SHOWN UNLESS OTHERWISE NOTED.
3. ALL DIMENSIONS SHALL BE INSTALLED AS SPECIFIED OR AS NOTED OTHERWISE.
4. CONTRACTORS MUST VERIFY ALL DIMENSIONS BEFORE PROCEEDING WITH WORK AND BE RESPONSIBLE FOR SAME.
5. CONTRACTOR MUST REPORT ANY DISCREPANCIES TO ENGINEER FOR RESOLUTION BEFORE COMMENCING THE WORK.
6. ANY CHANGES MUST BE APPROVED BY THE ENGINEER.

LEGEND
A DETAIL NO.
B DRAWING NO. - WHERE DETAIL

MONTH	STATUS

PROJECT
K&P TRAIL BRIDGES

SOUTH FRONTENAC, ONTARIO

COUNTY OF FRONTENAC
FRONTENAC, ONTARIO

DRAWING TITLE
ELBOW CREEK BRIDGE
GENERAL ARRANGEMENT

DESIGNED BY
J. MILLIGAN

DESIGNED BY
J. MILLIGAN

REVIEWED BY
T. FRAZEE

REVIEWED BY
J. MILLIGAN

APPROVED BY
J. MILLIGAN

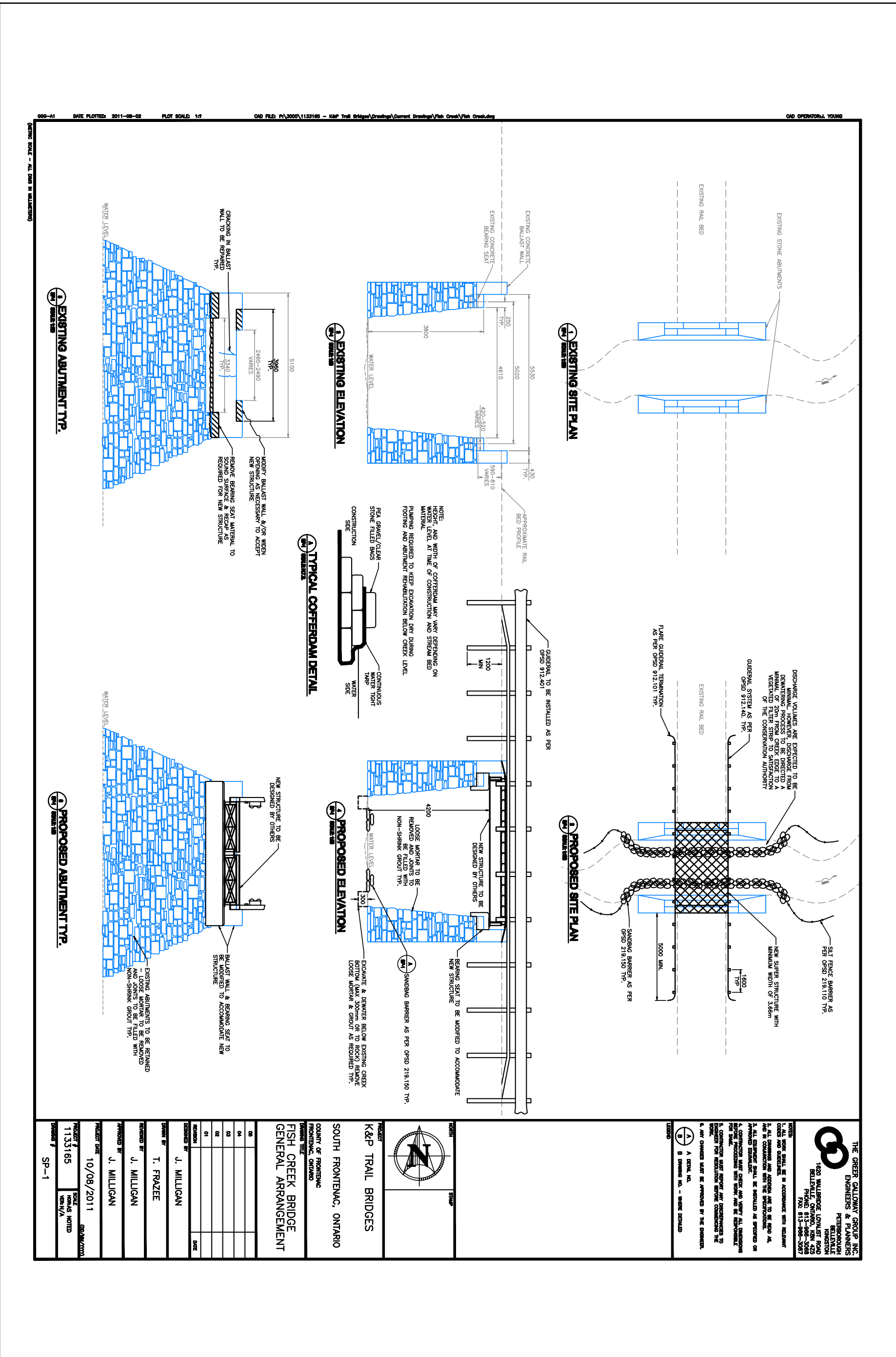
PROJECT DATE
10/08/2011

PROJECT #
1133165

SCALE
VARIAS NOTED

DATE

DRAWING #
SP-4



THE GREER GALLOWAY GROUP INC.
 ENGINEERS & PLANNERS
 PETERBOROUGH
 1420 WALLBRIDGE LONWALST ROAD
 BELLEVILLE, ONTARIO, CANADA K2N 4Z8
 PHONE: 613-496-3085
 FAX: 613-496-3087

NOTES:
 1. ALL DIMENSIONS AND APPROX. ARE TO BE 600 AS SHOWN UNLESS OTHERWISE NOTED.
 2. ALL DIMENSIONS AND APPROX. ARE TO BE 600 AS SHOWN UNLESS OTHERWISE NOTED.
 3. ALL DIMENSIONS SHALL BE INSTALLED AS SHOWN ON APPROVED DRAWINGS.
 4. CONTRACTOR MUST CHECK AND VERIFY ALL DIMENSIONS AND APPROX. BEFORE PROCEEDING WITH WORK AND BE RESPONSIBLE FOR SAME.
 5. CONTRACTOR MUST REPORT ANY DISCREPANCIES TO ENGINEER FOR RESOLUTION BEFORE COMMENCING THE WORK.
 6. ANY CHANGES MUST BE APPROVED BY THE ENGINEER.

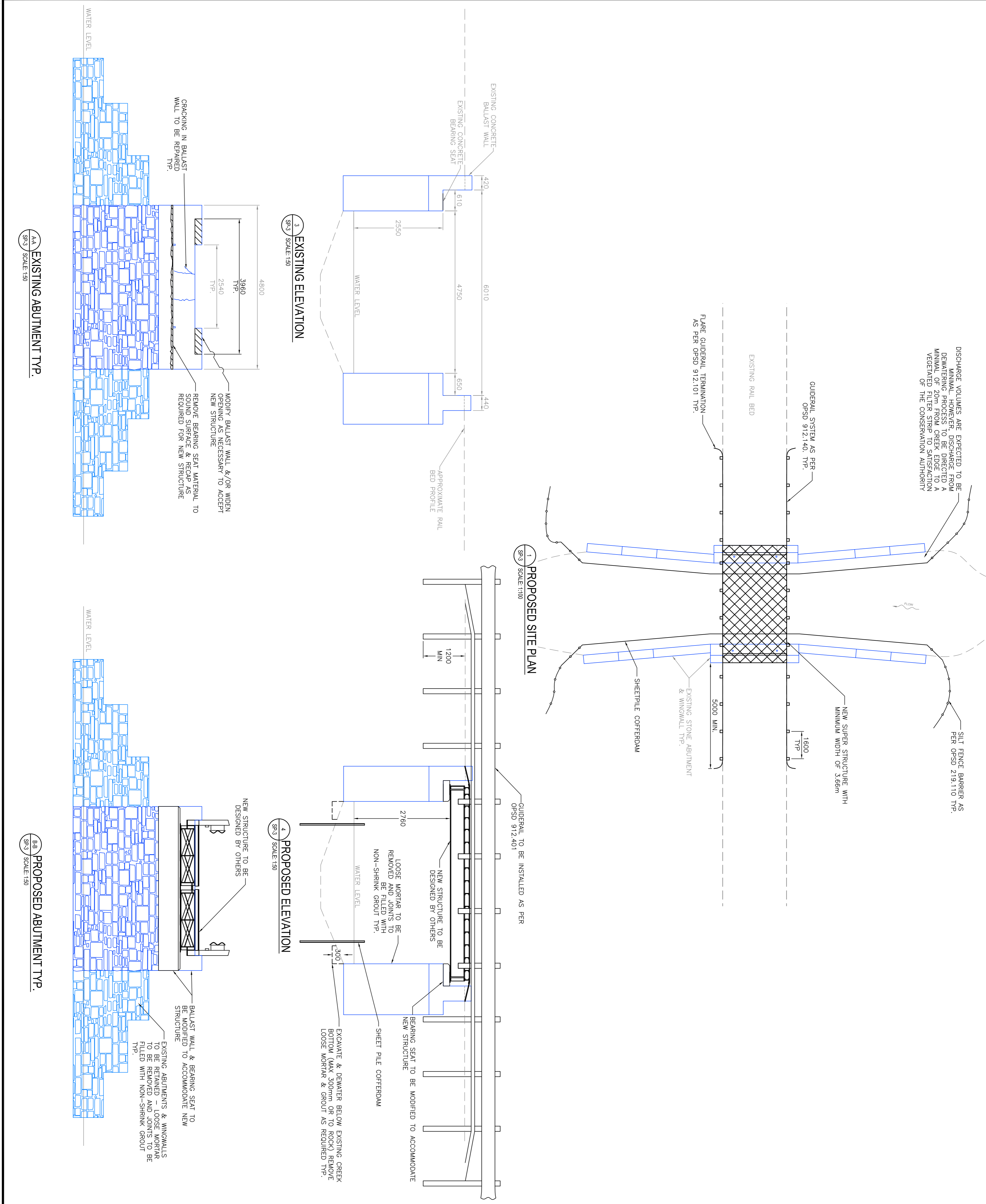
REVISIONS:
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 B DRAWING NO. - SHEET DENIED

PROJECT:
 K&P TRAIL BRIDGES
 SOUTH FRONTENAC, ONTARIO
 COUNTY OF FRONTENAC
 FRONTENAC, ONTARIO

BRIDGE TITLE:
 FISH CREEK BRIDGE
 GENERAL ARRANGEMENT

NO.	DATE	DESCRIPTION
01		
02		
03		
04		
05		

DESIGNED BY: J. MILLIGAN
CHECKED BY: T. FRAZEE
APPROVED BY: J. MILLIGAN
PROJECT DATE: 10/08/2011
PROJECT #: 1133165
SCALE: AS SHOWN
DRAWING #: SP-1



THE GREER GALLOWAY GROUP INC.
ENGINEERS & PLANNERS
PETERBOROUGH
1620 WALLBRIDGE LOYALIST ROAD
BELLEVILLE, ONTARIO, K8N 4Z5
PHONE: 613-968-3068
FAX: 613-968-3067

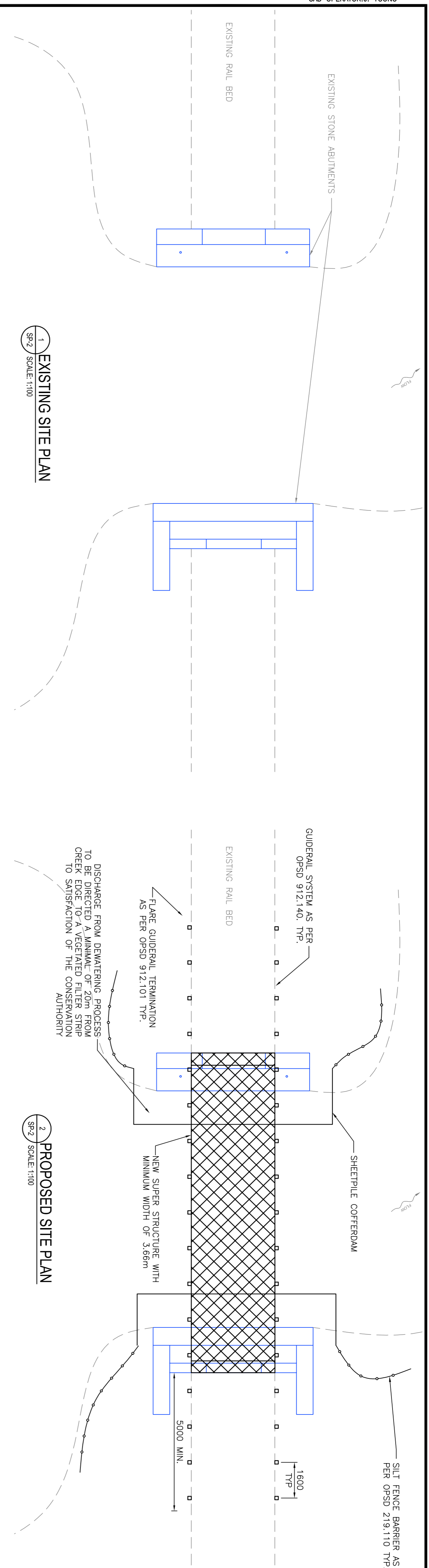
NOTES:
1. ALL WORK SHALL BE IN ACCORDANCE WITH RELEVANT CODES AND ORDINANCES.
2. ALL DRAWINGS AND APPENDICES ARE TO BE READ AS, AND IN CONJUNCTION WITH THE SPECIFICATIONS.
3. ALL EQUIPMENT SHALL BE INSTALLED AS SPECIFIED OR APPROVED EQUIVALENT.
4. CONTRACTOR MUST CHECK AND VERIFY ALL DIMENSIONS BEFORE COMMENCING WORK AND BE RESPONSIBLE FOR SCALE.
5. CONTRACTOR MUST REPORT ANY DISCREPANCIES TO ENGINEER FOR RESOLUTION BEFORE COMMENCING THE WORK.
6. ANY CHANGES MUST BE APPROVED BY THE ENGINEER.

LEGNAD
A A DETAIL NO.
B B DRAWING NO. - WHERE DETAILED

PROJECT
K&P TRAIL BRIDGES
SOUTH FRONTENAC, ONTARIO
COUNTY OF FRONTENAC
FRONTENAC, ONTARIO
DRAWING TITLE
WHITE CREEK BRIDGE
GENERAL ARRANGEMENT

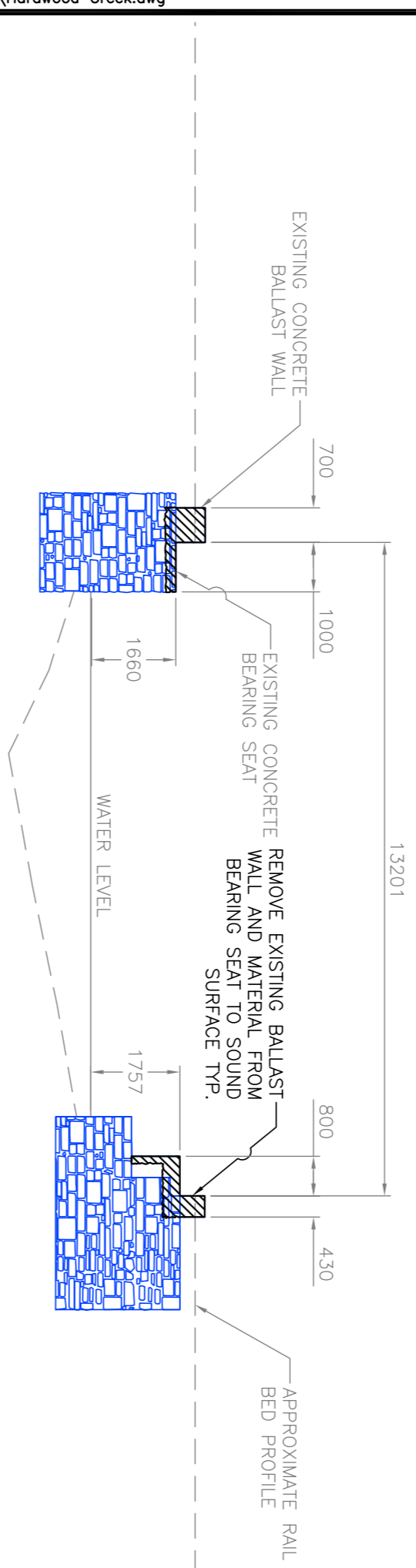
05		
04		
03		
02		
01		

DESIGNED BY: J. MILLIGAN
DRAWN BY: T. FRAZEE
REVIEWED BY: J. MILLIGAN
APPROVED BY: J. MILLIGAN
PROJECT DATE: DD/MM/YYYY
PROJECT # 11-3-3165
SCALE: AS NOTED
DRAWING # SP-3

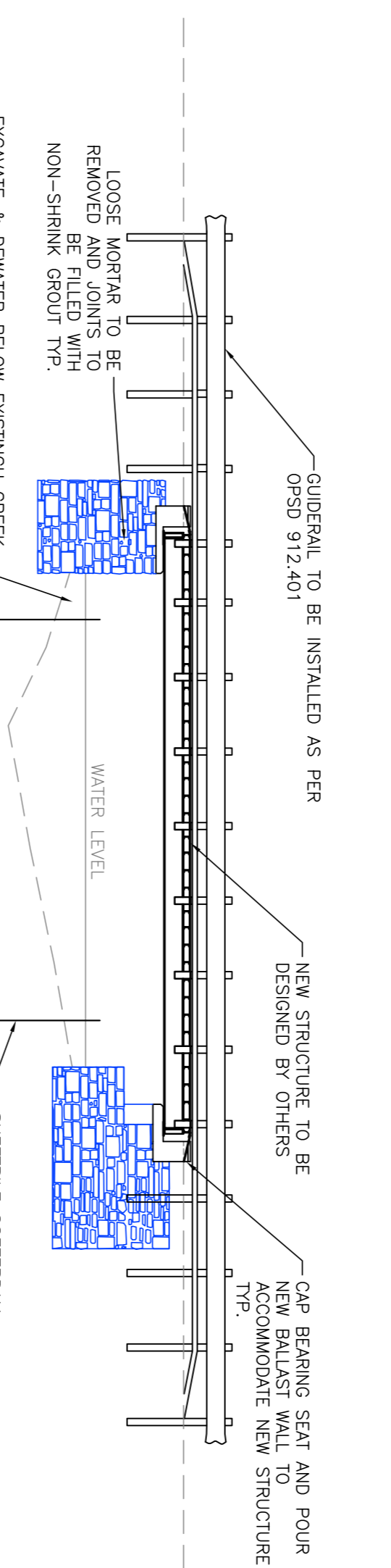


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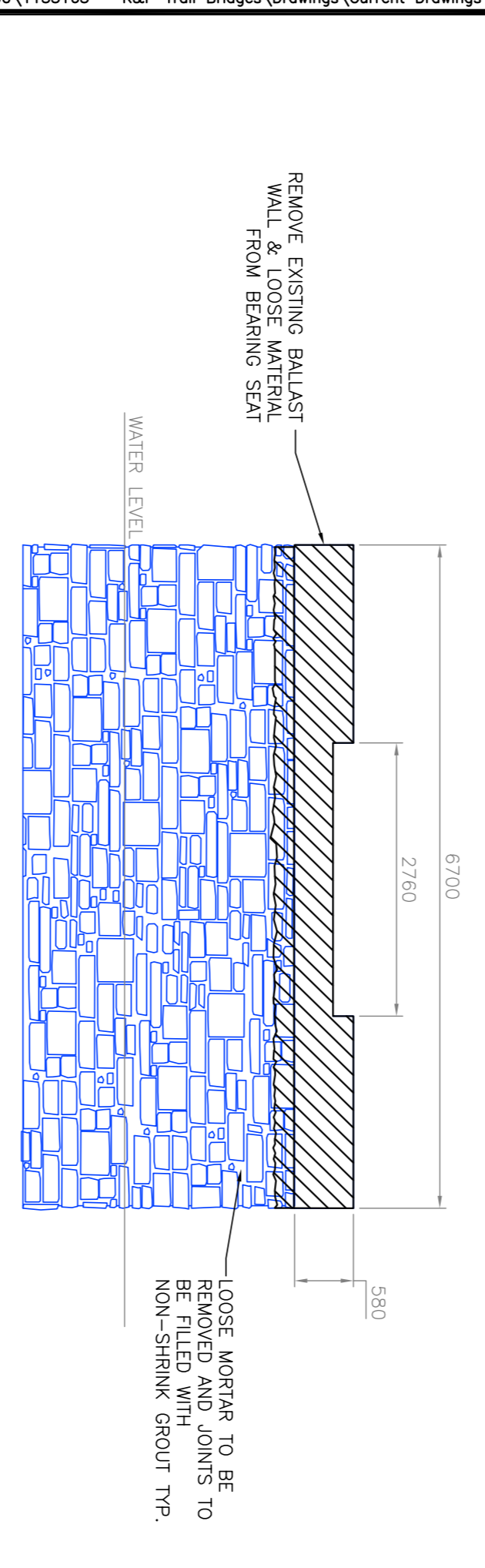
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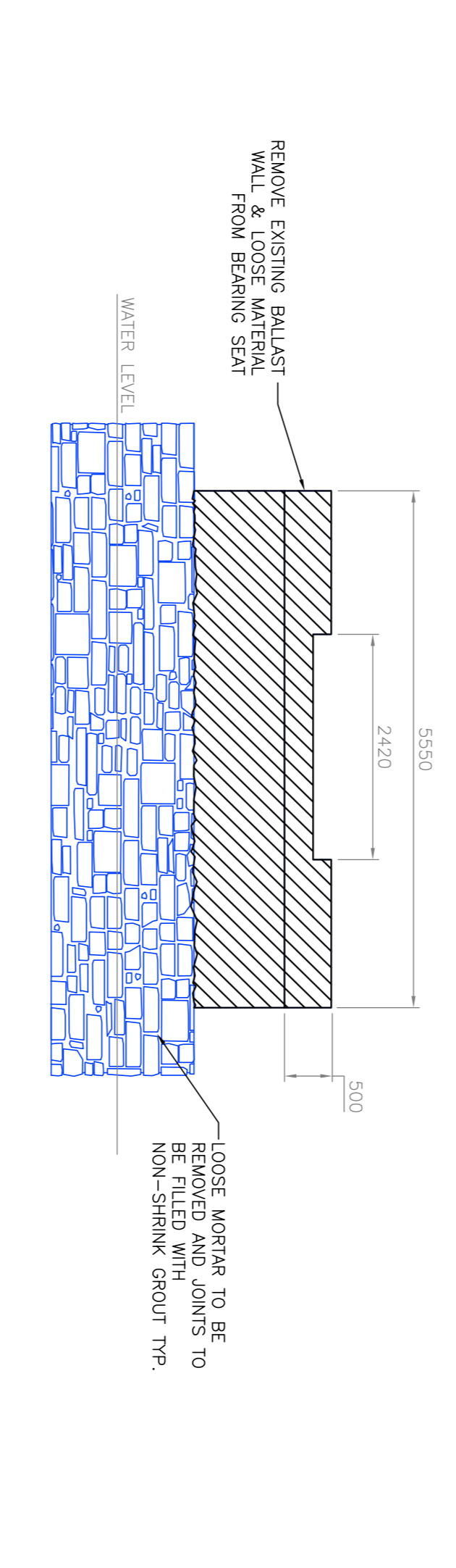
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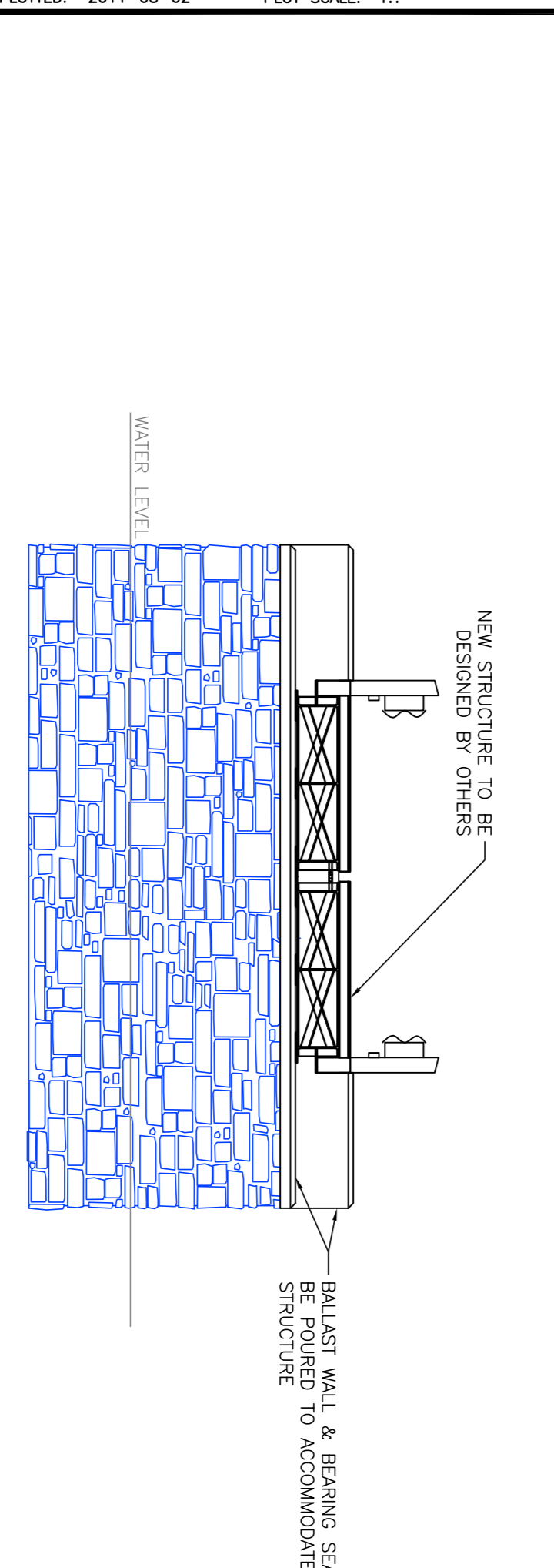
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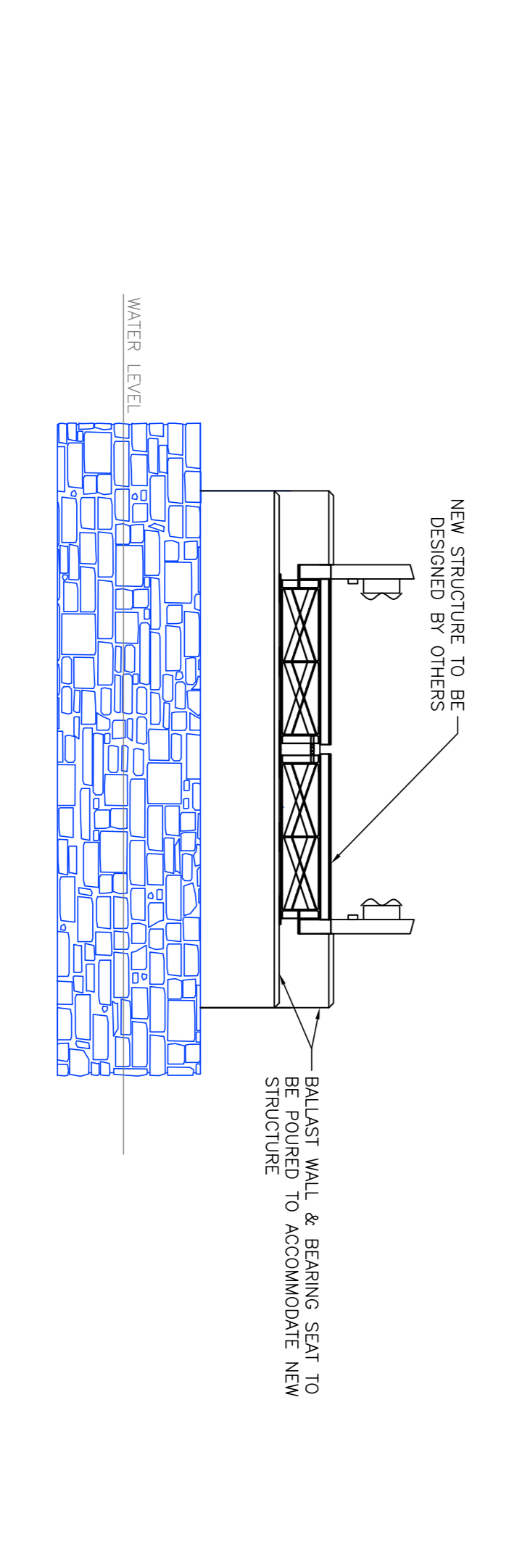
5 EXISTING SOUTH ABUTMENT
SP-2 SCALE: 1:50



6 EXISTING NORTH ABUTMENT
SP-2 SCALE: 1:50



7 PROPOSED SOUTH ABUTMENT
SP-2 SCALE: 1:50



8 PROPOSED NORTH ABUTMENT
SP-2 SCALE: 1:50

(METRIC SCALE - ALL DIMS IN MILLIMETERS)

THE GREER GALLOWAY GROUP INC.
ENGINEERS & PLANNERS
PETERBOROUGH
1620 WALLBRIDGE LOYALIST ROAD
BELLEVILLE, ONTARIO, K8N 4Z5
PHONE: 613-988-3068
FAX: 613-988-3067

NOTES:
1. ALL WORK SHALL BE IN ACCORDANCE WITH RELEVANT CODES AND ORDINANCES.
2. ALL DRAWINGS AND SPECIFICATIONS ARE TO BE READ AS, AND IN CONJUNCTION WITH THE SPECIFICATIONS.
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LEGNAD
A A DETAIL NO.
B B DRAWING NO. - WHERE DETAILED

PROJECT
K&P TRAIL BRIDGES
SOUTH FRONTENAC, ONTARIO
COUNTY OF FRONTENAC
FRONTENAC, ONTARIO
DRAWING TITLE
HARDWOOD CREEK
BRIDGE
GENERAL ARRANGEMENT

05		
04		
03		
02		
01		

DESIGNED BY
J. MILLIGAN
DRAWN BY
T. FRAZEE
REVIEWED BY
J. MILLIGAN
APPROVED BY
J. MILLIGAN
PROJECT DATE
DD/MM/YYYY
PROJECT #
11-3-3165
SCALE
AS NOTED
DATE
SP-2

County of Gananoque
K&P Trail Bridge Progress Report

APPENDIX C



The Greer
Galloway Group Inc.

Engineers • Planners

Agenda Item # 101011012•

ELBOW CREEK BRIDGE

Item No.	Description	Unit	Est. Qty.	Unit Price	Total
1	Earth Excavation and Filling/Grading	L.S.	1	\$8,000.00	\$8,000.00
2	Supply and Compact Granular A Road Base	t	25	\$30.00	\$750.00
3	Supply and Install New Single Rail Steel Beam Guide Rail and Hazard Markers	m	70	\$150.00	\$10,500.00
4	Erosion and Sediment Control Measures	L.S.	1	\$5,000.00	\$5,000.00
5	Construct New Abutments	ea.	2	\$30,000.00	\$60,000.00
6	Dewatering	L.S.	1	\$15,000.00	\$15,000.00
7	Supply and Install Modular Steel Bridge	L.S.	1	\$110,432.00	\$110,432.00
8	Traffic Control	L.S.	1	\$5,000.00	\$5,000.00
9	Mobilization and Demobilization	L.S.	1	\$35,000.00	\$35,000.00
Total					<u>\$249,682.00</u>

FISH CREEK BRIDGE

Item No.	Description	Unit	Est. Qty.	Unit Price	Total
1	Earth Excavation and Filling/Grading	L.S.	1	\$8,000.00	\$8,000.00
2	Supply and Compact Granular A Road Base	t	25	\$30.00	\$750.00
3	Supply and Install New Single Rail Steel Beam Guide Rail and Hazard Markers	m	38	\$150.00	\$5,700.00
4	Erosion and Sediment Control Measures	L.S.	1	\$5,000.00	\$5,000.00
5	Abutment and Bearing Modifications	m ³	4.0	\$5,000.00	\$20,000.00
6	Mortar Joint Repair	m ³	2	\$6,000.00	\$12,000.00
7	Dewatering	L.S.	1	\$15,000.00	\$15,000.00
8	Supply and Install Modular Steel Bridge	L.S.	1	\$26,200.00	\$26,200.00
9	Traffic Control	L.S.	1	\$5,000.00	\$5,000.00
10	Mobilization and Demobilization	L.S.	1	\$35,000.00	\$35,000.00
Total					<u>\$132,650.00</u>

Agenda Item # 101011012•

WHITE CREEK BRIDGE

Item No.	Description	Unit	Est. Qty.	Unit Price	Total
1	Earth Excavation and Filling/Grading	L.S.	1	\$8,000.00	\$8,000.00
2	Supply and Compact Granular A Road Base	t	25	\$30.00	\$750.00
3	Supply and Install New Single Rail Steel Beam Guide Rail and Hazard Markers	m	38	\$150.00	\$5,700.00
4	Erosion and Sediment Control Measures	L.S.	1	\$5,000.00	\$5,000.00
5	Abutment and Bearing Modifications	m ³	4.0	\$5,000.00	\$20,000.00
6	Mortar Joint Repair	m ³	1	\$6,000.00	\$6,000.00
7	Dewatering	L.S.	1	\$35,000.00	\$35,000.00
8	Supply and Install Modular Steel Bridge	L.S.	1	\$26,200.00	\$26,200.00
9	Traffic Control	L.S.	1	\$5,000.00	\$5,000.00
10	Mobilization and Demobilization	L.S.	1	\$30,000.00	\$30,000.00
Total					<u>\$141,650.00</u>

HARDWOOD CREEK BRIDGE

Item No.	Description	Unit	Est. Qty.	Unit Price	Total
1	Earth Excavation and Filling/Grading	L.S.	1	\$8,000.00	\$8,000.00
2	Supply and Compact Granular A Road Base	t	25	\$30.00	\$750.00
3	Supply and Install New Single Rail Steel Beam Guide Rail and Hazard Markers	m	52	\$150.00	\$7,800.00
4	Erosion and Sediment Control Measures	L.S.	1	\$5,000.00	\$5,000.00
5	Abutment and Bearing Modifications	m ³	5	\$5,000.00	\$25,000.00
6	Mortar Joint Repair	m ³	1	\$6,000.00	\$6,000.00
7	Dewatering	L.S.	1	\$25,000.00	\$25,000.00
8	Supply and Install Modular Steel Bridge	L.S.	1	\$78,800.00	\$78,800.00
9	Traffic Control	L.S.	1	\$5,000.00	\$5,000.00
10	Mobilization and Demobilization	L.S.	1	\$20,000.00	\$20,000.00
Total					<u>\$181,350.00</u>



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Joe Gallivan
Manager of Sustainability Planning

Date prepared: December 1, 2011

Date of meeting: December 14, 2011

Re: **Sustainability – Garrison Shores Plan of Condominium Final Approval (County File No. 10CD-2010/001)**

Background

The Garrison Shores draft approved plan of condominium is located near the hamlet of Arden on the south side of Highway No. 7 abutting Garrison Lake. The property consists of 45.34 ha (112 acres) identified as Lots 17 and 18, Concession 7, Part of Lot 17, Concession 8 and Part of the Road Allowance between Concessions 7 & 8, Geographic Township of Kennebec, now part of the Township of Central Frontenac, County of Frontenac. The application is for a 55 block condominium with 53 residential parcels, most of which have existing dwellings of various sizes and uses and two (2) common element blocks that will remain undeveloped. A map of the property is attached as Appendix A.

The property was originally purchased in the 1980s by Ontario Homestead Lands. This group sold cottages to individuals based on circular campsites. The cottagers became known as the Garrison Shores Owners Association (GSOA). Many cottages were constructed and septic systems and wells were installed. Unfortunately when the property was originally developed there were defects in the title, and a need was identified to rectify these deficits through the creation of a plan of condominium.

In 1997 draft approval to create plan of condominium on the property was approved by the Ministry of Municipal Affairs and Housing, however the conditions of draft approval were not met and approval lapsed. The GSOA submitted another application in 2002 for a vacant land condominium to the Frontenac Management Board. In 2005 the Township of Central Frontenac began work on the Official Plan Amendment (OPA) and Zoning By-law for the site. The OPA was approved in 2007. In October 2008 the agent was advised that a new application was required based on the Bill 51 reforms to the *Planning Act*.

Administrative Report
Sustainability – Garrison Shores Plan of Condominium Final Approval (County File No. 10CD-2010/001)
December 14, 2011

Page 1 of 3

Agenda Item # 101011013•

On May 14, 2009, Nelligan, O'Brien Payne (agent for GSOA) submitted an application for approval of a plan of condominium to the County. The application was deemed complete on October 12, 2010 and issued County File No. 10CD-2010/001. A public meeting was held by the Township of Central Frontenac on behalf of the County on November 23, 2010 as required under the *Planning Act*. The circulated agencies, including the Township of Central Frontenac, responded with comments and recommendations as appropriate for this application. These comments and recommendations were used to form conditions of draft approval.

On April 20, 2011 County Council approved the issuing of draft approval to the Garrison Shores plan of condominium subject to a number of conditions. As the conditions of draft approval have been cleared, the County has now received a request from the proponent for final approval.

Comment

County staff have reviewed the Final Plan of Condominium for conformity with the approved draft plan of condominium and reviewed each condition to ensure the conditions were satisfied.

The conditions of draft condominium approval have been met to the satisfaction of County Staff through the submission of the final plan and through clearance letters provided by the Township of Central Frontenac, KFL&A Public Health, Quinte Conservation and other agencies. Appendix B includes a copy of the clearance letters from these agencies, as well as documentation from the applicant detailing how all of the conditions of draft approval have been satisfied.

Staff is satisfied that the application for final approval;

- (i) is consistent with the Provincial Policy Statement;
- (ii) meets the tests under Section 51(24) of the *Planning Act*;
- (iii) complies with policies of the Township of Central Frontenac's Official Plan and conforms to the site specific Zoning By-law; and
- (iv) has fulfilled the conditions of draft approval issued by County Council on April 20, 2011.

Financial Implications

The required fee to process final approval of the plan of condominium in the amount of \$600 has been paid to the County by the proponent and all funds owed have been paid to the Township.

Sustainability Implications

One of the key focus areas of *Directions for Our Future*, the County's Sustainability Plan, is *Land Use Planning and Management*. From a sustainability perspective, this involves an approach that ensures a clean and healthy environment, a strong economy, and long term viability. Final approval of the plan of condominium will ensure the long-term viability of the existing development along the lake and puts rules in place that will allow for lake protection should any further development proceed in the future. It will also enhance the economic sustainability of the Garrison Shores community by providing clear title for the property.

Agenda Item # 101011013•

Recommendation

RESOLVED THAT Council of the County of Frontenac receive the *Sustainability – Garrison Shores Plan of Condominium Final Approval (County File No. 10CD-2010/001)* report;

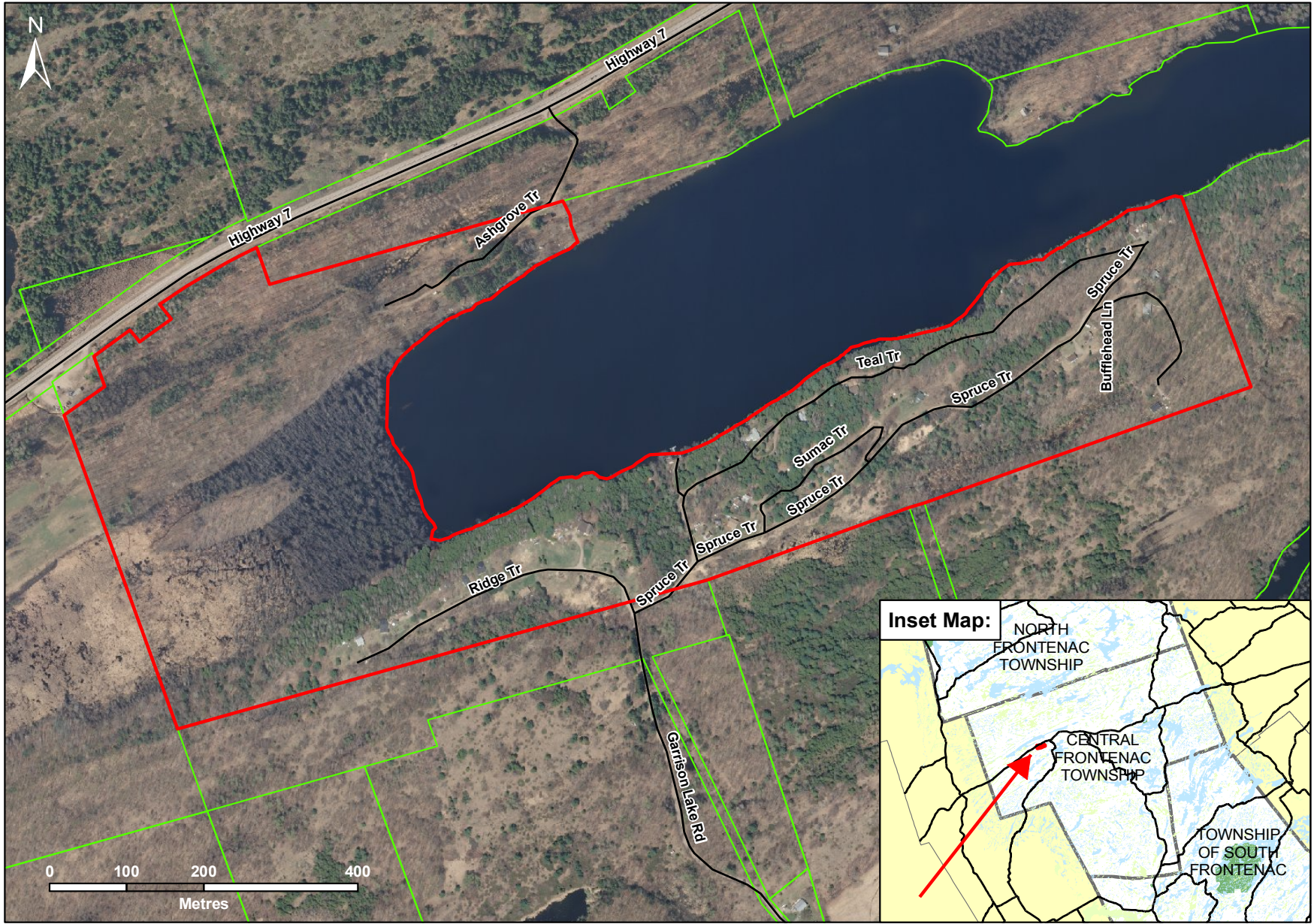
AND FURTHER the Council of the County of Frontenac grant final approval to the plan of condominium submitted by Nelligan O'Brien Payne on behalf of Garrison Shores Owners' Association (GSOA) for Lots 17 and 18, Concession 7, Part of Lot 17, Concession 8 and Part of the Road Allowance between Concessions 7 & 8, Geographic Township of Kennebec, now part of the Township of Central Frontenac, County of Frontenac, being County File No. 10CD-2010/001;

AND FINALLY that the Clerk be authorized to issue this final approval by executing the required documents.

Organizations, Departments and Individuals Consulted and/or Affected

Township of Central Frontenac
Commenting Agencies

APPENDIX A: LOCATION MAP OF GARRISON SHORES



Data Source: OGDE, MPAC & The County of Frontenac. Created: Nov 29th, 2011 Reference: Produced by the County of Frontenac with data supplied under license by members of the Ontario Geospatial Data Exchange. The County of Frontenac disclaims all responsibility for errors, omissions or inaccuracies in this publication.

Agenda Item # 101011013•

APPLICATION FOR DRAFT PLAN APPROVAL – VACANT LAND CONDOMINIUM GARRISON SHORES OWNERS ASSOCIATION			
#	Condition	Proposed Action	Status
1	Draft plan	To be finalized by McIntosh Perry Surveying Inc.	Approved by Land Titles, submitted to County
2a)	Naming of internal lanes	To be confirmed by Statutory Declaration of President of GSOA	Approved by Twp., submitted to County
2b)	Construction Access	No construction - not applicable	No action required
3a)	Conveyance of reserves	No public roads - not applicable	No action required
3b)	Conveyance of utility, drainage and access easements	Clearance letters to be obtained from utilities and easements granted, if required.	Bell and Hydro received, submitted to County
		Twp. to advise if it requires any drainage or access easements	No action required
4a)	Financial requirements – municipal services and drainage	No new services or drainage being constructed – not applicable	No action required
4b)	Off-site public work costs	No public works being constructed – not applicable	No action required
5a)	Draft Vacant Land Condominium Declaration	Copy of draft Declaration enclosed, to be reviewed and approved by Township and/or solicitor i-v – paragraphs 2a)-f) of Article III vi- paragraph 3 of Article III vii – paragraph 8 of Article V viii – paragraph 3 of Article IV, paragraph 8 of Article V	Approved by Twp. and Land Titles, to be submitted for registration with final signed plans
5b)	Execution of Declaration, including all schedules	Declaration – GSOA, Schedule A – NOP, Schedule B – n/a, Schedule C – Brian Kerr, Schedule G – Twp.	Declaration and schedules fully executed
5c)	Street and 911 signage	To be confirmed by Statutory Declaration of President of GSOA	Approved by Twp., submitted to County
5d)	Public utilities	Clearance letter from Bell Canada, Hydro One, etc.	Submitted to County
5e)	Road operation/maintenance	Paragraph 3 of Article IV of Declaration	Approved by Twp

Agenda Item # 101011013•

5f)	Communal Wells	Paragraph 9 of Article V of Declaration	Approved by Twp
		Three (3) wells to be decommissioned	Complete. Reports to be submitted to County
5g)	Indemnity Agreement	To be prepared by Township	Condo Agreement approved and fully executed
5h)	Legal, Planning and Engineering Costs	Township to provide accounting for costs	Paid in full. Twp. has acknowledged receipt
6 i)	Services and Facilities	Installed	Complete
6ii)	Certification of engineer	Not applicable	No action required
7	Existing Grades	Paragraph 10 of Article V of Declaration	Approved by Twp
8	Civic Addresses	To be confirmed by Statutory Declaration of President of GSOA	Approved by Twp., submitted to County
9	Warning clauses in Agreements of Purchase and Sale/Declaration	Draft Declaration enclosed i – paragraphs 2j) and 4 of Article III ii – paragraphs 2g) and 4 of Article III iii – paragraphs 2h) and 4 of Article III iv – paragraphs 1a)iv) and 4 of Article III	Approved by Twp
10a)	Agreement with Township	To be prepared by Township	Condo Agreement approved and fully executed
10b)	Registration of Agreement	To be registered by Township	To be registered immediately following registration of Declaration and Description
11a)	Revisions to Draft Plan	Not applicable	No action required
11b)	Final Plan	Not applicable	No action required

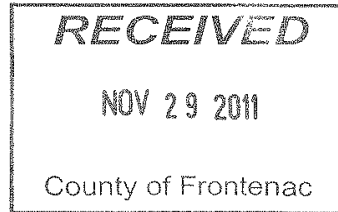
Agenda Item # 101011013•

12a)	Zoning By-Law Compliance	Lands are zoned RW-X17-H pursuant to site specific By-law 2007-244	Submitted to Twp., complete
12b)	Surveyor's Certificate	To be provided	Complete
14	Parkland conveyance	See paragraph 6 of the attached Minutes of Settlement. Township of Central Frontenac is bound to settlement terms, as predecessor of Township of Kennebec	No action required
15a)	Outstanding application fees	All application fees have been paid in full	Complete
15b)	Copies of Final Plan and Surveyor's Certificate	Final plans and surveyor's certificate to be delivered to County	Complete
15c)	Decommissioning of existing wells and septic systems	Three (3) wells to be decommissioned	Complete. Reports submitted to County

**CORPORATION OF THE
TOWNSHIP OF CENTRAL FRONTENAC**
1084 Elizabeth Street, P.O. Box 89
Sharbot Lake, Ontario K0H 2P0
www.centralfrontenac.com



Tel: 613-279-2935
Fax: 613-279-2422



November 28, 2011

Susan Beckel
Deputy Clerk
County of Frontenac – Administrative Services
2069 Battersea Road
Glenburnie, ON
K0H 1S0

Dear Susan;

Re: Draft Plan Approval – Vacant Land Condominium
Garrison Shores Owners Association

I am writing to confirm that all conditions 1 to 12 and 14 to 15 in the draft plan of condominium have been completed to the municipality's satisfaction and have attached a copy of how each were addressed.

Furthermore, all monies owed to the municipality by Garrison Shores Owners Association have been paid.

If you require anything further, do not hesitate to contact the undersigned.

Yours truly,

A handwritten signature in cursive script that reads 'Cathy MacMunn'.

Cathy MacMunn, AMCT, ACST
Deputy Clerk/Planning Coordinator

/cm

Cc: Tony Fleming
Bev Prokopowich

Agenda Item # 101011013•

#	Condition of Draft Approval	Status
1	Plan of Condominium	Satisfied
2	Street Addressing	Owners have provided a signed statutory declaration confirming naming of streets to the satisfaction of the Township.
3	a) convey .3 m reserves b) convey easements	No .3 m reserves are required (all roads are private lanes). No utility or drainage easements are required.
4	Financial security	There are no public works or off-site works for which security is required
5(a)	Condominium Declaration	The Vacant Land Condominium Declaration is acceptable
5(b)	Execution of Declaration and Schedules	The Declaration and all schedules have been executed
5(c)	Signage	Confirmed by owner in statutory declaration
5(d)	Utility clearances	Confirmation provided by owner
5(e)	Corporation responsible for road maintenance	Addressed in Declaration and Condominium Agreement
5(f)	Communal wells	Addressed in Declaration and Condominium Agreement
5(g)	Indemnity agreement	Addressed in the Condominium Agreement
5(h)	Costs	Addressed in Condominium Agreement
6	Confirmation of servicing	Addressed in the Declaration
7	Existing grades	Addressed in the Declaration and Condominium Agreement
8	Civic addresses	Addressed in statutory declaration
9	Warning clauses	Addressed in the Declaration and Condominium Agreement
10	Condominium Agreement	Condominium Agreement is finalized and executed
11	Revisions to Draft Plan	There are no required revisions to the Plan

Agenda Item # 101011013•

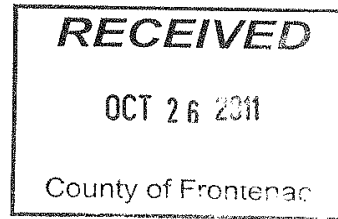
#	Condition of Draft Approval	Status
12	a) zoning by-law b) surveyor's certificate of compliance with zoning	Zoning By-law 2007-244 has been passed. We have a certificate from Brian Kerr, OLS, dated July 18, 2011 confirming the Plan correlates and complies with the By-law for minimum Unit area requirements and maximum density requirements
13	Archaeology	a) We have confirmation that the Ministry signed off on the archaeology report b) Addressed in Condominium Agreement c) Addressed in Condominium Agreement
14	Parkland conveyance	Not required
15(a)	Costs	All outstanding fees have been paid
15(b)	Final plan and surveyor's certificate	The requisite number of copies have been provided
15(c)	Decommission wells	Addressed in Condominium Agreement
16	Clearance letters	Quinte Conservation and KFL&A Public Health clearance letters received



An accredited local public health agency affiliated with Queen's University
I.M. Gemmill MD, CCFP, FRCP(C) Medical Officer of Health

Oct 21, 2011

Susan Beckel, Deputy Clerk
County of Frontenac
2069 Battersea Road, R.R. #1
Glenburnie Ont.
K0H 1S0



Dear Susan

**RE: Garrison Shores, Part Lots 17 18, Con7, Pt Lot 17, Con 8, Pt Rdb/w Conc 7/8,
Municipality of Central Frontenac former Township of Kennebec.**

Our office has reviewed the Conditions of approval and Condominium Agreement and are satisfied that all issues with respect to existing sewage systems and all future changes or development will be subject to the conditions noted in Article 111 "Units" item 2. As a result we have no objections to the agreement. If you have any questions or require any further clarification please contact our office

Yours Truly

A handwritten signature in cursive that reads "D. Cooke".

David Cooke, CBO, CPHI(C)
Chief Building Official, Public Health Inspector

CC Tony Fleming
Township of Central Frontenac
Nelligan and Power

KINGSTON, FRONTENAC AND LENNOX & ADDINGTON PUBLIC HEALTH

Main Office
221 Portsmouth Avenue, Kingston, Ontario K7M 1V5
Tel: 613-549-1232 1-800-267-7875
Fax: 613-549-7896 www.kflapublichealth.ca



Branch Offices
Cloyne Tel: 613-336-8989 Fax: 613-336-0522
Sharbot Lake Tel: 613-279-2151 Fax: 613-279-3997
Napanee Tel: 613-354-3357 Fax: 613-354-6267



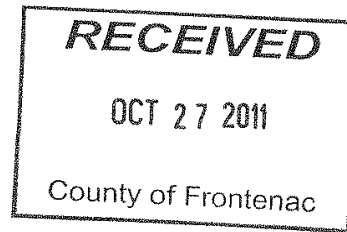
Quinte
CONSERVATION

2061 Old Highway # 2, RR # 2
Belleville, ON
K8N 4Z2
phone: (613) 968-3434
phone: (613) 354-3312
fax: (613) 968-8240
www.quinteconservation.ca

VIA FAX & EMAIL

October 27, 2011

Susan M. Beckel
Deputy Clerk
County of Frontenac
2069 Battersea Road,
Glenburnie, Ontario
KOH 1S0



Dear Ms. Beckel:

**Re: Application for Plan of Condominium – ‘Garrison Shores’
Part Lots 17 & 18, Concession 7,
Part of Lot 17, Concession 8, and
Part of Road Allowance Between Concession 7 & 8,
Kennebec, Municipality of Central Frontenac
Owners: Garrison Shores Owner’s Association**

Further to our last correspondence (dated July 23, 2009), staff have reviewed the information relating to the afore mentioned subject property recently provided to this office (Garrison Shores Owners Association – Declaration, dated October 2, 2011; Condominium Agreement, dated September 27, 2011; and the plan of survey by MacIntosh Perry Surveying Inc., dated August 26, 2011). Please note the conditions outlined in the County of Frontenac - Draft Plan Conditions for the afore mentioned development (issued on April 20, 2011) have been met to the satisfaction of this office. Based on our review, we have no further concerns/comments relating to the approval of this development as presented at this time.

Please contact me at this office if you have any questions or require additional information.

Sincerely,

Tim Trustham
Planner/Ecologist

Page 1 of 1



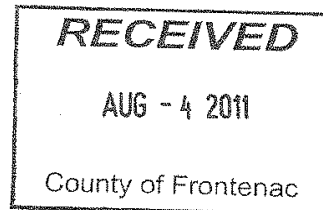
Development & Municipal Services Control Centre
Floor 5, 100 Borough Drive
Scarborough, Ontario
M1P 4W2
Tel: 416-296-6291 Toll-Free: 1-800-748-6284
Fax: 416-296-0520

August 4, 2011

County of Frontenac
Planning Department
2069 Battersea Road
Glenburnie, Ontario
K0H 1S0

Attention: Susan Beckel

Dear Sir/Madam:



RE: Draft Plan of Condominium
Garrison Shores
File No: Garrison Shores
Bell File No: 44630

Please be advised that all conditions have been met.

In this circumstance, conflicts with existing Bell Canada facilities or easements were dealt with by the Owner/Developer.

We therefore, have no objections to final approval being given to this plan.

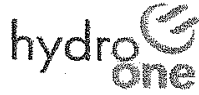
Should you have any questions please contact Sandra Hugh-Yeun at 416-296-6590.

Yours truly

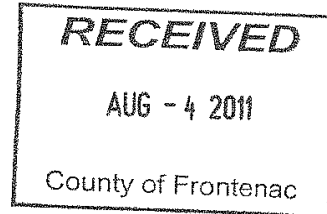
John La Chapelle, MCIP, RPP
Manager - Development & Municipal Services, Ontario

cc: Jan Mathieson, Nelligan O'Brien Payne LLP

Agenda Item # 101011013•



Kingston Service Center
1037 Sydenham Road
Kingston, Ontario K7M 3L8
Telephone 1-613-544-8126
Fax 1-613-548-8341



Return Mail Address: 171 Center Street, Belleville, Ontario K8N 4W8

Nelligan O'Brien Payne

Aug.4th, 2011

Re - Garrison Shores Owners' Association - Application for Draft Plan Approval of Vacant Land Condominium - Part Lots 17, 18, Conc.7, Part Lot 17, Conc.8, Part of the Road Allowance between Concs. 7 & 8, Geographic Township of Kennebec, Township of Central Frontenac, County of Frontenac
County of Frontenac File No. 10CD-2010/001

N.O.P. File Reference No. 405852-23424

This letter is in reference to your original correspondence as sent to Hydro One as per attachment dated May 20, 2011 requesting clearance for Draft Plan Approval process with the municipality.

At this time, there are two separate single phase primary overhead pole lines for this site supplying what would be the north and south shores with 38 services connected therein, both individual and common through the Association. The facilities as presently in place here are of sufficient capacity to meet the current requirements here.

Should redevelopment of this site, or additional development take place beyond what is presently here at some point in the future, in order to facilitate additional service connections it may be necessary to re-evaluate the added load(s) to ensure the facilities will have the capacity to permit additional connections. Any associated costing as related to facility upgrades as a result of added loads will be subject to our policies and procedures in place as related to service connections at the time of future occurrence.

Trusting this will suffice at this time, and permit you to proceed with completion of the Draft Plan Approval process through the Township of Central Frontenac.

Regards,


Jim Moon

SDET - Kingston Service Center

Telephone 613-544-8126 Ext.241

Fax 613-548-8341

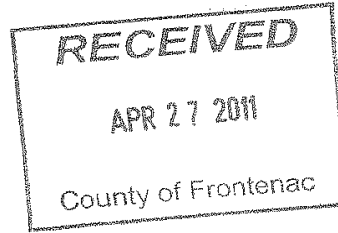
Ministry of Tourism and Culture
Culture Division
Culture Programs Unit
Programs and Services Branch
400 University Avenue, 4th floor
Toronto, ON, M7A 2R9
Telephone: 416/314-7132
Facsimile: 416/314-7175
Email: Jim.Sherratt@ontario.ca

Ministère du Tourisme et de la Culture
Division de culture
Unité des programmes culturels
Direction des programmes et des services
400, avenue University, 4^e étage
Toronto, ON, M7A 2R9
Téléphone: 416/314-7132
Télécopieur: 416/314-7175
Email: Jim.Sherratt@ontario.ca



April 27, 2011

Ms. Nicole Brandon
Golder & Associates Ltd.
32 Steacie Drive
Kanata, Ontario
K2K 2A9
Facsimile: 613/592-9601



RE: Review and Acceptance into the Provincial Register of Reports: Archaeological Assessment Report Entitled, "Stage 1 Archaeological Assessment, Garrison Shores Vacant Land Condominium, Geographic Township of Kennebec, Frontenac County, Ontario," Report Dated October 2009, Report Received October 20, 2009, Report Addendum received April 26, 2011. MCL Project Information Form Number P302-061-2009, MCL RIMS Number 10CD002.

Dear Ms. Brandon:

This office has reviewed the above-mentioned report, which has been submitted to this Ministry as a condition of licensing in accordance with Part VI of the Ontario Heritage Act, R.S.O. 1990, c 0.18. This review is to ensure that the licensed professional consultant archaeologist has met the terms and conditions of their archaeological licence, that archaeological sites have been identified and documented according to the 1993 technical guidelines set by the Ministry and that the archaeological fieldwork and report recommendations ensure the conservation, protection and preservation of the cultural heritage of Ontario.

As the result of our review, this Ministry accepts the above titled report into the Ontario Public Register of Archaeological Reports. The report indicates that units 5, 13, 23 and 37 have archaeological potential and, consequently, should be subject to a Stage 2 archaeological assessment prior to any future development. This Ministry concurs with this recommendation.

Should you require any further information regarding this matter, please feel free to contact me.

Sincerely,

Jim Sherratt
Archaeology Review Officer
Eastern Region

- c. *Archaeology Licensing Office*
Mr. Paul Chaves, Garrison Shores Owners Association

In no way will the Ministry be liable for any harm, damages, costs, expenses, losses, claims or actions that may result: (a) if the Report(s) or its recommendations are discovered to be inaccurate, incomplete, misleading or fraudulent; or (b) from the issuance of this letter. Further measures may need to be taken in the event that additional artifacts or archaeological sites are identified or the Report(s) is otherwise found to be inaccurate, incomplete, misleading or fraudulent.

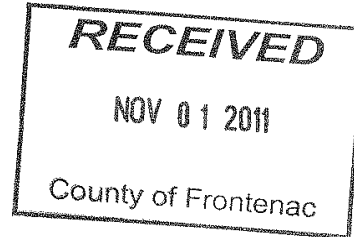
Ministry of Tourism and Culture
Culture Division
Culture Programs Unit
Programs and Services Branch
400 University Avenue, 4th floor
Toronto, ON, M7A 2R9
Telephone: 416/314-7132
Facsimile: 416/314-7175
Email: Jim.Sherratt@ontario.ca

Ministère du Tourisme et de la Culture
Division de culture
Unité des programmes culturels
Direction des programmes et des services
400, avenue University, 4^e étage
Toronto, ON, M7A 2R9
Téléphone: 416/314-7132
Télécopieur: 416/314-7175
Email: Jim.Sherratt@ontario.ca



April 27, 2011

Mr. Brad Drouin
Golder & Associates Ltd.
32 Steacie Drive
Kanata, Ontario
K2K 2A9
Facsimile: 613/592-9601



RE: Review and Acceptance into the Provincial Register of Reports: Archaeological Assessment Report Entitled, "Stage 2 Archaeological Assessment, Garrison Shores Vacant Land Condominium, Lot 17, Concession 7 & 8, Geographic Township of Kennebec, Frontenac County, Ontario," Report Dated September 2010, Report Received October 7, 2010. MCL Project Information Form Number P311-023-2011, MCL RIMS Number 10CD002.

Dear Mr. Drouin:

This office has reviewed the above-mentioned report, which has been submitted to this Ministry as a condition of licensing in accordance with Part VI of the Ontario Heritage Act, R.S.O. 1990, c 0.18. This review is to ensure that the licensed professional consultant archaeologist has met the terms and conditions of their archaeological licence, that archaeological sites have been identified and documented according to the 1993 technical guidelines set by the Ministry and that the archaeological fieldwork and report recommendations ensure the conservation, protection and preservation of the cultural heritage of Ontario.

As the result of our review, this Ministry accepts the above titled report into the Ontario Public Register of Archaeological Reports. No archaeological sites were documented. It is recommended that there are no further concerns for alterations to archaeological sites for the area that has undergone archaeological assessment. This Ministry concurs with this recommendation.

Given the above, this Ministry is satisfied that concerns for archaeological sites have been met for the Units 5, 13, 23 and 37 as depicted by Figure 2 of the above titled report and as depicted on the draft plan of condominium prepared by McIntosh Perry Surveying Inc. dated May 4, 2009.

Should you require any further information regarding this matter, please feel free to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Jim Sherratt". The signature is written in black ink on a light-colored background.

Jim Sherratt
Archaeology Review Officer
Eastern Region

- c. Archaeology Licensing Office
Mr. Paul Chaves, Garrison Shores Owners Association

*In no way will the Ministry be liable for any harm, damages, costs, expenses, losses, claims or actions that may result: (a) if the Report(s) or its recommendations are discovered to be inaccurate, incomplete, misleading or fraudulent; or (b) from the issuance of this letter. Further measures may need to be taken in the event that additional artifacts or archaeological sites are identified or the Report(s) is otherwise found to be inaccurate, incomplete, misleading or fraudulent.



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Joe Gallivan
Manager of Sustainability Planning

Date prepared: December 7, 2011

Date of meeting: December 14, 2011

Re: **Sustainability – Source Water Protection Plans**

Background

The Source Water Protection Plan initiative originates from the *Clean Water Act (2006)*, the goal of which is to protect public health by ensuring that clean and plentiful sources of drinking water are available both short and long-term.

Comment

The main objectives of the Source Water Protection Plans are to make sure that every significant drinking water threat ceases to be a significant risk and that no other drinking water threats become significant risks in the future. The plans signify the implementation phase of protection of drinking water that became a public priority following the Walkerton, Ontario tragedy where a contaminated public water supply resulted in major illnesses and the loss of lives.

The local Conservation Authorities have now prepared draft plans and are in the public consultation phase. Three Source Protection Plans include lands within the County of Frontenac:

- Cataraqui Region
- Quinte Region
- Mississippi Valley / Rideau Valley (joint plan)

The attached map illustrates the Conservation Area boundaries covering the Frontenacs.

At the time of writing of this report, three Townships (North, Central, and South) have provided comments on the respective source water plans and how they will affect municipal operations.

Agenda Item # 101011013•

All three Source Protection Plans are thorough and provide our municipalities with extensive guidance in protecting key drinking water sources. The involvement of each of the Conservation Authorities in implementing these plans will be critical and ongoing.

These plans cross Township boundaries and link into adjacent Counties. Should the County of Frontenac move forward with an Official Plan during this term of Council, it will become a principal document to recognize and identify the plans.

Sustainability Implications

Healthy and protected water is one of the main focus areas of *Directions for Our Future*, and the implementation of these source water plans is recognized as one of the key indicators.

Financial Implications

Not applicable.

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the *Sustainability - Source Water Protection Plans* report;

AND FURTHER that Council recognize that the establishment of the three Source Water Protection Plans will be an important milestone in the implementation of *Directions for Our Future*;

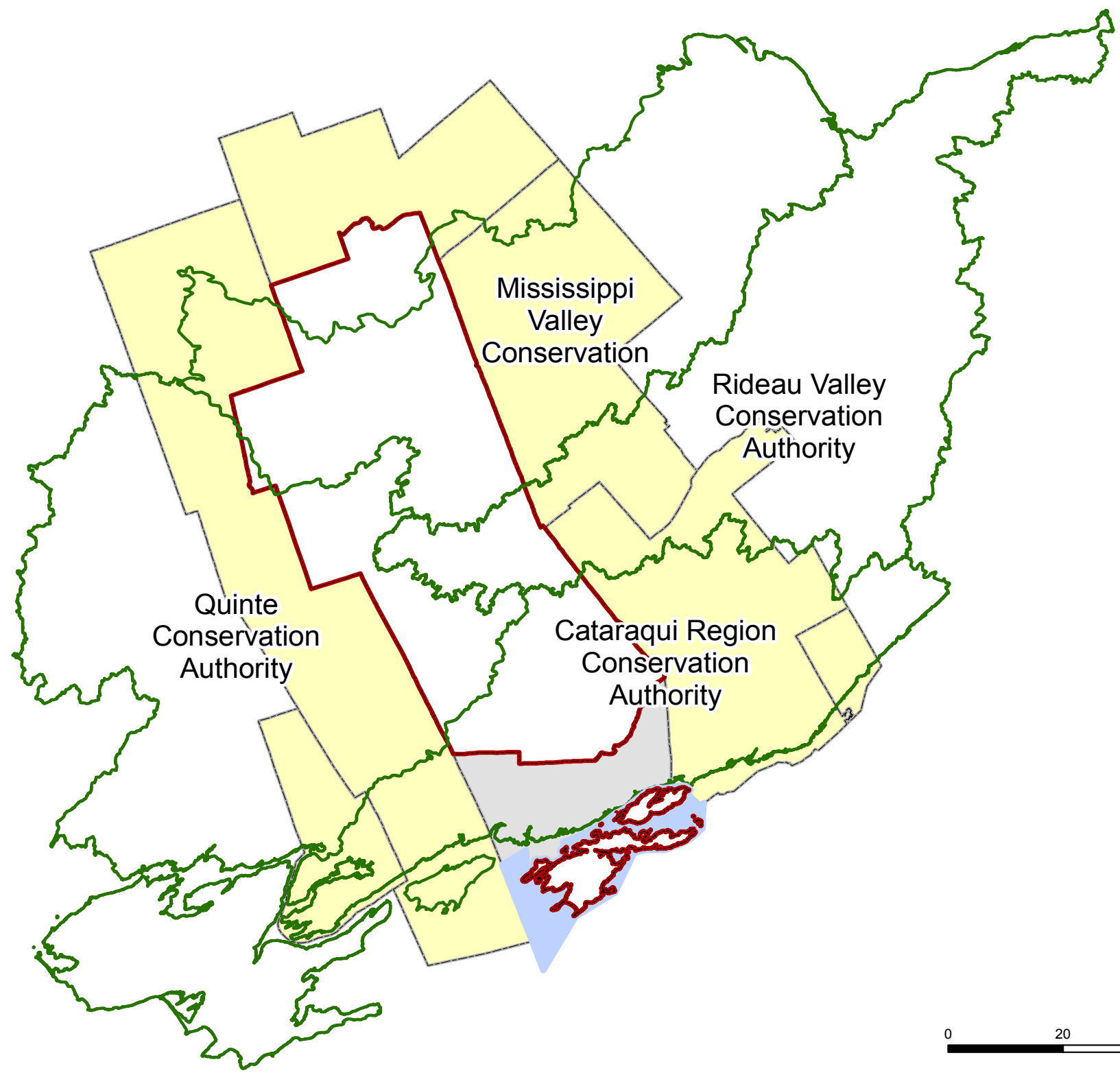
AND FINALLY that Council support the goals and objectives as outlined in all three Source Water Protection Plans affecting the County of Frontenac.

Organizations, Departments and Individuals Consulted and/or Affected





All Four Townships
Cataraqui, Quinte, Rideau Valley, and Mississippi Valley Conservation Authorities
Ministry of Municipal Affairs & Housing
Ministry of the Environment



COUNTY OF FRONTENAC - CONSERVATION AUTHORITY BOUNDARIES



Legend

-  Conservation Boundary
-  County of Frontenac
-  City of Kingston
-  Surrounding Municipality

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ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac
From: Elizabeth Savill, CAO
Prepared by: Joe Gallivan, Manager of Sustainability Planning
Date prepared: December 8, 2011
Date of meeting: December 14, 2011

Re: Sustainability – County of Frontenac Official Plan

Background

A staff report on preliminary discussions of the creation of a County Official Plan was submitted to Council at the meeting held on May 18, 2011. A subsequent report on the advantages of having a County Plan for the Frontenacs was reviewed by Council at the July 6, 2011 meeting. Subsequently, at the Council meeting held on August 18th, the Ministry of Municipal Affairs and Housing made a presentation to Council on the benefits of County planning.

The purpose of this report is to seek direction from Council on beginning the process of putting a County Official Plan in place for the Frontenacs so that adoption of a Plan can be considered during the term of this Council (2014).

Comment

The creation of a County Official Plan was listed as a recommended project in *Sustainable Actions 2009*. There was also discussion by County Council during priority setting and budget sessions at the beginning of its term on the possibility of preparing an Official Plan during the term of this Council.

One of the main reasons for having a County Official Plan is to ensure that land use planning occurs in a coordinated, integrated, and comprehensive approach when dealing with planning matters which cross both Township boundaries and the boundaries of adjacent Counties.

As noted in previous staff reports, there are a number of reasons that a County Official Plan could benefit the Frontenacs:

- The Ministry of Municipal Affairs and Housing supports the concept that a County Official Plan is in the best position to coordinate both Provincial and local planning interests, both of which must be addressed in accordance with the *Planning Act* and the Provincial Policy Statement (PPS).

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- A County Official Plan would delegate approval authority of the Townships' Official Plans and Official Plan Amendments (OPAs) from the Ministry of Municipal Affairs and Housing to County Council. Approval authority at the County level will mean greater local autonomy and understanding of local interests.
- With County Council as the approval authority, it can be expected that there will be a significantly reduced time for Township OPA approvals.
- Any time a Township OPA is before County Council, there will be a benefit having two Councillors who will have a local understanding of the issue and will have attended the public meeting and listened to citizens' comments.
- There may be legitimate regional planning issues that should be overseen by a regional (County) plan. Some issues, including natural heritage (wetlands, rivers, woodlands, wellhead protection, etc.) can be effectively handled through a County-wide approach.
- It is expected that a County Official Plan for the Frontenacs would be general in nature with considerable flexibility in making interpretations and deciding whether any OPAs would be required. It is expected that there would be very few changes in any given year and many changes could be incorporated into periodic reviews of the plan.
- The County is already the approval authority for applications for approval of draft and final plans of subdivision and condominium. The process for these applications works well in that maximum opportunity is given for expression of local autonomy and interests, as well as the short time period required for pre-consultation.
- Should an amendment to a County Official Plan be specific to lands within one of the Townships, the public meeting could be held by the Council of the local municipality as is now done for applications for draft approval of plans of subdivision and condominium. With these meetings held at Township offices there would be no inconvenience to local residents.

County Planning in the Context of the Frontenacs

It needs to be recognized that each of the Township Official Plans contain detailed policies and cover planning issues that are specific to each municipality. With the exception of South Frontenac (which is currently involved in an update), all of the Official Plans have been approved under the 2005 Provincial Policy Statement and are consistent with provincial land use policies.

In this context, it is recommended that a County Official Plan take a strategic approach to land use planning, using the County's sustainability plan with its broad community vision as an underlying theme. This would allow for a general direction for planning and development in the County by prescribing strategic goals, objectives, and policies.

It should be the intention of a Frontenac County plan to set the context for planning in the County as a whole and to help provide direction for regional planning issues. It would not be the intention of a County Plan to interfere with those planning matters which are considered to be the responsibility of the Townships. The goal would be to ensure that the local Official Plans complement the County Official Plan by providing detailed strategies, policies, and the land use designations for planning and development at the local level.

In Eastern Ontario, both Peterborough County and Haliburton County serve as models for County plans that take a 'high level' approach and provide a regional planning perspective. It is recommended that this same approach be used for Frontenac County.

Community Involvement

Following the County's commitment to grassroots public involvement during the creation of the sustainability plan, it is recommended that a comprehensive approach be taken to involve the citizens, stakeholders, and the Townships in the development of a County Plan. It is important that discussions be held across the County for people to both understand what a regional plan is all about, and to help determine what priorities for land use and community economic development should be recognized in the Plan.

Should Council endorse the development of a County Plan, staff will bring forward a work plan early in 2012 that would set out the timelines and the methods of consultation over the next three years. It is proposed that the majority of the work on developing the plan be done in-house by planning staff; however there may be a need for additional assistance for the public consultation phase.

Sustainability Implications

This project is specifically highlighted in the County's Sustainability Plan. It touches on all four pillars of the plan: social, cultural, economic, and environmental.

The development of a County Official Plan should be considered as one of the cornerstone efforts in the implementation of *Directions for Our Future*. It will serve as the County land use planning document that can be used to implement a number of regional studies such as the Municipal Housing Strategy, the Natural Heritage Study, Community Improvement Planning, Population Projections, the Seniors Housing initiative, and a number of economic development programs. Also, it will promote local decision-making and '*Made in the Frontenacs*' solutions as County Council will become the approval authority for local Official Plan Amendments and five year updates to Official Plans.

Financial Implications

The 2012 draft budget includes a budget envelope for the preparation of a County Official Plan. The budget has been developed to cover meeting costs and the possible need for help in public consultation.

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Sustainability – County Official Plan* report;

AND FURTHER that Council endorse the initiation of the development of a County Official Plan with the goal to having a draft plan to be considered by Council for adoption within its current term;

AND FURTHER that Council direct staff to prepare a detailed work plan and consultation program to be presented to Council in early 2012;

AND FURTHER that a County Official Plan be prepared under the following parameters:

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- (1) That the Official Plan be prepared as a 'high level' planning document using a regional planning perspective, recognizing that detailed planning policies are now in place for the four Townships' Official Plans;
- (2) That the Official Plan use a systems-based approach and act as a guide for dealing with cross-boundary and cross-jurisdictional planning issues;
- (3) Ensure that the Official Plan is consistent with the Provincial Policy Statement while offering a solutions-oriented planning approach to deal with land use planning issues that are common to the Frontenacs; and
- (4) That community consultation regarding the vision and content of the Official Plan be extensive.

Organizations, Departments and Individuals Consulted and/or Affected

All four Townships
Sustainability Planning
Ministry of Municipal Affairs & Housing



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Date prepared: December 8, 2011

Date of meeting: December 14, 2011

Re: **Sustainability – Sustainable Actions 2011**

Background

The County of Frontenac's initial ICSP project resulted in the development of two documents: *Directions for Our Future, County of Frontenac Guide to Sustainability* and its implementation document *Sustainable Actions, County of Frontenac Sustainability Project Recommendations June 2009*.

These are community driven and developed documents that reflect the input provided by many hundreds of our residents, businesses and stakeholders through many public meetings, conversations, surveys, web postings, workshops, etc. These documents were presented as information to Council at its special meeting of Joint Councils held on June 17, 2009. Subsequently, at its September 16, 2009 meeting following additional public consultation, Council adopted both documents (Motion #272-09).

The *Sustainable Actions* document that was approved by Council in 2009 and the subsequent updated document adopted by Council in 2010 contain detailed lists of projects that were identified and assessed by the Frontenac community on the basis of their contributions to the sustainability of the County into the future, and are aligned with the 50-year vision of *Directions for Our Future*. In 2009, there were forty projects identified by the public (individuals, business representatives and stakeholders) that were recommended to be acted upon in the short term. By the end of 2010, twenty-two of these projects had been started and/or fully implemented, in which, was a remarkable accomplishment considering sustainability planning had just begun in Frontenac County. In *Sustainable Actions 2010*, there were thirty-four projects, identified by the public, recommended for action in the short term. Of these, twenty-two projects have been started and/or fully implemented at this time.

Directions for Our Future and *Sustainable Actions* (including the annual updates) are intended to guide the County with a long-range vision, and to assist Council in project implementation and the provision of consistent policy direction in the coming years. County Council committed to the annual review and update of its sustainability documents when it adopted *Directions for Our Future* and *Sustainable Actions*. Without this commitment, Council has no way of knowing

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whether the community's priorities have shifted and therefore whether it is focusing on the best activities to reach the desired sustainable future for the Frontenacs.

Comment

County Council created its Sustainability Advisory Committee (SAC) this year acknowledging that the County's vision stated in *Directions for Our Future (DFOF)* is *Fresh with Opportunity Growing Vibrant, Innovative, Natural, Sustainable Places*. The SAC was challenged to assist the Frontenacs to reach sustainability overall and ensure strong community engagement. It was asked to provide input and suggestions regarding the implementation of *Directions for Our Future*, in particular to help meet the "Commitment Towards a Sustainable Future" and the "Community Input" elements. In particular, SAC was given the key activities:

- 1. Provide input into the community engagement plan including: partnership opportunities; recruitment of volunteers; communications plans; etc.***
- 2. Assist with the development of the 2011 Sustainability Workshop agenda.***
- 3. Recommend to County Council by December 2011 a revised Sustainable Actions 2011 which will ensure this important community based input will be available to Council during its 2012 budget deliberations.***

Significant community engagement was again achieved during 2011. As part of keeping *Sustainable Actions* up to date and meeting Council's commitment to keep the public informed about how sustainability planning is moving ahead and to continue to ask citizens about other ideas and projects, County staff has been undertaking a number of initiatives over the last year and reporting to SAC. For example, staff spoke at meetings and conferences, attended events, and set up information/consultation booths at a number of locations across the County over the summer and fall of 2011. These opportunities were deliberately selected in an effort to maximize broad consultation with Frontenac County residents and business representatives to seek out ideas and comments. This was the third year in which these consultations took place. The dates and venues are detailed in Section 9.1: Frontenac Federation of Agriculture meeting, FABN Workshop, Community Energy Network Retreat, Canada Day Parade in Harrowsmith, West Devil Lake Property Owners Group AGM, Frontenac Farmers' Market, Fourteen Island Lake Cottagers Association, County/CFDC Trade Show, Ontario East Municipal Conference, et al. At each, members of the sustainability team met like-minded residents, business people and other stakeholders with who shared ideas and excitement can grow into meaningful relationships.

In addition to all of these activities, the annual Breakfast was held in May and the Workshop was held in October. Again, input was offered by SAC and both events achieved overwhelming involvement and engagement of our community members.

As a result of all of these consultation sessions, a revised *Sustainable Actions 2011* (Appendix A) has been drafted and reviewed by the SAC. It contains a new list of priority projects – fifty-five projects this year – that can begin to be acted upon during 2012. All of the projects meet one or more of the four pillars of sustainability: social, cultural, economic, and environmental. Attached for Council's information is the list (Appendix B) of those projects that staff will be bringing forward for its consideration during the 2012 budget discussions.

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Sustainability Implications

The Integrated Community Sustainability Plan is the cornerstone to reaching the community's vision of how the Frontenacs should be and become into the next 50 years. It is critical that the annual review be conducted to ensure the community's priorities are understood and documented. This commitment to maintain regular consultation and dialogue with the community was made by Council with the adoption of *Directions for Our Future* in 2009.

Financial Implications

Any financial implications will be addressed through Council's budget deliberations. There are none related to adopting this community document.

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Sustainability – Sustainable Actions 2011* report;

AND FURTHER that Council adopt *Directions for Our Future, Sustainable Actions 2011*.

Organizations, Departments and Individuals Consulted and/or Affected

ICSP Participants
Townships of Frontenac
Stakeholders
Residents
Business Representatives

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Sustainable Actions 2012

December 14th, 2011

DRAFT

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1.0 Background

Sustainability is defined in *Directions for Our Future (DFOF)*, the Frontenacs’ Integrated Community Sustainability Plan (ICSP), as:

Reaching a desired future state that incorporates values – identified by community members and organizations – which integrate social, cultural, economic and environmental issues

Our shared desired future state is defined through a **vision** that recognizes the **history** of the area. **Values and principles** are outlined. The importance of the **effort and determination** and **commitment** necessary to achieve a **sustainable future** is understood. Our annual sustainability gathering offers a forum to discuss recent achievements and future considerations and to ensure community interest and engagement remain fresh, updated and inspiring. This pivotal celebration allows for ongoing recognition and collaboration between those who make the path towards sustainability a reality.¹

This document, *Sustainable Actions 2011 (SA2011)*, offers a written account of the work done furthering sustainability by the County and its many partners through the 2011 year. It also provides a record of the activities identified by the community as priority projects. The original *Sustainable Actions* was produced in June 2009; last year’s account was produced in November 2010.

As previously reported, people interested in the future of the County continue to come forward in ever growing numbers to converse and to contribute to the development and implementation of Frontenac’s ICSP. Since we began our sustainability journey together in 2005, over one thousand different stakeholders have offered their time and resources to meet, comment, provide insights, offer ideas and work to make the Frontenacs a better place. By correspondence, email, one-on-one conversations, surveys, web input and group discussions, all of these contributions continue to support our common vision – our understanding of who we are, where we want to be and how we can begin to get there over the next 50 years.

So many are involved in sustainability activities throughout the Frontenacs. Many initiatives identified by our community members individually and

¹ DFOF, page 16

collectively are captured here. They are also catalogued and described at www.directionsforourfuture.ca. This site is bringing community members together to share ideas and information and to report their successes to one another. Also reported at Sections 4.0 and 5.0 are the projects identified by the community as those priority activities that should be undertaken in 2012 or beyond. These have all been vetted through a dedicated representative group of stakeholders and by the County of Frontenac's Sustainability Advisory Committee.

When County Council identifies an opportunity or is invited to be involved with a project, it considers its role and the nature of support it is prepared to offer. When it determines financial resources are to be contributed through its annual budgeting exercise, sourcing these funds requires further consideration. Those projects which County Council chooses to support through federal gas tax funds must be thoroughly assessed to ensure they meet the program criteria. As opportunities arise, Community Partnership Agreements are being sought with those who are committed to the Frontenacs' sustainability vision. When projects are jointly undertaken, memoranda of understanding are being used to confirm commitments of all partners. Indicators continue to evolve and are reported on the web site. Updating and publishing them reflect the commitment made to monitor our successes in each of the pillars of sustainability.

We look forward to your ongoing contributions as the implementation of DFOF continues into 2012 with guidance from SA2011. Without the ongoing implementation of projects, policies and actions that support sustainability, the vision will dim. We thank you for your efforts: for the projects and activities you have undertaken; and for your contributions made at the numerous formal and informal meeting opportunities attended including this year's Sustainability Breakfast in May which offered a mid-year report and our 3rd Annual Sustainability Workshop held in October at which we reviewed and reported the year's progress towards sustainability and gathered further input to ensure SA2011 reflects the community's thoughts, perspectives and desires. Every stakeholder plays an important role ensuring a sustainable future for the Frontenacs can be enjoyed by future generations.

2.0 Introduction

This document presents the community’s vision of sustainability in the County of Frontenac. It is a snapshot – a frozen moment in time – reminding us of where we have come from and providing a path for moving forward.

This document is meant to be a reference for planning purposes; as the County moves towards sustainability this will act as a guide to shape workplans, make decisions and allocate resources.

All projects listed here come directly out of community feedback.

Section 3 lists the projects that are considered priorities for 2012. This is a combination of ongoing and new projects that can and should be developed in order to advance the County along the path towards sustainability.

Section 4 details each 2012 priority project, including some explanation and context, and providing information on the project’s lead, support and timing.

Section 5 and 6 list and provide detailed information on those projects identified as priorities for 2013 and beyond. These projects will progress the County’s vision of sustainability, but some work is required before they begin.

Section 7 is a sampling of sustainability projects the community is currently working on, including the lead organization, the project’s primary focus area and some detail. The list includes 54 projects, which represent the wonderful progress our community is making, but it is in no way complete. All kinds of community groups are working in many ways that fit into the County’s vision for sustainability, and it is simply impossible to know of and list them all.

Section 8 presents our Community Participation Tools – our Community Partnership Agreement and our Memorandum of Understanding. These serve to better define the relationship between the County of Frontenac and its partners in sustainability.

Section 9 speaks to our indicators – measuring our progress allows us to understand where we sit on the path of sustainability and correct our course when needed. It directs the reader to www.directionsforourfuture.ca, as that is where all indicators are listed, detailed and updated.

Section 10 acknowledges the commitment County Council and Advisory Committees have made to the County’s vision of sustainability.

Section 11 – the Appendices provide additional background information on the process of producing Directions for Our Future, and the projects that were considered priorities in 2011 and 2010.



3.0 Priority Projects for Sustainability

- | | |
|--|---|
| 01 (O) Support the Ban of Plastic Bags Project | 17 (N) Promote and Support the Creative Economy |
| 02 (O) Support for Lake Management Planning | 18 (N) Attract Sustainability-Minded Businesses to the Region |
| 03 (N) Investigate and Present for Council's Consideration a "Legal Rights for Nature" Bylaw | 19 (N) Look for Opportunities to Repurpose Public Buildings |
| 04 (O) County Official Plan | 20 (O) Community Capacity Building for Renewable Energy |
| 05 (O) Natural Heritage Study | 21 (O) Residential/Commercial/Industrial Green Initiatives for New Developments |
| 06 (O) Community Improvement Plans | 22 (O) Develop Partnerships with St. Lawrence College |
| 07 (O) Main Street Revitalization | 23 (N) County-Wide Municipal Energy Conservation Plan |
| 08 (N) Growth Management Strategy | 24 (N) Professional Training and Development for Planning and Inspection Staff to Respond Effectively to Renewable Energy |
| 09 (O) Support for Green Local Businesses | 25 (N) Develop Strategies to Emphasize the Importance of Conservation |
| 10 (O) Comprehensive Sustainable Tourism Strategy and Training Plan | 26 (N) Investigate Opportunities for Micro-Hydro and Biomass Operations in the County |
| 11 (O) Frontenac Centre | |
| 12 (O) Trail Network Development | |
| 13 (O) Support of Local Food and Local Farms | |
| 14 (O) Support for Smaller Scale Community Sustainability Initiatives | |
| 15 (O) e-Commerce Activities | |
| 16 (O) Tele-Medicine and e-Health Networks for Medical Facilities | |



- | | |
|--|---|
| 28 (O) Support Septic System Inspections including Education on Septic Awareness | 45 (O) Support the Reduction of Greenhouse Gas Emissions |
| 39 (N) Develop Waste Management Strategies | 46 (O) Sustainable Partnerships with Local School Boards |
| 30 (O) Municipal Fleet Vehicle Analysis | 47 (O) Comprehensive Asset Mapping |
| 31 (O) Transportation Management Plan | 48 (O) Community Training Seminars for New Technology |
| 32 (O) Regional Salt Management Plan | 49 (O) Web-Based Applications Supporting Community Involvement |
| 33 (O) Regional Signage | 50 (O) Strong Communications |
| 34 (O) Expansion of Hydro Transmission Capacity | 51 (O) Sustainability Spending Policies and Best Practices Review |
| 35 (N) Expansion of Natural Gas to the Frontenacs | 52 (O) Deliver Sustainability Training and Education Programs for Municipal and Public Representatives |
| 36 (O) Frontenac Transportation Collaborative Initiative | 53 (O) Infrastructure and Municipal Asset Management |
| 37 (O) Support for Health Promotion | 54 (O) Best Practices Review |
| 38 (N) Support Community Paramedicine | 55 (N) Create Linkages between www.frontenacmaps.ca and all Township's Official Plans and Zoning Bylaws |
| 39 (O) Implement the Recommendations of the Municipal Housing Strategy | |
| 40 (O) Support for Seniors Community Housing | |
| 41 (O) Work Collaboratively with First Nations Representatives | |
| 42 (O) Promote and Support Local Festivals, Events and Attractions | |
| 43 (O) Support Libraries | |
| 44 (O) Sustainability Planning | |

4.0 2012 Priority Projects with Detail

Projects, for the purposes of this section and the next, are those projects, policies and actions put forward through our collective efforts, then reviewed and assessed for their potential to lead to greater sustainability in the Frontenacs, and ultimately found to be worthy of further effort. They have been organized by Focus Area². Many could be found in more than one focus area and this method of organizing does not recognize the overlaps often achieved. These are celebrated – the more areas of overlap, the greater the opportunities to bring people together with different interests and areas of expertise. Little of what we do is isolated and building on new relationships can lead to even greater achievements.

(All of the supporting documentation can be found at www.directionsforourfuture.ca)

1 Protection of Natural Areas

Ongoing Projects/Activities

1. Ban Plastic Bags Project Support
Support a reduction in the use of plastic bags at local retail stores.
Lead: Local Businesses and Shoppers
Support: County, Townships, Communities, Stakeholders
Timing: Ongoing
2. Support for Lake Management Planning
A number of cottage associations in Frontenac County have been working on lake management plans and interest is building from other lake groups. A working fund is proposed that would help these groups share information and begin the process of developing ideas for lake protection. Copies of all completed plans would be fully accessible publicly through www.directionsforourfuture.ca
Lead: Lake Associations
Support: County, Townships, Communities, Stakeholders
Timing: Ongoing

New Projects/Activities

3. Investigate and Present for Council’s Consideration a “Legal Rights for Nature” By-law
Action has been taken in other jurisdictions from the United States to the UK, South Africa, Bolivia and Australia our community partners advise.

² DFOF, pages 21-36



Lead: County Council/Staff
Support: First Nations, Townships, Communities, Stakeholders
Timing: 2012

2 Land Use Planning and Management

Ongoing Projects/Activities

4. County Official Plan

A County OP provides the opportunity to ensure that land use planning occurs in a coordinated, integrated and comprehensive approach when dealing with planning matters which cross lower and upper-tier boundaries. It also provides for local decision-making.

- a. The protection of agricultural areas using clear definitions and distinctions (new)
- b. Designation of hamlets with growth potential (new)

Lead: County Council/Staff
Support: Townships, Communities, Stakeholders
Timing: Commencement 2011 - Completion 2014

5. Natural Heritage Study

The Natural Heritage Study will identify a system of natural features and areas, including wetlands, woodlands and significant wildlife areas. It will identify a “broad brush” system of features and areas that supports biodiversity within the Frontenacs and connect to the natural heritage system within the City of Kingston and adjoining Counties.

Lead: County Council/Staff
Support: Townships, Frontenac Stewardship Council, FABN
Timing: Commencement 2011 - Completion 2012

6. Community Improvement Plans

A type of plan that uses incentives for property owners supported by municipal programs to help revitalize towns and villages in the Frontenacs.

Lead: County Council/Staff in Partnership with Townships’ Councils/Staff
Timing: Commencement 2010 (Verona); 2011 (Sharbot Lake); 2012 (Marysville)
Completion 2012+

7. Main Street Revitalization

By focusing on a common ‘theme’ in a downtown core, this Rural Economic Development program ensures connectivity among main street store fronts and facades. Benefits include greater unity and consistency throughout communities and visual linkages are established throughout downtown.

Lead: Townships
Support: FCFDC, County
Timing: Commencement 2011 (funding offers) - Completion subject to uptake

New Projects/Activities

8. Growth Management Strategy

The purpose of a Growth Management Strategy is to help guide decisions on a wide range of issues, including transportation, infrastructure, land use planning, housing, natural heritage and resource protection. With the

County's Population Projections Study 2011-2036 completed this year, specific strategies can be developed for where and how this projected growth is to be accommodated.

Lead: County Council/Staff
Support: Townships, Communities, Stakeholders
Timing: Commencement 2012 - Completion 2013

3 Economic Development and Communications

Ongoing Projects/Activities

9. Support for Green Local Businesses
Work with local businesses to complete energy retrofits, use greener inputs (products and services) and promote results to clients, residents and visitors.
Lead: County and Townships Staff
Support: Communities, Stakeholders
Timing: Ongoing
10. Comprehensive Sustainable Tourism Strategy and Training Plan
The need for a sustainable tourism strategy was identified through the BR+E survey of businesses completed in 2007. Opportunities to increase the awareness of the sustainable tourism strategy within the tourism sector, develop tourism business plans and enhance accessible rural employment training should be explored.
Lead: County Staff
Support: Townships, Communities, Stakeholders
Timing: Commencement 2011 - Completion 2012
11. Frontenac Centre
The Frontenac Centre, a four-season environmentally-responsible facility, would focus on supporting tourism, providing accommodations, providing excellent space for small conferences and housing local artists.
Lead: County Council/Staff
Support: Townships, Communities, Stakeholders
Timing: Ongoing
12. Trail Network Development
In accordance with its recommendations, develop the Frontenac K&P Trail (following the Implementation Plan) and other trails throughout the County.
Lead: County Council/Staff/ Trails Committee
Support: Townships, Communities, Stakeholders
Timing: Ongoing
13. Support of Local Food and Local Farms
Coming out of the Summit held at the end of 2010, actions should include: County-wide local food advisory group, local food charter, a follow up summit, and the development and implementation of a plan supporting local farms and farm gate sales.
Lead: Stakeholders
Support: County, Townships, Communities
Timing: Ongoing
14. Support for Smaller Scale Community Sustainability Initiatives

Program that offers contributions to small-scale projects which build capacity and require funding.

Lead: County Council/Staff
Support: Townships, Communities, Stakeholders
Timing: Ongoing

15. e-Commerce Activities

Promote and support e-commerce in the Frontenacs, including the use of Biz Pal at the County and Townships to streamline permit and license purchases, etc.

Lead: County/Townships
Support: Communities, Stakeholders
Timing: Ongoing

16. Tele-Medicine and e-Health Networks for Medical Facilities

Provide broadband for medical facilities to increase access to electronic medical systems and records.

Lead: County Council/Staff, Eastern Ontario Regional Network
Support: Townships, Communities, Stakeholders
Timing: Ongoing - Completion 2014

New Projects/Activities

17. Promote and Support the Creative Economy

Collaborative efforts between the County, Frontenac CFDC, Ontario East Economic Development Commission to promote and support the creative economy; quantify the economic impact of the creative economy and support the development of a creative community network.

Lead: County, CFDC, OEEEDC
Support: Townships, Communities, Stakeholders, FABN
Timing: 2012+

18. Attract Sustainability-Minded Businesses to the Region

Work to attract sustainability-minded businesses to the Frontenacs. The first step is to identify available land.

Lead: County Council/Staff
Support: Townships, Communities, Stakeholders
Timing: 2012+

19. Look for Opportunities to Repurpose Public Buildings

Consider opportunities/uses and seek interested parties for unneeded public buildings (currently – Sharbot Lake and Hinchinbrooke schools).

Lead: Collaborative between School Boards/Townships/County
Support: Communities, Stakeholders
Timing: 2012+

4 Energy

Ongoing Projects/Activities

20. Community Capacity Building for Renewable Energy

A cooperative initiative to identify the region as a renewable energy hotspot and sustainability leader. The County currently chairs the overseeing committee now following an approved 5-year plan. Broad support for the project will continue moving this region forward.

Lead: County/KEDCO/County of Lennox and Addington/CFDC/et al
Support: Communities, Stakeholders
Timing: Ongoing

21. Residential/Commercial/Industrial Green Initiatives for New Developments

With the support of the Green Energy Task Force, the energy sustainability of the region will be fostered. Promotion and facilitation of new cluster developments and district heating opportunities that can lead to a district community heating pilot project and/or an off-grid community development.

Lead: County Council/Staff, GETF
Support: Townships, Communities, Stakeholders
Timing: Ongoing

22. Develop Partnerships with St. Lawrence College

- a. Consider a cooperative initiative where the College is asked to use the County as a laboratory for local renewable energy projects.
- b. Consider municipal energy efficiency projects in partnership with the College.

Lead: County and Townships Council/Staff, GETF
Support: Communities, Stakeholders
Timing: Ongoing

New Projects/Activities

23. County-Wide Municipal Energy Conservation Plan

Municipalities work together to create and implement a common ECP for municipal assets at both levels.

Lead: County/Townships Councils/Staff, GETF
Support: Communities, Stakeholders
Timing: 2012+

24. Professional Training and Development for Planning and Inspection Staff to Respond Effectively to Renewable Energy

Provide municipalities with a common understanding of the steps required to review and approve renewable energy projects.

Lead: County/Townships Staff
Support: CFDC, MMAH, Public Health, Communities, Stakeholders
Timing: 2012+

25. Develop Strategies to Emphasize the Importance of Conservation

This project should include educational products aimed at residential and commercial users on alternative energy options including geothermal and biomass, etc. This has been identified by the GETF as a priority.

Lead: County Council/Staff, GETF
Support: Townships, Communities, Stakeholders
Timing: 2012+

26. Investigate Opportunities for Micro-Hydro and Biomass Operations in the County

Opportunities are being considered for micro-hydro and biomass operations including a biomass aggregation facility.

Lead: County Council/Staff, GETF
Support: Communities, Stakeholders
Timing: 2012+

5 Water

Ongoing Projects/Activities

- 27. Investigate/Pilot Alternatives to Traditional Septic Services
Investigate non-traditional waste systems that can be used by cottagers and residents in Frontenac County and can have the potential to reduce the impact on the environment.
Lead: County/Townships/Public Health
Support: Communities, Stakeholders
Timing: Ongoing
- 28. Support Septic System Inspections including Education on Septic Alternatives
Provide funding to support and enhance efforts to promote septic inspections/re-inspections with a focus on lakefront properties and older systems.
Lead: County Council/Staff
Support: Townships, Communities, Stakeholders
Timing: Ongoing

6 Waste

New Projects/Activities

- 29. Develop Waste Management Strategies
Partner with Queen’s University students and the Frontenac Arch Biosphere Network to develop waste management strategies.
Lead: County/FABN/Queen’s University
Support: Townships, Communities, Stakeholders
Timing: 2012+

7 Transportation

Ongoing Projects/Activities

- 30. Municipal Fleet Vehicle Analysis
On a County and Township level identify how many vehicles are owned, potential for fuel conservation through replacement, reduced use, etc.
Lead: County/Townships Council/Staff
Support: Communities, Stakeholders
Timing: Ongoing
- 31. Transportation Management Plan
A comprehensive plan should take into consideration all aspects of transportation including facilitating car pooling and active transportation opportunities taking into account the findings of a transportation demand

management study and a growth management strategy from a regional transportation network perspective that aims to control costs and minimize the local taxpayer burden.

- a. Develop a strategy and implementation plan for multi-modal opportunities along roads in the County; address cyclist safety; create linkages via trails to schools.
- b. Develop a strategy and implementation plan to support public transportation. Explore incentives options, community-based car pooling/ride share notice boards, etc.
- c. Continue to explore car pooling including the designation of parking for this purpose.
- d. Explore benefits of creating a County roads system (downloaded highways).
- e. Investigate the feasibility of establishing power sources for electric vehicles.

Lead: County/Townships Council/Staff

Support: Communities, Stakeholders

Timing: Ongoing

32. Regional Salt Management Plan

Municipalities can work together to reduce the environmental impact and liabilities of salt operations, while improving efficiency, by completing and implementing salt management plans for Public Works departments.

Lead: County/Townships Council/Staff

Support: Communities, Stakeholders

Timing: Ongoing

8 Infrastructure

Ongoing Projects/Activities

33. Regional Signage

Develop a strategy for a clear, easy-to-read and consistent signage across the County

Lead: County/Townships Council/Staff

Support: Communities, Stakeholders

Timing: Ongoing

34. Expansion of Hydro Transmission Capacity – access the capacity of the Hydro grid in Frontenac to receive new Fit projects, identify the barriers to access the grid.

Investigate the measures that need to be taken to ensure that capacity is available in Frontenac and that the Province will plan to upgrade the hydro transmission system as necessary.

Lead: County/Townships Council/Staff, GETF

Support: Communities, Stakeholders

Timing: Ongoing

New Projects/Activities

35. Natural Gas to the Frontenacs

Investigate scenarios to bring natural gas to Frontenac: partnering with suppliers (Union Gas, Utilities Kingston) and investigate the Frontenac K&P as well as roadways to run infrastructure.

Lead: County/Townships Council/Staff

Support: Communities, Stakeholders

Timing: 2012+

9 Health and Social Services

Ongoing Projects/Activities

36. Frontenac Transportation Collaborative

The recommendations of the Frontenac Transportation Collaborative Plan of Action seek to ensure a more sustainable, better coordinated transportation service for clients/residents who cannot otherwise travel for medical appointments, recreation, educational/social programs, employment training, and shopping for necessities.

Lead: County/Townships Council/Staff
Support: Communities, Stakeholders
Timing: Ongoing

37. Support for Health Promotion

Help people maintain their health through education. Topics should include prevention, medication and its side effects, the value of fresh local food, etc.

Lead: County/Townships, Public Health, Health Care Community
Support: Communities, Stakeholders
Timing: Ongoing

New Projects/Activities

38. Support Community Paramedicine

Investigate options for paramedic staff to perform health teaching and non-urgent care in the community. The pilot introduced by the County of Renfrew should be assessed.

Lead: County Council/Staff
Support: Communities, Stakeholders, Public Health, Health Care Providers
Timing: 2012+

10 Housing

Ongoing Projects/Activities

39. Implement the Recommendations of the Municipal Housing Strategy

The study, completed in 2011 in partnership with the City of Kingston, contains a number of recommendations affecting the County. One identified in particular speaks to the value of stimulating growth in the supply of rental housing by introducing "Second Suites". These were also identified in the report, "Responding to Housing Needs in Frontenac County" completed several years ago.

Lead: County Council/Staff
Support: Townships, Communities, Stakeholders
Timing: Commencement 2011 - Ongoing

40. Support for Seniors Community Housing

Identify a Frontenac model for providing seniors housing in the Frontenacs and offer recommended locations at which a pilot project might be established.

Lead: County Council/Staff

Support: Townships, Communities, Stakeholders
Timing: Commencement 2011 - 2012

11 Recreation and Leisure

No Ongoing Projects/Activities or New Projects/Activities in this Focus Area

12 Culture and Heritage

Ongoing Projects/Activities

41. Work Collaboratively with First Nations' Representatives

Seek Inclusiveness both through accepting/offering invitations to work collaboratively on initiatives of common interest in all aspects of sustainability.

Lead: County/Townships, First Nations

Support: Communities, Stakeholders

Timing: Ongoing

42. Promote and Support Local Festivals, Events and Attractions

Develop and implement a plan to promote and support local festivals, events and attractions.

Lead: County Council/Staff

Support: Townships, Communities, Stakeholders

Timing: Ongoing

43. Support Libraries

Take measures to ensure the long term stability of libraries in the County.

Lead: County Council/Staff

Support: Townships, Communities, Stakeholders

Timing: Ongoing

13 Capacity Building & Governance

Ongoing Projects/Activities

44. Sustainability Planning

Continue to implement and update annually *Sustainable Actions* and to promote consistent and efficient planning and integrative decision making in association with the Townships. Organize and host a rural sustainability conference to acknowledge the achievements contributing towards the sustainability of the Frontenacs.

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Lead: County Council/Staff/Sustainability Advisory Committee in Partnership with all Community Members and Stakeholders

Timing: Commencement 2005 - Ongoing

45. Support the Reduction of Greenhouse Gas Emissions

The County undertakes initiatives that will reduce its carbon footprint.

- a. Solar panel installations have been part of several capital projects at the Sydenham Ambulance Base construction project and the Palace Road Ambulance Base roof redevelopment project. New opportunities are identified and assessed.

- b. LEED® Standard for County-Funded Construction.

Lead: County Council/Staff

Timing: Ongoing

46. Sustainable Partnerships with Local School Boards

Partner with local school boards in areas such as green building and broadband.

Lead: School Boards/County

Support: Communities, Stakeholders

Timing: Ongoing

47. Comprehensive Asset Mapping

Continue to identify economic, social, cultural and environmental assets and create GIS mapping layers as opportunities arise.

Lead: County Council/Staff

Support: Townships, Communities, Stakeholders

Timing: Ongoing

48. Community Training Seminars for New Technology

Hold training seminars for internet use and website creation for businesses.

Lead: Stakeholders

Support: County, Townships, Communities, Stakeholders

Timing: Ongoing

49. Web-Based Applications Supporting Community Involvement

Support and create web-based applications that promote community involvement.

Lead: County Council/Staff, Sustainability Advisory Committee

Support: Townships, Communities, Stakeholders

Timing: Ongoing

50. Strong Communications

The County's communications – written, verbal, electronic, including its ongoing websites – should provide various opportunities for the public to engage.

Lead: County Staff, Advisory Committees

Support: County Council, Townships, Communities, Stakeholders

Timing: Ongoing

51. Sustainable Spending Policies and Best Practices Review

The County-wide Integrated Community Sustainability Plan provides a solid foundation upon which to review and incorporate best practices and ensure a sustainability-driven municipality which realizes the triple bottom line.

Lead: County Staff

Support: County Council

Timing: Ongoing

52. Sustainability Training and Education Programs for Municipal and Public Representatives

Undertake an umbrella initiative, perhaps tied in with St. Lawrence College and Queen's University, to promote training and education about sustainability planning and projects.

Lead: County/Township Staff, Advisory Committees, Stakeholders

Support: Communities

Timing: Ongoing

53. Infrastructure and Municipal Asset Management

Significant investments are made locally in infrastructure including roads and bridges, buildings (offices, libraries, emergency and transportation services garages, etc.) and in vehicles, equipment, etc. Management of these assets ensures the good stewardship of these community resources.

Lead: County Staff

Support: County Council

Timing: Ongoing

54. Best Practices Review

Contract with qualified firms or individuals to objectively assess best practices.

New Projects/Activities

55. Facilitate Access to Official Plan and Zoning Bylaw Information

Create linkages between www.frontenacmaps.ca and all Townships' Official Plans and Zoning Bylaws

Lead: County Staff

Support: Townships

Timing: 2012 - Ongoing Updates

5.0 Projects – 2013 and Beyond

- | | | | |
|----|---|-----|--|
| 56 | Stewardship Plan | 83 | Introduce Mandatory Septic Inspections/Re-inspections across the Frontenacs |
| 57 | Protection of the Natural Environment by the Agricultural Sector | 84 | Waste Diversion Planning and Education Program/Zero-Waste Pilot Project |
| 58 | Groundwater and Aquifer Study | 85 | Solid Waste Management Plan |
| 59 | Lake Fish Stocking Assessment | 86 | Complete an Independent Review of the Need for Long Term Care Beds |
| 60 | Support Sustainability Efforts of the Model Forest Network and other Community Networks | 87 | Support for New leaf Link Program |
| 61 | Support Adopt a Highway Program | 88 | Health/Social/Community Services Development and Retention Program |
| 62 | Support a Seedling Program | 89 | Support Age-Friendly Rural and Remote Communities |
| 63 | Support the Rideau Waterway Land Trust | 90 | Support for Transitional/Assisted Living Environment |
| 64 | Support Queen’s University Biological Station | 91 | Support for Incentives to Build Green |
| 65 | Support Noise/Vessel Restrictions of Small/Sensitive Waterways | 92 | Support for Transitional Housing Initiatives |
| 66 | Archaeological Master Plan | 93 | Harmonization of Property Standards Enforcement |
| 67 | Visioning Exercise for Sustainable Development | 94 | Support Affordable Housing and Living Needs Initiatives for Demographics |
| 68 | Brownfield Redevelopment | 95 | Promote Nature-Based Recreation and Leisure Activities |
| 69 | LEED for Neighbourhood Standards | 96 | Develop a Network of Multi-Use Facilities and Cultural Centres |
| 70 | Frontenac Agricultural Feasibility Study | 97 | Encourage the Retention of Young People/Families |
| 71 | Develop and Support Horticulture Industry | 98 | Act on the Cultural Recommendations Contained in the Business Retention and Expansion Plan |
| 72 | Investigate the Establishment of Food Processing Facilities | 99 | Identify/Promote Unique Lifestyle Options in the Frontenacs |
| 73 | Consider the Feasibility of a Central Food Processing Plant | 100 | Support for the Central Frontenac Railway Museum |
| 74 | Green Business Park | 101 | Redevelop Wolfe Island Canal |
| 75 | Cellular Coverage Improvement | 102 | Support for a County Heritage Museum |
| 76 | Smart Metering Linked with Broadband and Connection | 103 | Support Initiatives that Encourage Live Theatre |
| 77 | Carbon Offset/Credit Program Participation | | |
| 78 | County-Wide Rural Community Energy Plan | | |
| 79 | Centre of Excellence in Water Management | | |
| 80 | Municipal Water Systems – Long-term Integrated Management and Investment Plan | | |
| 81 | Support CRCA Green Belt Plan for Collins Lake | | |
| 82 | Water Conservation and Protection Plans | | |

6.0 Projects with Detail – 2013 and Beyond

1 Protection of Natural Areas

56. Stewardship Plan

Take a role in the development of a County-wide Stewardship Plan. Beginning with the exploration, assessment and mapping of the natural riches found throughout the Frontenacs (making use of the Naturally Rich Frontenacs booklet), there will be a clearer picture of the County's assets (including but not limited to soil types, ground and surface water resources, agriculture, flora and fauna, forestry, mining, habitat distribution, landscape management) and a better understanding of the areas of highest priority for protection, preservation, conservation, and rehabilitation. An action plan should be developed as part of the Plan.

a. Stewardship through Educational Programs

Collaborative efforts with Ministry of Natural Resources and other stakeholders to develop and deliver educational programs focusing on: (1) our endangered species and long-term protection requirements; and (2) clean water initiatives including shoreline clean-up.

b. Watershed Management and Protection of Non-Municipal Water Sources

Building on the ongoing work of the area's 4 Conservation Authorities, look at "best practices" of land management within a watershed boundary. This regional project will cross numerous municipal boundaries

57. Protection of the Natural Environment by the Agricultural Sector

Ongoing identification and support efforts being made by the agriculture sector.

58. Groundwater and Aquifer Study

Study the impacts of mining on groundwater and aquifers in the Frontenacs.

59. Lake Fish Stocking Assessment

Assess which lakes in the Frontenacs have potential for fish stocking.

60. Support Sustainability Efforts of the Model Forest Network and other Community Networks

Identify and support collaborative efforts and opportunities to increase sustainability with the Frontenacs, eg. the Canadian Model Forest Network represents 15 non-profit member organizations nationwide and helps bring together the information, tools and best practices to help support forest-based communities overcome obstacles that affect their long-term social and economic well-being.

61. Support Adopt a Highway Program

The goal of this effort is the promotion of a cleaner environment along major roadways.

62. Support a Seedling Planting Program

Provide a subsidy to encourage tree planting in the County.

63. Support the Rideau Waterway Land Trust

The Trust has a mission to preserve important natural lands and habitat in the Rideau Corridor and foster a healthy future for the surrounding communities.

64. Support Queen's University Biological Station

The Queen's University Biological Station is 7000 acre property offering and promoting conservation, research, education, and recreation programs.

65. Support Noise/Vessel Restrictions of Small/Sensitive Waterways

Investigate noise restrictions and limitations for certain types of vessels on small/sensitive waterways.

2 Land Use Planning and Management

- 66. **Archaeological Master Plan**
This study will identify areas of significant archaeological potential in the Frontenacs, which will be useful for evaluating new development proposals and identifying important areas to be protected.
- 67. **Visioning Exercise for Sustainable Development**
Host a charrette focused on sustainable development in the Frontenacs.
- 68. **Brownfield Redevelopment**
An assessment of brownfield and industrial lands throughout the Frontenacs provides planners with appropriate land use information for redevelopment opportunities.
- 69. **LEED for Neighbourhood Standards**
LEED® for Neighbourhoods could be explored as a land use planning tool. The LEED-ND certification provides independent, third-party verification that a development's location and design meet accepted high levels of environmentally responsible, sustainable development. Questions have been raised that will have to be explored concerning alternative programs with similar benefits.

3 Economic Development and Communications

- 70. **Frontenac Agricultural Centre Feasibility Study**
There has been an identified need for a central staging area for the regional food system and this can be met with the development of the Centre. While used as a recreation centre, cultural facility and community gathering space, the Frontenac Agricultural Centre should be explored as an option for development as a centrally-located multi-use/recreation centre. A feasibility study would present the ideal location and partnerships for the Centre.
- 71. **Develop and Support Horticulture Industry**
Work towards developing and supporting the horticulture industry (where possible).
- 72. **Investigate the Establishment of Food Processing Facilities**
Investigate the establishment of food processing facilities to work with local food.
- 73. **Consider the Feasibility of a Central Food Processing Plant**
Investigate gaps in work already done to consider the establishment of a central processing plant to address retailers' desire for one supplier and for standardized packaging and delivery.
- 74. **Green Business Park**
Identify and work with a developer interested and committed to creating a sustainable green business park.
- 75. **Cellular Coverage Improvement**
Support the improvement of cellular coverage in areas with poor service such as many parts of North Frontenac.
- 76. **Smart Metering Linked with Broadband and Connection**
Link smart metering installation with potential broadband opportunities.

4 Energy

- 77. **Carbon Offset/Credit Program Participation**
Participation by the County and Townships in the Carbon (Offset) Credit market.
- 78. **County-Wide Rural Community Energy Plan**

It is recommended that the Frontenacs take a role in building capacity and facilitating research and information exchange among stakeholder organizations for the development of a County-wide Rural Community Energy Plan. The rural energy plan would consist of a number of project suggestions for clean, renewable energy production. The ultimate goal would be to establish projects and policies which benefit all five municipalities by assessing how we can conserve energy and generate local renewable energy.

5 Water

79. Centre of Excellence in Water Management
Establish a Centre of Excellence in responsible water management potential for the Frontenacs.
80. Municipal Water Systems – Long-term Integrated Management and Investment Plan
Develop a long-term, integrated management and investment plan for municipal water systems.
81. Support CRCA Green Belt Plan for Collins Lake
Support the Cataraqui Region Conservation Authority's Green Belt Plan for Collins Lake
82. Water Conservation and Protection Plans
Develop water conservation and protection plans for the Frontenacs in partnership with the Conservation Authorities, Townships, and Public Health.
83. Introduce Mandatory Septic Inspections/Re-inspections across the Frontenacs

6 Waste

84. Waste Diversion Planning and Education Program/Zero-Waste Pilot Project
The development of a common plan for diversion (including recycling and hazardous waste disposal) would remove the confusion experienced by residents and allow for the delivery of common communications strategies and educational programs. The introduction of a zero-waste pilot project is an important step, and will show what can be accomplished with a strong commitment to waste diversion and to minimizing our environmental footprint.
85. Solid Waste Management Plan
Municipalities can work together to examine and employ new technologies, diversion infrastructure and incentives, common treatment (e.g. fees, materials accepted, etc.) and regulations to develop an integrated waste management plan based on the results of a comprehensive assessment of the waste requirements of all four Townships and the County.
 - a. Investigate opportunities to establish a central composting facility for the benefit of all residents
 - b. Investigate opportunities to establish “trading centres” to facilitate reuse of unwanted items (clothing, furniture, fuels, etc).
 - c. Investigate energy-from-waste opportunities.

7 Transportation

No 2013 + Projects/Activities in this Focus Area

8 Infrastructure

No 2013 + Projects/Activities in this Focus Area

9 Health and Social Services

- 86. Complete an Independent Review of the Need for Long Term Care Beds
Review the need for additional long term care as a preliminary step towards the creation of more care facilities in the Frontenacs. This enabling step assesses the supply and demand for long term care and actions resulting from the review are to be considered a community capacity builder by enabling residents to stay in the County.
- 87. Support for New Leaf Link Program
The New Leaf Link Program is a nonprofit charitable organization dedicated to the community inclusion of adults with developmental disabilities.
- 88. Health/Social/Community Services Development and Retention Program
Development of a comprehensive approach and dedicated human resources to focus on the attraction, development, delivery, maintenance, or retention of health care, social services (including housing and daycare), and community services for people, facilities, or infrastructure. This project should also promote cradle to grave lifestyles and services to keep families in the area.

10 Housing

- 89. Support Age-Friendly Rural and Remote Communities
Promote facilities and programs that support a wide range of age groups in rural and remote communities. Working on the recommendations of the MHS and the SCH projects, priorities can be set and activities can begin.
- 90. Support for Transitional/Assisted Living Environment
Develop a supportive environment which promotes independence among senior residents yet provides a continuum of care for those requiring physical assistance.
- 91. Support for Incentives to Build Green
Promote incentives to use green technologies when constructing and designing new buildings and facilities.
- 92. Support for Transitional Housing Initiatives
Investigate options for transitional housing in all areas of the County. Working with the recommendations of the MHS, explore opportunities, including any that may be presented through the SCH project.
- 93. Harmonization of Property Standards Enforcement
In consultation with the townships, develop a new, unified County-wide approach for the enforcement of property standards that will be effective in maintaining quality standards for housing and practical in terms of the social dynamics of enforcement in local neighbourhoods.
- 94. Support Affordable Housing and Living Needs Initiatives
The housing needs of all residents must be taken into account including the requirements of furnishings etc.

11 Recreation and Leisure

- 95. Promote Nature-Based Recreation and Leisure Activities

Develop and implement a program to promote nature-based recreation and leisure activities unique to the Frontenacs.

96. **Develop a Network of Multi-Use Facilities and Cultural Centres**

Create an accessible network of multi-purpose facilities and cultural centres for a variety of user groups (arts, history, and recreation groups, library and office space, places youth could call their own) and for other purposes.

12 Culture and Heritage

97. **Encourage the Retention of Young People/Families**

Develop strategies to retain our youth and families in the area.

98. **Act on the Cultural Recommendations Contained in the Business Retention and Expansion Plan**

A number of projects related to culture and heritage were identified as a result of the BR+E survey of businesses completed in 2007. Projects include the enhanced promotion of youth intern positions throughout the County and engaging willing seniors in the workforce.

99. **Identify/Promote Unique Lifestyle Options in the Frontenacs**

Develop and implement a plan to identify/promote unique lifestyle options (eg off-grid, straw bale construction, home-based businesses, etc.).

100. **Support for the Central Frontenac Railway Museum**

Support the development of a historical railway museum in Sharbot Lake.

101. **Redevelop the Wolfe Island Canal**

Investigate the options for redeveloping and promoting the Wolfe Island Canal.

102. **Support for a County Heritage Museum**

Develop a business case to support a County Heritage Museum.

103. **Support Initiatives that Encourage Live Theatre**

Support new initiatives that will encourage live theatre in the Frontenacs.

13 Capacity Building and Governance

No 2013 + Projects/Activities in this Focus Area

7.0 Current Sustainable Actions and Initiatives

As progress is made through the sustainable planning process, stakeholders are asked to share information about the actions they are taking to support community sustainability in the various Focus Areas. Once known as the “Community Asset Map”, the following incomplete list contains descriptions of sustainability related plans, projects and activities that are currently being undertaken or planned. This list is compiled directly from information provided during the October Annual Sustainability Workshop and the results of the survey that proceeded that session.

The list of Current Sustainable Actions and Initiatives is an ever-growing database which helps identify and facilitate potential linkages between similar projects in the region. The list currently boasts 54 initiatives which are deemed as ongoing sustainable projects in the Frontenacs.

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#	Organization	Primary Focus Area	Plan, Program or Project Name
1.	Green Energy Task Force (County of Frontenac Advisory Committee)	Energy	Wintergreen Initiative: Building capacity in the development of green energy
2.	Trails Committee (County of Frontenac Advisory Committee) with other Eastern Ontario Counties	Economic Development	Regional Local Food Business Retention and Expansion (BR+E) Program
3.	Trails Committee (County of Frontenac Advisory Committee)	Economic Development	Rail-to-Trail: Implement Frontenac K&P Trail Plan
4.	Trails Committee (County of Frontenac Advisory Committee)	Economic Development Recreation and Leisure	Trail and loop trails development
5.	Lafarge with WWF Canada, government, academia and the community	Energy	Cement 2020 - Assess potential for biomass use in cement manufacturing
6.	Wintergreen Renewable Energy Community Working Groups	Energy	
7.	Township of South Frontenac Natural Environment Committee	Protection of Natural Areas	Identifying hot spots for turtle crossings and need for signage
8.	Township of South Frontenac Natural Environment Committee	Protection of Natural Areas	Annual tree and shrub sales
9.	Township of South Frontenac Natural Environment Committee	Protection of Natural Areas	Planning to place "Species At Risk" information displays in high traffic parking and pedestrian areas
10.	Greater Bobs & Crow Lakes Association, Centre for Sustainable Watersheds	Protection of Natural Areas	Shoreline survey for individual properties on Bobs & Crow Lakes

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#	Organization	Primary Focus Area	Plan, Program or Project Name
11.	Frontenac Arch Biosphere Network	Economic Development	Local Flavours - Regional Culinary Taste Trail
12.	Frontenac Arch Biosphere Network	Culture and Heritage	Building a culinary trail & identity for the region on Explore the Arch website
13.	Frontenac Arch Biosphere Network	Culture and Heritage	Establishing FAB Arts as the regional arts and culture network and creating an arts trail on Explore the Arch
14.	Frontenac Arch Biosphere Network	Economic Development Recreation and Leisure	Constructing a broad regional trails strategy through the Biosphere Trails Council.
15.	Frontenac Arch Biosphere Network	Recreation and Leisure Culture and Heritage	Extending the Environmental Educators Network of parks, museums, sites, programmers
16.	Frontenac Arch Biosphere Network	Culture and Heritage	Developing a 10 th anniversary of FABR celebration
17.	Frontenac Arch Biosphere Network	Communications and Economic Development	Completing GIS work mapping trails
18.	Frontenac Arch Biosphere Network	Communications and Economic Development	Developing a smart phone/mobile app for Explore the Arch
19.	Frontenac Arch Biosphere Network	Economic Development	Continuing work on sustainable tourism education
20.	South Frontenac Community Services Corporation	Health and Social Services	Delivering 16 seniors health programs
21.	South Frontenac Community Services Corporation	Health and Social Services	Providing financial assistance for those less fortunate in our communities

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#	Organization	Primary Focus Area	Plan, Program or Project Name
22.	South Frontenac Community Services Corporation, Kingston YMCA, VON Canada	Health and Social Services	Exploring opportunities to expand current programs and create well seniors' programs
23.	South Frontenac Community Services Corporation	Health and Social Services	Renovation of Grace Church, Sydenham, to house all services, programs and staff
24.	National Farmers Union	Economic Development	New Farm Project, 2008-2012 -- building farm capacity and farm community
25.	Sharbot Lake Farmers Market	Economic Development	Providing local products, benefiting local restaurants
26.	Agriculture Canada, Conservation Authorities and Frontenac Arch Biosphere Network (FABN)	Land Use Planning and Management	Creating new soil maps to assist in protecting agriculture lands
27.	FABN, Queen's University	Culture and Heritage	Researching value of our creative economy
28.	New Leaf Link	Health and Social Services	Aiding adults with developmental disabilities develop skills to contribute to society
29.	Howe Island community group	Culture and Heritage	Howe Island Proclamation Day to become annual event
30.	Fairmount Home	Health and Social Services	Legacy of Learning Program
31.	Fairmount Home	Health and Social Services	Generation Jamboree
32.	Ministry of Municipal Affairs and Housing	Protection of Natural Areas	Support of County's Natural Heritage Study
33.	Community Foundation of Kingston	Capacity Building and Governance	Vital Signs Annual Report

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#	Organization	Primary Focus Area	Plan, Program or Project Name
34.	National Farmers Union	Economic Development Land Use Planning and Management	Food Down the Road project
35.	Frontenac Stewardship Council	Protection of Natural Areas	“Naturally Rich Frontenacs” - Develop a plan for the County that looks at sustainable land uses
36.	Council of the County of Frontenac	Capacity Building and Governance	County Official Plan
37.	Frontenac Stewardship Council, Conservation Authority	Land Use Planning and Management Protection of Natural Areas	Tree Planting
38.	Frontenac Stewardship Council	Culture and Heritage Protection of Natural Areas	Wolfe Island Education Session – Trees 100 years in the future
39.	Ministry of Municipal Affairs and Housing	Capacity Building and Governance	Guide implementation of high level sustainability policies
40.	Frontenac Employment Resource Centre	Health and Social Services	Upgrade adults’ skills, connect people with employers
41.	KFL&A Public Library	Economic Development and Communications	Providing free wi-fi at all branches
42.	KFL&A Public Library	Economic Development and Communications	Revitalization of branches at Cloyne, Sydenham, Storrington and Wolfe Island
43.	Township of Central Frontenac Economic Development Committee	Economic Development	Annual Heritage Festival
44.	Township of Central Frontenac Economic Development Committee	Economic Development	Sharbot Lake Farmers Market support

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#	Organization	Primary Focus Area	Plan, Program or Project Name
45.	Township of Central Frontenac Economic Development Committee	Economic Development	Friends of Arden Clean Up
46.	New Energy Project	Energy	Workshops, seminars, Wolfe Island Festival
47.	Thousand Islands Region Workforce Development Board	Health and Social Services	Partner with organizations to implement projects, identify employment trends, Green Energy Guide
48.	KFL&A Public Health	Health and Social Services	Eating Properly Group
49.	KFL&A Public Health	Health and Social Services	Development of a Food Charter
50.	Frontenac CFDC	Transportation	Ride-share web based program
51.	Counties of Frontenac, Lennox & Addington, Frontenac CFDC et al	Energy	Support New Energy Project
52.	Frontenac CFDC	Economic Development	Ontario East Economic Development Commission ???
53.	Frontenac CFDC	Economic Development	Interest-free loans for septic retrofits
54.	Frontenac CFDC	Economic Development	Support buy local initiative

8.0 Community Participation Tools

The County of Frontenac recognizes that an Integrated Community Sustainability Plan can be a living document only if it is developed and maintained with strong community participation.

6.1 Community Partnership Agreement

This formal commitment towards a sustainable future through a general agreement of ongoing support of *Directions for Our Future* and to actively support and further Frontenac sustainability projects and initiatives is expected to have several outcomes including:

- Agreement to common understanding of sustainability
- Provision of data to support indicator monitoring
- Commitment to communicate with clients, customers, employees and visitors about sustainability using common messages.

6.2 Memorandum of Understanding

This formal document is executed between an individual, community group or organization and the County of Frontenac. It is a project-specific tool that outlines the working relationship between two or more parties to complete an initiative that supports sustainability and will also ensure:

- Common ownership of a project or program
- Commitment to follow a vision, principles or specific actions

Samples of these two documents are included on the following pages.

Fresh with Opportunity
Community Partnership Agreement



Our Vision: Fifty years into the future, the County of Frontenac is one of the most progressive municipalities in terms of community-based sustainability planning because priorities and beliefs are determined through community consultation and County-wide considerations are well thought through and incorporate the four pillars of sustainability. The vision, developed to ensure the ongoing appreciation and continued improvements to our social cultural, economic and environmental systems, strongly defines the region.

Vision Statement: The County of Frontenac is a collection of healthy, vibrant, prosperous and environmentally sustainable communities in a rural pocket of Eastern Ontario.

The extensive network of hamlets and villages are as diverse as their geography and are integrated, creating our community fabric of neighbours working together to support strong community groups of seasonal and permanent residents.

As partners, we support the implementation of **Directions for Our Future:**

By aligning our activities and strategy descriptions of success, by reviewing and implementing feasible recommended actions, and by collaborating and sharing resources.

Signed:
Name
Organization

Signed:
Name
Organization

Social

Social sustainability is based on equity, diversity, connectivity, democracy and a good quality of life. The quality of life of our current generation does not prevent future generations from enjoying a similar quality of life. People contribute fully to their own well being or engage fully in community life because they live in a community where they feel safe and secure.

Cultural

Culture and recreation are vital components of our healthy community. Our strong sense of community is reflected in the spirit of numerous and varied small events, fundraisers and gatherings that celebrate local talent and heritage and support local needs and initiatives. The character of our community reflects strong political and community commitment and attention to a variety of aspects (landscapes, built form, heritage, mix of uses, urban design, services, etc.)

Economic

Economic resources (such as land, labour, capital and technology) are used in ways that maximize productivity, minimize pollution and waste, and meet the social needs of all, now and for future generations. Economic sustainability depends on social, cultural and environmental sustainability. Community economic development efforts help to create and preserve each community's sense of uniqueness, attractiveness, history, and cultural and social diversity, and include public gathering places and a strong local sense of place.

Environmental

All individuals are responsible stewards of the natural environment, undertaking to make sustainable choices with regard to personal movement and consumption. Resources are used efficiently by using renewable resources sustainably; by considering the impacts of exploiting nonrenewable resources; by avoiding overtaxing natural systems; and by ensuring the polluter/user pays. Green spaces like farmland and environmentally sensitive areas are preserved and enhanced.



Directions for Our Future
Memorandum of Understanding



Between the County of Frontenac and

--

Whereas:

The parties to this MOU share a common understanding of sustainability as set out in *Directions for Our Future*; and

The parties to this MOU have agreed to work together to implement an initiative that will contribute towards sustainability in the Frontenacs;

We agree that we will work together to:

[insert description of initiative and/or actions]

Roles and Responsibilities

The County of Frontenac agrees that it will be responsible for:

Role Description	Responsible Party
	[Insert contact name]

And

--

agrees that it will be responsible for:

Role Description	Responsible Party
	[Insert contact name]

Accountability

The successful completion of the above described action or initiative will involve the achievement of the following targets. Each target includes the measure and completion date, and the accountability for the completion of this target has been assigned.

Targets

Measure	Completion Date	Accountable Partner
		[Insert partner & contact name]

Resource Contributions

The successful completion of the initiative or actions contemplated in this agreement will depend on the timely provision of the following resources.

Financial or Resource Contribution	Provision Date	Accountable Partner
		[Insert partner & contact name]

Additional Documentation

Please consult the following additional documents which are appended to this MOU for further clarification of the MOU relationship.

List any documents that are appended

Agreement between:

--	--

The County of Frontenac	Name of organization
Per: [insert name of signatory]	Per: [insert name of signatory]
Dated:	Dated:

9.0 Indicators

Strong public policy and a commitment to accountability are necessary to keep sustainability planning current and fresh in the Frontenacs. Sustainability indicators are a useful tool to monitor and track progress. They go beyond traditional measures and indices to incorporate factors which contribute to community capacity and development. Appropriate sustainability indicators should be based on the four pillars (social, cultural economic and environmental) to capture the close relationship between the core sustainability principles selected by the residents of the Frontenacs and the focus areas. They are useful in gauging and monitoring the effectiveness of various initiatives as they relate to federal and provincial benchmarks and/or local baseline information.

The 96 indicators developed are now being reported on www.directionsforourfuture.ca. One example is offered below and we encourage you to browse through the site to check on others of interest.

A thorough review of the indicators is required now that the initial reporting cycles have been completed to ensure they are relevant and useful. Although challenges in compiling and reporting on these indicators have been experienced, a key lesson learned is how very important it is to ensure that any indicator adopted is calculable from available data and/or resources. Although cognizant of this before starting, much continues to be learned as we make efforts to compile the necessary data.

10.0 ICSP Acknowledgements

We continue to appreciate the generosity of those other communities that are also committed to a vision of sustainability and the journey it entails and for their willingness to share successes and the lessons being learned along the way. We have listed them in the past, they know who they are and we thank each again.

The commitment and leadership offered by County Council and its Advisory Committees' members are also critical to the success of this journey. They include:

County Council

Warden Gary Davison
Deputy Warden Janet Gutowski
Councillor Denis Doyle
Councillor Bud Clayton
Councillor John Inglis
Councillor John Purdon
Councillor John McDougall
Councillor David Jones

Sustainability Advisory Committee

Geoff Sandiford, Chair
Ron Hipfner, Deputy Chair
Councillor John McDougall
John Kittle
Don Ross

Green Energy Task Force

David Hahn, Chair
John Kittle, Deputy Chair
Deputy Warden Janet Gutowski
Councillor Denis Doyle
Councillor John Inglis
Brad Leonard
Maris Krumins
Matt Fiene

150th Anniversary Advisory Committee

Marcel Giroux, Chair
Warden Gary Davison
Deputy Warden Janet Gutowski
Phil Leonard
Stan Johnston
Jim Vanden Hoek

Trails Advisory Committee

Allan McPhail, Chair
Councillor Denis Doyle, Deputy Chair
Derrick Spafford
Joan Hollywood
Councillor John Inglis
Marc Moeys
Dieter Eberhardt

County of Frontenac Sustainability Team

Elizabeth Savill
Anne Marie Young
Joe Gallivan
Peter Young
Alison Vandervelde
Municipal Interns: Jenny Liu and Isabel Leung
Facilitation by Robert Wood, 8020 Info Inc.

Contact Information

County of Frontenac
2069 Battersea Road
Glenburnie ON K0H 1S0
Tel: 613-548-9400
Fax: 613-548-8460
sustainability@frontenacounty.ca
www.directionsforourfuture.ca

You are encouraged to provide your insight and suggestions. We are interested in knowing what sustainability means to you and how the Frontenacs can become the most sustainable County in all four pillars. Please take a few minutes and get in touch.

11.0 Appendices

11.1 The Process

The Annual Sustainability Workshops provide the opportunity to review the original and successive documents with a room full of committed and dedicated friends. This year it was held on October 5th (last year it was held on September 30th) at the County’s administrative offices. The stakeholder participants undertake the ambitious goal of reviewing, revising and updating the document. With representation from across the County and beyond, both plenary and breakout sessions are used to review the long list of projects and the current sustainable actions being taken by community members and to begin to develop the revised list of recommended projects. At the same time, success stories highlighting projects from the previous years’ recommended list are shared and all other elements of the document received attention. Thank you to the many participants who ensure positive community sessions.

Following the Sustainability Workshops, consultation continues at community events and the County’s Tradeshow which offer perfect settings to meet and talk at length with many people. For the first time, the County’s Sustainability Advisory Committee has also reviewed the draft SA2011 and offered important comments. Part of our ongoing commitment is to share the sustainability messages and to gain both input and feedback.

To this end, we are also pleased to have many community members join us for the mid-year Sustainability Breakfasts in May. We share our progress with each other and appreciate both the small and large projects and activities moving us forward. It is also an opportunity to

reaffirm the community commitment to sustainability as detailed in **Directions for Our Future**. Also, throughout the year staff capitalizes on opportunities to share sustainability messages. A few examples in 2011 include lake associations’ Annual General Meetings, presentations made at the Ontario East Municipal Conference, farmers markets, Canada Day celebrations, etc. At each, we meet many like-minded residents, business people and other stakeholders with whom shared ideas and excitement often grow into meaningful relationships.

Finally, recognizing that strong communications are key element of successful sustainability efforts, www.directionsforourfuture.ca, the County’s sustainability web site was completely refreshed in 2011. It continues to evolve. The site provides a focus for stakeholders and also provides an effective platform to ensure accountability and transparency. We are interested in your thoughts and impressions of the site. Let us know what you think.

How We Began

In September 2007, after a number of months of learning and discussion (some stretching back as early as 2005), the County of Frontenac formally initiated the development of a County-wide ICSP. The first phase was completed early in 2008 with presentations to County Council of the **Framework for the Integrated Community Sustainability Plan** and the **Community Consultation Plan**.

Framework for the Integrated Community Sustainability Plan

➤ Provides a detailed description of the process recommended for the development of the ICSP

Community Consultation Plan

➤ Describes lessons learned from other communities on community consultation and provides a menu of options for consideration by the Frontenacs

The second phase of the ICSP began in October 2008 and culminates with the presentation to County Council of the ICSP documents – **Directions for Our Future** and **Sustainable Actions**. The consultation process used a number of tools to ensure a broad engagement of interested stakeholders.

We did this because we understood and believed from the conversations and discussions with, and words of wisdom from, other Canadian municipalities further along the sustainability path that the level of success of the community consultation would determine the success of the ICSP. And, by consultation, they stressed that it needed to be very broad consultation. For our purposes, municipal councillors and staff, our permanent and seasonal populations, and other stakeholders were targeted. This consultation effort required tools and we looked to both traditional and non-traditional opportunities. These tools used by the County of Frontenac include the following:

- Sustainability Web Site (regularly maintained and updated)
- Council and Appointed Officials Consultation
- Community Consultation
- Permanent and Seasonal Population Engagement
- Community Consultation Planning Workshop

- Task Force Meetings
- Consultation Results
- Final Public Consultation

From this consultation, the County was able to complete **Directions for Our Future** with confidence that it accurately presents a shared sustainability vision for the Frontenacs over the next 50 years. With the same confidence, we have compiled the recommended actions.

Sustainability Web Site

Recognizing the challenges facing by small rural communities to balance the need for a complete community planning process with available resources, the benefits of a sustainability web site were quickly appreciated. The County's original sustainability web site provided regular updates and all reports on sustainability in the Frontenacs leading up to the adoption of the documents by the County and played a lead role in communications with stakeholders, the public and interested parties from both inside and outside the County. It provided an ongoing record of stakeholder responses including feedback, project suggestions and contact information from more than 300 stakeholders who were actively engaged. All documents prepared and interesting information found were posted for review and comment.

Council and Appointed Officials Consultation

Meetings were held with Joint Councils, each Township Council and the Frontenac Chief Administrative Officers (CAOs) working group to provide an overview of the project and to ask for opinions on how to make sustainability a reality within the Frontenacs. Without exception, each session provided valuable insight into the needs of the community and the

characteristics that make the Frontenacs unique.

The next major step was the completion of a questionnaire with each member of County Council and the CAOs of the four Townships by December 2007. Each participant invested an hour on average into a data collection process that provided the project team with an understanding of various sustainability factors within each Township and the County overall. This information provided the foundation the development of the ICSP framework.

Thereafter, the Members of County Council, local Township Councillors and municipal staff remained involved through updates provided at Council meetings and engagement with other elements of the consultation process. For example, all County Councillors and many Township Councillors and staff members participated in the Community Consultation, Community Sustainability Planning Workshop and/or the Task Forces.

Community Consultation

In spring 2007, a *website*, a series of *storyboards* and *surveys* were developed to introduce the ICSP project to the public and to gather feedback and input. The website, found at www.directionsforourfuture.ca, continues to act as the hub for Frontenac ICSP news, updates and project information.

Working from the assumption that all residents and stakeholders share a desire to create a healthy, prosperous and sustainable community, the **Frontenac Sustainability Survey** was set up to gather input on the use of principles to represent the values of the community and to guide decision-making as it pertains to sustainability. In an effort to encourage public participation in sustainability planning, the County of Frontenac developed

the website and storyboards to briefly describe the current state of the four pillars of sustainability: social, cultural, economic and environmental. Using a list of guiding principles drawn from a number of sources, participants were invited to select the principles that they believed were the most appropriate to guide planning and decision-making in the County.

The final principles are included in *Directions for Our Future* and are posted on the web site.

Shortly after, a County newsletter, *Municipal Matters*, introduced the ICSP to each household in the Frontenacs by direct mail. By early 2009, over 80 submissions through the website provided insight and additional voice to the community consultation process.

The website acts as an ongoing mechanism to provide updates and encourage participation in the ICSP process. Moving forward, local residents and stakeholders will continue to be directed to the website to stay up to date on the ICSP.

From November 25 through December 11, 2008 the County hosted a series of open public meetings for residents and all those interested in sustainability in the Frontenacs. The meetings were advertised through various media including posters, newspapers and web sites.

Two meetings were held in each Township and were located in highly populated centres to encourage attendance (Plevna & Cloyne, Sharbot Lake & Arden, Sydenham & Sunbury, Howe Island & Wolfe Island). The sessions were well attended by municipal representatives, local organizations and interested residents every night with the exception of one evening when foul weather interfered with attendance.

Each stakeholder who attended a meeting offered valuable insight into the challenges

faced by the Frontenacs and also shared hopes and desires for their community's future. The information from each of these two hour sessions was used to inform the development of Task Force backgrounders and a number of community members volunteered to participate in one or more Task Forces.

The findings from the meetings describe the feelings expressed by participants:

A strong desire to be relatively self-sufficient and independent.

Support for retaining the best of local traditions, stories and roots, but moving forward with progress, growth and development in a balanced way.

High resonance with the collaboration/working together theme in the vision.

A sense of kinship with other rural/agricultural communities.

Need to further explore a vision for the future relationship with the City of Kingston and also the east/west nature of interactions with neighbouring jurisdictions.

Desired population level/growth/mix is a fundamental determinant of the vision.

Need to resolve the "chicken and egg" spiral for growth (need people to support services, and services to attract people)

Need to achieve critical mass (young families and schools, seniors and medical clinics, home-based businesses and broadband).

Support for the "network of unique communities" theme.

Frequently expressed desire for a focal point or gathering place ("town square/hall") in each community, supported by social structure (teams/churches/ community organizations), where special events can be celebrated and/or community social life enjoyed.

"Eco + Economic" has been a strong economic development theme -- developing green

industries, growing biomass on low-grade land, tying the wind farm in with tourism, developing local expertise in environmental issues.

Tourism is frequently mentioned as an eco-friendly and viable development approach.

Move to agriculture on a smaller (25-acre or less) or market-garden scale, not commodity-based agribusiness.

Concern about larger threats to the natural environment (low levels of ground water supply, insect destroying forests, need to approach zero waste like Annapolis Royal NS and spare the landfills).

Other issues: local food, broadband, protecting "natural splendour", future water capacity/services, affordable housing to support diversity of age/income, and transportation to medical services.

As a final note, a number of collaborative relationships have been developing since the November 18, 2008 workshop. Dozens of cottage and lake associations were contacted before that session with Township offices aiding contacts with these groups. As a result, at least 12 lake associations passed along a poster (electronically) to their respective contact lists. An advertisement appeared in local newspapers and on the website of the *Frontenac News*, a popular site for seasonal residents to visit during the off-season.

Another advertisement opportunity for the ICSP was enabled through property owners associations and community groups. A poster campaign saw 32 posters encouraging ICSP involvement distributed in high (pedestrian) traffic areas throughout the community. From North Frontenac to the Islands, libraries, corner stores, municipal buildings, recreation centres, message boards, a ferry, and other high profile areas kindly provided space to advertise the initiative. The poster invited residents and stakeholders to a series of public meetings.

Subsequently, Task Force members were recruited to assist in the development of an action plan to drive sustainability in the Frontenacs forward. This low-cost part of the Communication Strategy yielded positive results since more residents became aware of the ICSP, as tracked by the twofold increase in project website visits.

and encourages those without internet access to contact the County directly. The posters were also published in full-page information advertisements in our area newspapers to ensure our permanent population also benefited from the effort.

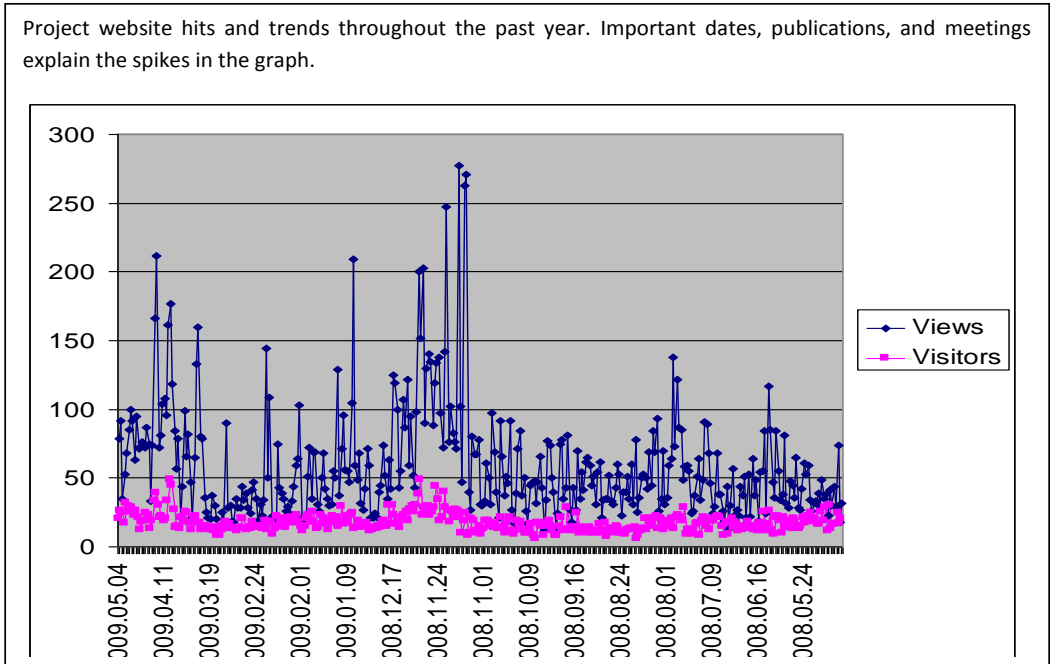
Permanent and Seasonal Population Engagement

To be confident that the whole population of Frontenac had been touched by our ICSP process, and in particular to ensure that we engaged our seasonal residents during the off-season, a one-page poster was created. It was mailed in March 2009 to over 7,900 seasonal residents (whose permanent address was outside of the Frontenac region) with the intent of not only providing information, but to encourage and solicit feedback. The poster guides readers towards the project website

By June 2009, over 50 responses from across Canada, the US and England have been submitted through the online form, and by email, fax and posted mail since the mail-out. Visits to the website have reached and sustained record highs and site visits and page views remain two to three times above levels prior to the implementation of the ICSP Communication Strategy as can be seen in **Figure 1** below.

Figure 1: Web Hits on Directions Web Site

The Frontenac ICSP has engaged a number of media sources to date. *The Kingston/Frontenac EMC, Frontenac News and Westport Mirror*



(www.directionsforourfuture.ca) to learn more

Rev

iew have provided coverage of the ICSP through interviews, participation in public meetings and attention to the project website.

The Frontenac ICSP project is currently advertised through links on the following websites:

- Municipality websites
- Cottage, community and lake association directories
- Local sustainability-focused organizations' websites
- AMO website.

Community Sustainability Planning Workshop

The **Framework for the Integrated Community Sustainability Plan** outlined the final process for completing the ICSP. The final phase kicked off publicly with a one-day workshop held on November 18, 2008. Over 100 stakeholders were invited to the workshop. It began with an introduction of the County's ICSP process to the participants and resulted in:

Meaningful discussion around and a suggested vision statement for each of the 13 identified Focus Areas

Further definition of: *Where we are now? Where do we want to be? How do we get there?*

Beginning point for the formation of a set of values and principles to help in the design of desired sustainable future end states

By the end of the session, stakeholders had successfully connected with each other and contributed a great deal of local knowledge and experience. It also provided a starting point for developing the membership of the Task Forces as stakeholders and community groups began inquiring about the next steps to follow. A

tentative commitment was made by the majority (75%) of attendees to continue to participate in the ICSP as a Task Force member.

Task Force Meetings

A group of over 80 local residents, elected officials, municipal staff members and subject matter experts were invited to participate in five Task Forces. These Task Forces were responsible for consideration of the 13 Focus Areas. They were grouped as follows into the 5 Task Groups: Land Use Planning; Protection of Natural Areas; Economic Development and Communications; Energy, Waste, Water, Transportation and Infrastructure; and a group emerged called Quality of Life consisting of Health and Social Services, Housing, Recreation and Leisure, Culture and Heritage, and Capacity Building and Governance. Task Force members were invited to attend a half-day orientation session either at the County office on January 12, 2009 or in Sharbot Lake on January 16, 2009. Information packages were provided beforehand to allow participants to come prepared. In total 82 individuals participated in these meetings. The orientation meetings were followed by three additional meetings held at the County offices where each Task Force discussed vision statements, desired future states and possible actions. Updates between meetings were provided based on the input of Task Force members.

The Task Force process provided a clear opportunity for engaged residents to have an influence on the process through discussion and the movement towards a consensus position on each Focus Area.

Task Force members were recognized at a special event on June 11, 2009. Certificates of appreciation were presented.

Consultation Results

All of the contributions made through the consultation and communications efforts provided invaluable input into the ICSP process. From the web site, through conversations and meetings to public sessions and the task force groups, the input was without exception thoughtful and measured. All of this has been compiled into summaries prepared for each of the Focus Areas and are included as Appendix B of the original Sustainable Actions document.

Final Public Consultation

Following the presentation to County Council of Directions for Our Future and Sustainable Actions in June 2009, staff was asked to consult with the public one final time before their final adoption. Rather than organize public meetings or open houses, staff determined that more people could be reached if we went to activities already organized within the community. As a result, we met with and discussed the plans with over 100 attendees of these events. At each, we set up a display table, and had information pamphlets and copies of the documents available for people to review. The venues included the Frontenac Farmers' Market in Verona one Saturday morning, a visit to the Parham Fair the following Saturday and the Silver Lake Pow Wow the next day; chatting with Howe Islanders as they waited for the Frontenac-Howe Islander ferry one Thursday afternoon; a Saturday at the Ardoch Algonquin First Nations Manoomin Festival; and finally a Saturday at the Wolfe Island Plowing Match.

11.2 Priority Projects for 2011

Note: Highlighting indicates projects that are underway as of December, 2011.

Endangered Species Protection and Education

Watershed Management and Protection of Non-Municipal Water Sources

Stewardship Plan

Lake Management Plan Support

Growth Management Strategy

Natural Heritage Study

Inventory and Mapping of Land Use and Community, Natural and Built Heritage Assets

Sustainability Planning

Community Improvement Plans

Support to Businesses/Industries

Green Business Park

Trail Network Development

Broadband Access and Support

Support for Local Food and Local Farms

Business Case for Local Abattoir

Business Case for Milk Processing Plant

Support for Smaller Scale Community

Sustainability Initiatives

Residential/Commercial/Industrial Green

Initiatives for New Developments

Professional Training and Development for

Planners and Inspection Staff to Respond

Effectively to Renewable Energy Projects

Community Capacity Building for Renewable Energy

Seniors Community Housing Pilot Project

Investigate/Pilot Alternatives to Traditional Septic Services

Septic System Inspection Support Including Education on Septic Alternations

Consistent Waste Diversion Planning and Education/Zero Waste Pilot Project

Transportation Management Plan

Regional Signage

Expansion of Hydro Transmission Capacity

Mandatory LEED® Standard for County-Funded New Construction

Health/Social/Community Services

Development, Maintenance and Retention Program

Frontenac Transportation Collaborative Initiative

Municipal Housing Strategy

Retention of Young People/Families

Library Support

Infrastructure and Municipal Asset

Management

11.3 Priority Projects for 2009-2010

Note: Highlighting indicates projects that were underway as of December, 2010.

Social Services Development Plan for the County of Frontenac
Act on Homelessness and Housing Study Recommendations
Review the Need for Long-Term Beds in the Frontenacs
Act on Recommendations of Frontenac Transportation Collaborative
County-Wide Sustainability Planning
Land Use Planner, Sustainability
Inventory of Community Assets (Natural and Built)
Community Improvement Plans
Integrated GIS Mapping
Brownfield Identification/Feasibility Study
Main Street Revitalization Project
County of Frontenac Official Plan
Network of Multi-Purpose Cultural and Recreation Facilities
Local Food Summit
Support for Smaller Scale Community Sustainability Initiatives
Completion of Culture-Related Business Retention and Expansion Initiatives
Frontenac Agricultural Centre Feasibility Study
Municipal Best Practice Review
Broadband Access and Support
Broadband Community Outreach and Education

Identify the Frontenacs as a Renewable Energy Region
Renewable Energy Website/Green Business Directory
Trails Master Plan and Trail Network Development and Marketing
County-Wide Eco-Tourism Strategy
County-Wide Tourism Strategy
Green Business Park
Mandatory LEED® Rating for New Municipal Buildings
Updated Frontenac Centre Feasibility Study and Enabling Steps
On-Site Renewable Energy Systems for Municipal Buildings
Develop a business Case for an Abattoir
Transportation Management Plan
Salt Management Plan
Cost/Benefit Analysis of Uploading Specific Roads to the County of Frontenac
County-Wide Stewardship Plan
The Naturally Rich Frontenacs Booklet
Assessment of Renewable Energy Potential in Frontenacs
County-Wide Rural Community Energy Plan
Develop a Common Energy Management Plan for All Five Municipalities
County-Wide Solid Waste Management Plan
Municipal Water Systems – Long-Term, Integrated Management and Investment Plan

Appendix B - Priority Projects Included in the 2012 Preliminary Budget for Council's Review and Consideration	
Project	Details
Investigate and Present for Council's Consideration a "Legal Rights for Nature" Bylaw	Action has been taken in other jurisdictions from the United States to the UK, South Africa, Bolivia and Australia our community partners advise.
County Official Plan	A County OP provides the opportunity to ensure that land use planning occurs in a coordinated, integrated and comprehensive approach when dealing with planning matters which cross lower and upper-tier
Natural Heritage Study	The Natural Heritage Study will identify a system of natural features and areas, including wetlands, woodlands and significant wildlife areas. It will identify a "broad brush" system of features and areas that supports biodiversity within the Frontenacs and connect to the natural heritage system within the City of Kingston and adjoining Counties.
a. Verona CIP	Twp SF's OPA anticipated shortly allowing investments to commence immediately thereafter.
b. Sharbot Lake CIP	Twp CF authorized project in 2011 and project is expected to be complete in 2012
c. Marysville CIP	Council authority to proceed with the Twp FI project will be sought in 2012
Comprehensive Sustainable Tourism Strategy and Training Plan	The need for a sustainable tourism strategy was identified through the BR+E survey of businesses completed in 2007. Opportunities to increase the awareness of the sustainable tourism strategy within the
Green Business Park	Identify and work with a developer interested and committed to creating a sustainable green business park
Trail Network Development	In accordance with its recommendatins, develop the Frontenac K&P Trail (following the Implementation Plan) and other trails throughout the County.
Support for Smaller Scale Community Sustainability Initiatives	Program that offers contributions to small-scale projects which build capacity and require funding.
Attract Sustainability-Minded Businesses to the Region	Work to attract sustainability-minded businesses to the Frontenacs. The first step is to identify available land.
Community Capacity Building for Renewable Energy	A co-operative initiative to identify the region as a renewable energy hotspot and sustainability leader. The County currently chairs the

Transportation Management Plan	A comprehensive plan should take into consideration all aspects of transportation including facilitating car pooling and active
Regional Signage	Develop a strategy for clear, easy-to-read and consistent signage across the County.
Frontenac Transportation Collaborative	The recommendations of the Frontenac Transportation Collaborative Plan of Action seek to ensure a more sustainable, better coordinated transportation service for clients/residents who cannot otherwise travel for medical appointments, recreation, educational/social programs, employment training, and shopping for necessities.
Support for Seniors Community Housing	Identify a Frontenac model for providing seniors housing in the Frontenacs and offer recommended locations at which a pilot project might be established.
Promote and Support Local Festivals, Events and Attractions	Develop and implement a plan to promote and support local festivals, events and attractions.
a. Solar Panel Installation	Rooftop Opportunity - Take advantage of the construction of the NF Ambulance Base (full or shared costs).
b. LEED® Standard for County-Funded New Construction	County construction projects are designed to LEED® standards - NF project is next.
Strong Communications	The County's communications - written, verbal, electronic, including its websites - should provide various opportunities for the public to engage.



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared By: Colleen Hickey
Human Resources Specialist – Labour Relations

Krista Vandewal
Human Resources Generalist/Researcher

Date Prepared: December 7, 2011

Date of Meeting: December 14, 2012

Re: **Human Resources – 2012 Non-Union Salary Adjustment**

Background

County Council reviews the non-union salary schedule annually to ensure a comparable level of increase in 2012.

Comment

A survey of neighbouring municipalities was undertaken to determine recommended or approved increases for non-union employees in 2011.

Responses from the Eastern Ontario Human Resources Group were received and they are listed in the following table:

Increase	Municipality	Approved/Recommended
2%	Quintie West	Approved
2%	Cornwall	Approved
2.5%	Lanark	Approved
2.5%		Recommended
2%		Recommended
2%		Recommended
2%		Recommended

The Ontario Municipal Human Resources Association (OMHRA) has done an assessment of budgeted or anticipated wage increases for 2011 which shows the average increase is 2.28%.

Agenda Item # 101011015•

Total CPI to the end of October 2011 is at 2.9%.

The County of Frontenac's non-union wages are in the low to median range (41st percentile) as per the HR Review conducted by Associum Consultants; this report was issued to County Council on April 12, 2011. In order to maintain a level of comparability and stay competitive with comparators this increase is recommended.

Financial Implications

This recommended salary adjustment for non-union employees has been taken into account in the draft 2012 budget document prepared for Council's consideration.

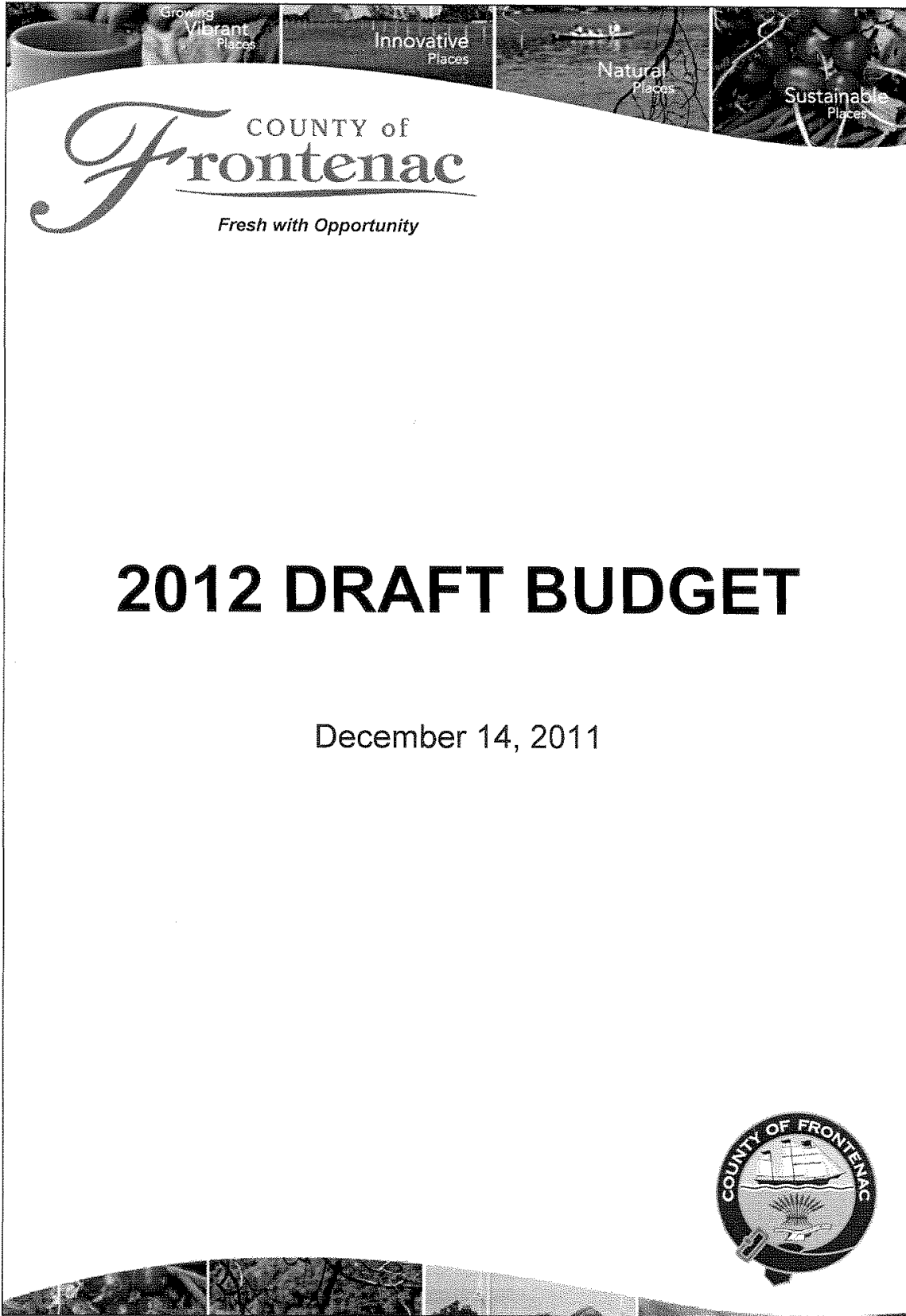
Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Human Resources – 2012 Non-Union Salary Adjustment* report;

AND FURTHER THAT Council authorize a non-union salary increase of 2.9%, effective January 1, 2012 to be applied to all steps of the non-union staff salary schedule.

Organizations, Departments and Individuals Consulted and/or Affected

Eastern Ontario Human Resources Group
Ontario Municipal Human Resources Association (OMHRA)



**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Summary of Revenue and Expense

Statement of Purpose:

The purpose of this budget is to set out in a clear and concise manner the intentions of the County of Frontenac relating to the operation of the local government functions under its jurisdiction for the year 2012. The budget, adopted by County Council, provides the public, joint Boards and Commissions and the Townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands with the framework within which the County intends to operate. It also provides the senior management staff and employees with the information required to familiarize themselves with the general policy directions of the County and the fiscal constraints within which the County wishes to operate.

Detail of Budget Proposals:

Revenue

- Requisition on Municipalities: Details on pages 3 & 4.
- Municipal Transfers: Details on pages 3 & 4.
- Federal and Provincial Transfers: Details on pages 3 & 4.
- Fees and Service Charges: Details on pages 3 & 4.
- Other Revenue: Details on pages 3 & 4.
- Transfers From Reserves/Reserve Funds: Details on pages 3 & 4.

Expenses

- General Government: Details on pages 5 & 6.
- Protection to Persons and Property: Details on pages 5 & 6.
- Transportation Services: Details on pages 5 & 6.
- Environmental Services: Details on pages 5 & 6.
- Health Services: Details on pages 5 & 6.
- Social and Family Services: Details on pages 7 & 8.
- Social Housing: Details on pages 7 & 8.
- Recreation and Cultural Services: Details on pages 7 & 8.
- Planning and Development: Details on pages 7 & 8.
- Other Expense: Details on pages 7 & 8.

Continuity of Reserves and Reserve Funds: Details on pages 28 – 34.

**COUNTY OF FRONTENAC
2012 Draft Budget**

Summary of Revenue and Expense

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	
			\$	%
<u>REVENUES</u>				
Requisition on Municipalities	8,398,371	8,510,522	112,152	1.34%
Municipal Transfers	9,467,265	9,479,837	12,572	0.13%
Federal and Provincial Transfers	18,415,751	17,445,135	-970,616	-5.27%
Fees and Service Charges	3,387,866	3,422,533	34,667	1.02%
Other Revenue	560,140	587,140	27,000	4.82%
Subtotal Revenue Before Requisition	31,831,022	30,934,645	-896,377	-2.82%
Subtotal Revenue With Requisition	40,229,393	39,445,168	-784,225	-1.95%
Transfers From Reserves/Reserve Funds	3,564,781	2,559,646	-1,005,135	-28.20%
TOTAL Revenue	43,794,174	42,004,814	-1,789,360	-4.09%
<u>OPERATING EXPENSE</u>				
General Government	3,348,488	3,387,350	38,862	1.16%
Protection to Persons and Property	21,045	19,544	-1,501	-7.13%
Transportation Services	1,564,072	1,588,188	24,116	1.54%
Land Ambulance	15,927,114	15,457,107	-470,007	-2.95%
Health Services	659,806	677,951	18,145	2.75%
Social and Family Services	16,961,973	16,791,328	-170,645	-1.01%
Social Housing	770,343	767,958	-2,385	-0.31%
Recreation and Cultural Services	1,493,089	792,978	-700,111	-46.89%
Planning and Development	2,373,244	1,872,409	-500,835	-21.10%
Other Expense	675,000	650,000	-25,000	-3.70%
TOTAL Expense	43,794,174	42,004,814	-1,789,360	-4.09%

COUNTY OF FRONTENAC 2012 DRAFT Budget

Revenue Detail

Requisition on Municipalities

Hydro and Railway Rights-of-way: Details on pages 35 & 36.
Payments in Lieu of Taxation: Details on pages 35 & 36
Supplementary Taxes: Details on pages 35 & 36.
From Taxation: Details on pages 37 & 38

Municipal Transfers

Township of South Frontenac Library Building Project: The municipal share of the new library project in South Frontenac.
City of Kingston for Arterial Roads: Details on pages 15 & 16.
City of Kingston for Fairmount Home (current and projects brought forward): Details on pages 19 & 20.
City of Kingston for Land Ambulance (current and projects brought forward): Details on pages 17 & 18.
City of Kingston Contribution to Debenture: Details in Appendix A.

Federal and Provincial Transfers

Provincial - Social Services and Child Care: Details on pages 21 & 22.
Provincial - Frontenac-Howe Islander Ferry: Details on pages 15 & 16.
Provincial - Land Ambulance: Details on pages 17 & 18.
Provincial – Fairmount Home: Details on pages 19 & 20
Provincial - Fairmount Capital Contribution: Details on pages 19 & 20.
Provincial – Stimulus Funding: The County was successful in an application to the Build Canada Fund(BCF) Community Component for funding for a new library in South Frontenac and was successful in an application for BCF Integrated Stimulus Fund for partial funding for a new ambulance base in South Frontenac and ambulance accommodations on Wolfe Island.
Provincial – OMPF: Ontario Municipal Partnership Fund is an unconditional grant. The County will not receive any OMPF funding in 2012
Provincial – OMAFRA: Contribution to the Broadband project for Frontenac Islands, South Frontenac and Central Frontenac
Provincial – Municipal Internship Program: funding approved for 5 month position
Federal - Gas Tax: In 2005, the federal government commenced a multi-year transfer of a portion of its gas tax to municipalities. The final payment will be received in November 2013.

Fees and Service Charges

Frontenac-Howe Islander Ferry: Details on pages 15 & 16.
Fairmount Home Residents: Details on pages 19 & 20.
Land Ambulance Cross Border: Details on pages 17 & 18
Land Use Planning: Details on pages 25 & 26.
GIS Recoveries: Details on pages 25 & 26
General Recoveries Corporate: Amounts recovered for services provided
Share of Provincial Offences Net Revenue: As part of the local services realignment, net revenues collected through Provincial Offences fines levied within our geographic area are shared between the County and the City based on weighted assessment.

Other Revenue

Sale of Vehicles & Equipment: Details on pages 17 & 18.
OPA-Hydro generation Micro-FIT: Estimated revenue from Solar panels
EORN Investment Drawdown: Details on pages 24 & 25
Ontario Trails Alliance: Details on pages 24 & 25
Other Sundry: Details on pages 17 & 18.
Interest Earned: An amount of interest is anticipated to be earned on cash balances during the year. Due to the slowing economy this revenue will be substantially reduced.

Transfers From Reserves/Reserve Funds: Details on pages 26-32

Agenda Item # 10102a)

COUNTY OF FRONTENAC 2012 Draft Budget

Revenue Detail	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
<u>REQUISITION ON MUNICIPALITIES</u>				
Hydro and Railway Rights-of-way	570	570	0	0.00%
Payments in Lieu of Taxation	48,520	48,520	0	0.00%
Supplementary Taxes	5,000	5,000	0	0.00%
From Taxation	8,344,281	8,456,432	112,152	1.34%
TOTAL REQUISITION ON MUNICIPALITIES	8,396,371	8,510,522	112,152	1.34%
<u>MUNICIPAL TRANSFERS</u>				
Township of South Frontenac Library Building Project	235,196	0	-235,196	-100.00%
City of Kingston for Arterial Roads	668,173	674,774	6,601	0.99%
City of Kingston for Fairmount Home	1,584,782	1,823,761	238,979	15.08%
City of Kingston for Fairmount Home Projects Brought Forward	203,482	61,200	-142,282	-69.92%
City of Kingston for Land Ambulance	6,008,615	6,207,599	198,985	3.31%
City of Kingston for Land Ambulance Brought Forward	54,515	0	-54,515	-100.00%
City of Kingston Contribution to Debenture	712,503	712,503	0	0.00%
TOTAL MUNICIPAL TRANSFERS	9,467,285	9,479,837	12,572	0.13%
<u>FEDERAL AND PROVINCIAL TRANSFERS</u>				
Provincial - Social Services	2,719,358	2,342,467	-376,891	-13.86%
Provincial - Child Care	730,076	713,769	-16,307	-2.23%
Provincial - Frontenac-Howe Islander Ferry	716,719	730,732	14,012	1.96%
Provincial - Land Ambulance	6,828,998	7,170,118	341,120	5.00%
Provincial - Fairmount Home	4,860,815	5,151,975	291,160	5.99%
Provincial - Fairmount Capital Contribution	483,552	483,552	0	0.00%
Provincial - Stimulus Funding	470,246	0	-470,246	-100.00%
Provincial - OMPF	0	0	0	0.00%
Provincial - OMAFRA	771,055	20,000	-751,055	-97.41%
Provincial - Municipal Internship Program	8,333	8,333	0	0.00%
Federal JEPP Funding	6,320	3,912	-2,408	-38.10%
Federal - Gas Tax	820,278	820,278	0	0.00%
TOTAL FEDERAL AND PROVINCIAL TRANSFERS	18,415,751	17,445,135	-970,616	-5.27%
<u>FEES AND SERVICE CHARGES</u>				
Frontenac-Howe Islander Ferry	179,180	182,683	3,503	1.95%
Fairmount Home Residents	2,915,811	2,863,105	-32,706	-1.12%
Land Ambulance Cross Border	67,000	67,000	0	0.00%
Land Use Planning	10,000	0	-10,000	-100.00%
GIS Recoveries	0	500	500	100.00%
General Recoveries - Corporate	50,567	66,366	15,799	31.24%
Share of Provincial Offences Net Revenue	165,308	222,879	57,571	34.83%
TOTAL FEES AND SERVICE CHARGES	3,387,866	3,422,533	34,667	1.02%
<u>OTHER REVENUE</u>				
Sale of Vehicles & Equipment	39,000	5,000	-34,000	-87.18%
OPA - Hydro generation Micro-FIT	8,000	24,000	16,000	200.00%
EORN Investment Drawdown	328,140	328,140	0	0.00%
Trans Canada Trail	0	50,000	50,000	100.00%
Other Sundry	50,000	45,000	-5,000	-10.00%
Interest Earned	135,000	135,000	0	0.00%
TOTAL OTHER REVENUE	580,140	587,140	27,000	4.82%
<u>TRANSFERS FROM RESERVES/RESERVE FUNDS</u>				
Frontenac Working Fund Reserve	285,884	293,250	7,366	2.58%
Frontenac Capital Reserve Fund FMT	125,000	125,000	0	0.00%
Frontenac FMT Capital replacement reserve	35,485	0	-35,485	-100.00%
Frontenac Library Reserve	50,503	39,000	-11,503	-22.78%
Frontenac Land Use Planning - OMB Reserve	25,000	0	-25,000	-100.00%
Frontenac Investing in Ontario	270,246	301,839	31,593	11.69%
Federal Gas Tax Reserve Transfer	1,037,250	1,189,000	151,750	14.63%
Fairmount Donations & Pathways Reserve	0	0	0	100.00%
Fairmount Severance Reserve	19,556	12,083	-7,473	-38.21%
Fairmount Working Fund Reserve	163,775	79,814	-83,961	-51.27%
Social Housing Out of Scope Reserve transfer	100,000	20,000	-80,000	-80.00%
Ambulance Other Projects Reserve	632,912	300,000	-332,912	-52.60%
Ambulance Vehicle Replacement Reserve	697,510	78,000	-619,510	-88.82%
Ambulance Equipment Replacement Reserve	121,660	121,660	0	0.00%
TOTAL TRANSFERS FROM RESERVES/RESERVE FUNDS	3,564,781	2,559,646	-1,005,135	-28.20%

December 14, 2011

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Expenses Detail

General Government

Warden, County Council and Other Boards: Details on pages 9 & 10.

General Administration: Details on pages 11 & 12.

Other General Government: Details on pages 11 & 12.

Property Assessment: The County of Frontenac receives an invoice from the Municipal Property Assessment Corporation for its share of the cost involved in operating the corporation each year.

Ontarians with Disabilities: Details on pages 11 & 12.

Transfer - Federal Gas Tax Reserve: Federal Gas Tax allocations will be transferred to an obligatory reserve.

General Administration Capital: Details can be found in Schedule A.

Prior Year Projects Brought Forward: This represents the projects to provide for Old House renovations for which funds were levied in 2011 and will be completed in 2012.

Protection to Persons and Property

Emergency Management: Details on page 13 & 14.

Transportation Services

Capital Improvements to Arterial Roads: Details on pages 15 & 16.

Frontenac-Howe Islander Ferry: Details on pages 15 & 16.

Environmental Services

Environmental Services: No environmental activities are anticipated in 2012.

Health Services

Public Health: Frontenac's share of the operation of KFL&A Public Health is based on population. The County of Frontenac pays 12.75%, the City of Kingston pays 65.95%, and the County of Lennox and Addington pays 21.30%.

The KFLA Public Health Board estimates a 2.75% increase to the municipal contribution in its 2012 budget. The Ministry of Health and Long Term Care continues to fund some programs at 100%. These costs are not included.

Land Ambulance Services: Details on pages 17 & 18.

Prior Year Land Ambulance Projects Brought Forward: No projects are brought forward from 2011.

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COUNTY OF FRONTENAC 2012 Draft Budget

Expense Detail

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
<u>GENERAL GOVERNMENT</u>				
Warden, County Council and Other Boards	184,356	249,474	65,118	35.32%
General Administration	1,085,249	1,131,924	46,675	4.30%
Other General Government	40,350	25,350	-15,000	-37.17%
Property Assessment	710,510	731,824	21,314	3.00%
Ontarians with Disabilities	7,000	7,000	0	0.00%
Transfer - Other Government	45,000	45,000	0	0.00%
Transfer Accessibility	10,000	10,000	0	0.00%
General Administration capital	337,433	168,500	-168,933	-50.06%
Prior year projects brought forward	20,312	110,000	89,688	441.55%
Transfer - Capital replacement reserve	88,000	88,000	0	0.00%
Transfer Fed Gas Tax Reserve	820,278	820,278	0	0.00%
TOTAL General Government	3,348,488	3,387,350	38,862	1.16%
<u>PROTECTION TO PERSONS AND PROPERTY</u>				
Emergency Management	21,045	19,544	-1,501	-7.13%
TOTAL Protection to Persons and Property	21,045	19,544	-1,501	-7.13%
<u>TRANSPORTATION SERVICES</u>				
Capital Improvements to Arterial Roads	668,173	674,774	6,601	0.99%
Frontenac-Howe Islander Ferry	895,899	913,414	17,515	1.96%
TOTAL Transportation Services	1,564,072	1,588,188	24,116	1.54%
<u>ENVIRONMENTAL SERVICES</u>				
	N/A	N/A	N/A	N/A
<u>HEALTH SERVICES</u>				
Public Health	659,806	677,951	18,145	2.75%
Land Ambulance Service Operating	15,527,182	15,457,107	-70,075	-0.45%
Prior Year Land Ambulance Projects Brought Forward	399,932	0	-399,932	-100.00%
TOTAL Health Services	16,586,920	16,135,058	-451,862	-2.72%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Expenses Detail (Continued)

Detail of Budget Proposals:

Social and Family Services

Ontario Works: Details on pages 21 & 22.
Fairmount Home: Details on pages 19 & 20.
Fairmount Home Debenture: Details in Schedule A.
Child Care: Details on pages 21 & 22.
Transfer Stabilization Reserve

Social Housing

Details on pages 21 & 22.

Recreation and Cultural Services

Kingston Frontenac Library: Frontenac is responsible for 13% of the operating costs of the Kingston-Frontenac Library Board as detailed in the Minister's Restructuring Order, effective January 1, 1998. Operating costs do not include capital and maintenance items relating to the library facilities since these facilities are provided by the Townships. The County of Frontenac's anticipated contribution is approximately \$722,978 for 2012. In addition, \$39,000 is required for capital, covered by a transfer from reserve and an amount of \$31,000 is allocated to reserve to cover the future capital costs for the library.

Library in South Frontenac Capital Project: This project was completed in 2011.

Planning and Development

Sustainability: Details on pages 23 & 24:
Weed Control: The County contracts for the provision of weed inspection services.
Prizes for Kingston Agricultural Fair: The County is responsible for maintaining the Bridget Fowler Trust Fund. In accordance with the bequest, the County provides approximately \$300 in prize money for the annual Kingston Agricultural Fair.

Other Expenses

Hospital Foundation Contribution: County Council provided a commitment in 2008 to the Hospital Foundations fundraising campaign of \$54,000 annually for 10 years.
Grant to Service Providers: Allocation as requested by service provider.
Infrastructure allocation: This amount represents Federal Gas Tax funds that will be transferred to the Townships for new infrastructure projects.
Provision for Contingencies: To provide for unanticipated expenses.

**COUNTY OF FRONTENAC
2012 Draft Budget**

Expense Detail (Continued)

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
<u>SOCIAL AND FAMILY SERVICES</u>				
Ontario Works	3,844,225	3,420,832	-423,393	-11.01%
Fairmount Home	10,511,005	10,904,188	393,182	3.74%
Fairmount Debenture	1,531,350	1,531,350	0	0.00%
Child Care	955,392	934,958	-20,434	-2.14%
Transfer - Stabilization Reserve	120,000	0	-120,000	-100.00%
TOTAL Social and Family Services	16,961,973	16,791,328	-170,645	-1.01%
<u>SOCIAL HOUSING</u>				
	770,343	767,958	-2,385	-0.31%
<u>RECREATION AND CULTURAL SERVICES</u>				
Kingston Frontenac Library	787,647	792,978	5,331	0.68%
Library in South Frontenac Capital Project	705,442	0	-705,442	-100.00%
TOTAL Recreation and Cultural Services	1,493,089	792,978	-700,111	-46.89%
<u>PLANNING AND DEVELOPMENT</u>				
Sustainability	2,372,444	1,871,609	-500,835	-21.11%
Weed Control	500	500	0	0.00%
Prizes For Kingston Agricultural Fair	300	300	0	0.00%
TOTAL Planning and Development	2,373,244	1,872,409	-500,835	-21.10%
<u>OTHER EXPENSE</u>				
Hospital Foundation Contribution	54,000	54,000	0	0.00%
Grant to Service Providers	86,000	86,000	0	0.00%
Infrastructure allocation	510,000	510,000	0	0.00%
Provision For Contingencies	25,000	0	-25,000	-100.00%
TOTAL Other Expense	675,000	650,000	-25,000	-3.70%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

General Government Detail

County Warden

Eastern Ontario Wardens' Caucus (EOWC): Each of the 13 member municipalities has been asked to contribute \$4,000 towards operations. EOWC attempts to meet bi-monthly. The CAOs generally meet in the alternate months. Treasurers and other staff meet as required.

Warden Operations: Provision for approved expenses.

County Council

Remuneration and Benefits: Warden's remuneration is \$17,378 and Council members' remuneration is \$7530 which reflects a 2.9% increase for 2012. County Councillors receive \$75 per day for attendance at meetings other than 12 meeting days of County Council. The estimate for per diem payments is based on each County Councillor spending approximately 6 days per year beyond the 12 days included in the County Council members' salary. The cost reflects statutory benefits.

Council Operations: Operational costs for Council and Council Committees, including kilometrage, eagenda software costs, meeting costs (Joint Council, regular committee & Council), courier and other miscellaneous costs.

Council Committees: Costs related to the Green Energy Task Force, the Sustainability Committee, the K&P Trails Committee and the 150th Anniversary Committee.

Meetings Investigator: The County has retained the services of an independent investigator.

Allocated Computer: To provide for e-agenda software

Other Boards

Per Diem: Two community representatives are County appointees on the Kingston Frontenac Library Board and will receive \$75 for attendance at each of its meetings. It is anticipated that, on average, these appointees will attend 1.5 meetings per month.

Kilometrage: The two appointees to the Kingston Frontenac Library Board will receive \$0.48 per kilometre for distances necessarily traveled on Board business.

Agenda Item # 10102a)

COUNTY OF FRONTENAC 2012 Draft Budget

Governance

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
County Warden				
Eastern Ontario Wardens' Caucus	15,000	15,000	0	0.00%
Warden Operations	41,200	31,200	-10,000	-24.27%
TOTAL County Warden	56,200	46,200	-10,000	-17.79%
County Council				
Remuneration & Benefits	94,500	99,951	5,451	5.77%
Council Operations	23,484	33,151	9,667	41.16%
Council Committees	0	60,000	60,000	100.00%
Meetings Investigator	500	500	0	0.00%
TOTAL County Council	118,484	193,602	75,118	26.07%
Other Boards & Advisory cttes.				
Per Diem	3,000	3,000	0	0.00%
Kilometrage	6,672	6,672	0	0.00%
TOTAL Other Boards	9,672	9,672	0	0.00%

COUNTY OF FRONTENAC 2012 DRAFT Budget

General Government Detail (Continued)

County Administration

General Administrative Operations: The cost of the CAO, Deputy Clerk, Treasurer, Executive Assistant, Receptionist, Communications and the General Administration's share of other Administrative functions are included. Resources allocated to Frontenac Islands are included, but will be offset. A 2.9% wage increase is reflected. This includes other general operating expenses including supplies, memberships and conferences, communications.

Special Projects: The Ontario Municipal Internship program has been developed to provide municipal experience for recent university graduates. Participants will bring new ideas and a fresh perspective to municipal administration and the municipality can access a high caliber worker at just over half the cost. The County fully funded the intern position in 2011. We anticipate that the Province will provide \$8,333 to offset the cost of one intern if approved in 2012.

Professional Fees: Includes audit, legal fees

Facility & Insurance Costs: Cost of insurance, utility and general maintenance.

Depreciation: Public Sector Accounting Board Standards (PSAB) requires that municipalities provide for the depreciation of their capital assets. Frontenac provides for assets through its allocation to reserves. For this reason the depreciation amount is shown and then deducted.

Transfer to Reserve for Capital Replacement: Provision for replacement of County assets. As per the Capital Investment Plan adopted by Council in February 2010, the impact of this annual provision will be phased in over 5 years with an offsetting allocation from Working Capital.

Property Assessment: The County of Frontenac receives an invoice from the Municipal Property Assessment Corporation for its share of the cost involved in operating the corporation each year

Other General Government Expenses

OMERS Representation: This amount is provided to AMO to support the municipal representation on the OMERS board.

Interest and Penalties: The County of Frontenac operates a gross budget of over \$40 million. Effort is made to minimize these costs by maintaining a favourable cash flow position.

Tax Write Offs: Annual tax write offs made for all properties throughout the County.

Other Government Transfer: Reallocation of funds to offset capital costs of long-term investment

Ontarians with Disabilities

The County facilitates the legislated committee mandated to address accessibility issues on behalf of all municipalities in the County of Frontenac. The committee plans to meet four times in 2012.

Ontarians with Disabilities Operations: This includes meeting expenses, kilometrage and a per diem of \$75 per meeting for each of the six members.

Training: As required.

Transfer - Reserve for Accessibility: Allocation anticipating future requirements.

**COUNTY OF FRONTENAC
2012 Draft Budget**

General Government Detail (Continued)

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
			\$	%
Corporate				
General Administrative Operations	977,273	1,017,819	40,546	4.15%
Special projects	56,100	56,100	0	0.00%
Professional fees	16,526	16,526	0	0.00%
Facility & Insurance Costs	35,350	41,479	6,129	17.34%
Depreciation	129,050	155,525	26,475	20.52%
less non-cash depreciation	-129,050	-155,525	-26,475	20.52%
Total Corporate	1,085,249	1,131,924	46,675	4.30%
Transfer to Reserve for Capital replacement	88,000	88,000	0	0.00%
Property Assessment	710,510	731,824	21,314	3.00%
Other General Government				
OMERS Representation	3,600	3,600	0	0.00%
Interest and Penalties	1,750	1,750	0	0.00%
Tax Write Offs	35,000	20,000	-15,000	-42.86%
Total Other General Government	40,350	25,350	-15,000	-37.17%
Other Government Transfer - Reserve	45,000	45,000	0	0.00%
Ontarians With Disabilities				
Ontarians with Disabilities Operations	4,500	4,500	0	0.00%
Training	2,500	2,500	0	0.00%
Total Ontarians with Disabilities	7,000	7,000	0	0.00%
Transfer - Reserve for Accessibility	10,000	10,000	0	0.00%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Emergency Management Detail

Under the *Emergency Planning and Civil Protection Act*, and Ontario Regulation 380/04, the County of Frontenac is mandated to develop an emergency management plan and to provide an Emergency Operations Centre.

Revenue

Federal Gas Tax: No funds will be transferred in this budget year.

Federal JEPP Funding: Applications have been submitted for one (!) Joint Emergency Preparedness Program (JEPP) for 2012. If approved, 45% of the project costs are funded by Public Safety Canada

Expense

Emergency Management Operations: Includes costs relating to public awareness initiatives, generator maintenance, committee meetings, training and annual exercise.

JEPP Project: One (1) project have been applied for under JEPP; The project is for additional audio visual equipment for the County EOC. The County contributes 55% for these projects

**COUNTY OF FRONTENAC
2012 Draft Budget**

Emergency Management Detail

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	\$	%
Revenue				
Federal Gas Tax transfer	0	0	0	0.00%
Federal JEPP Funding	6,320	3,912	-2,408	0.00%
Other funding	0	0	0	0.00%
Total Revenue	6,320	3,912	-2,408	-38.10%
Expense				
Emergency Management Operations	7,000	10,850	3,850	55.00%
JEPP project	14,045	8,694	-5,351	0.00%
TOTAL Emergency Management	21,045	19,544	-1,501	-7.13%
Net Emergency Management	14,725	15,632	907	6.16%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Transportation Services Detail

Frontenac-Howe Islander Ferry

The County of Frontenac is responsible for the operation of the ferry 24 hours per day, 365 days per year. The County employs a Marine Supervisor, a ferry foreman, eight (8) full time and six (6) part time ferry operators. The Province is responsible for capital and maintenance costs.

Revenue

Provincial - Ministry of Transportation: By agreement, the province is responsible for 80% of the gross cost of operation of the ferry, less the amount of the Ferry Revenue Reserve in excess of 5% of the Operating Costs.

Ferry Passes - Joint Revenue: Annual pass/vehicle - \$220; second pass (same family name) - \$50; 10% reduction for seniors.

Ferry Fares - Joint Revenue: Two-way trip for car - \$5.00; two way trip for car & trailer/truck - \$10.00; two-way trip for heavy vehicles \$12.00;

Township of Frontenac Islands - Agreement: As pass revenue is collected jointly, an allocation is made to cover any shortfall that might be anticipated due to the difference between pass and fare users.

Expense

Salaries: Represents the estimated cost of the wages for staff outlined above and County staff allocations.

Benefits: Represents the estimated cost of benefits for staff.

Clothing Allowance/Uniforms: Ongoing cost related to staff clothing

Printed Forms - Pass: Cost of printing passes and tickets.

Maintenance Supplies: Provision for salt required for inclement weather and other supplies.

General Equipment and Supplies: Accommodates general repairs and supplies.

Small Equipment New: Allowance for small items that might be required to maintain the building and ferry.

Office Furniture: Various small office equipment replacements.

Water: Allowance for water on site.

Kilometrage: Allowance for regular administrative trips to the County's office.

Training: Provision for staff participation in ongoing training.

Safety Allowances and Equipment: Provision for safety vests and other safety equipment.

Health and Safety Training: Cost of required ongoing training and equipment.

Legal: Costs associated with the operation of the ferry.

Audit: Cost of annual audit.

Vacuum Pumping: Pumping of the holding tank.

Telephone: Frontenac is required to have a cell phone on the ferry. A telephone is located in the small office associated with the ferry operation and the required phones carried by staff.

Insurance: Costs associated with the operation of the ferry.

Administration: The County's agreement with MTO allows for a 2% charge for County administrative services.

Allocated Computer: Provision for ongoing computer maintenance.

Building Maintenance: No large expenses are anticipated

Signage: This purchase was made with MTO approval in 2010.

Contingency: To provide for unanticipated costs.

Reserve Transfer: The agreement between MTO and the County provides for an allocation to reserve of surplus funds generated annually up to 5% of the operational expense. This is a year-end reconciliation and is not budgeted.

Transportation Other

Revenue

City of Kingston - Arterial Roads: Under the terms of the restructuring agreement, Kingston is obligated to transfer funds to be spent on capital improvements to arterial roads identified in the Minister's Restructuring Order dated January 7, 1997 for a period of 15 years. The amount increases annually by the % increase of households within the City, \$668,173 in 2012.

Expense

Transfer - Arterial Roads: The County is required to allocate the funds for capital improvements to identified arterial roads located in the Townships of South Frontenac and Frontenac Islands in accordance with need. Distribution is based on an agreement between Frontenac Islands and South Frontenac.

**COUNTY OF FRONTENAC
2012 Draft Budget
Transportation Services Detail**

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	\$	%
Frontenac-Howe Islander Ferry				
REVENUE				
Provincial - Ministry of Transportatio	716,719	730,732	14,012	1.96%
Ferry Passes - Joint Revenue	88,250	88,250	0	0.00%
Ferry Fares - Joint Revenue	135,930	139,433	3,503	2.58%
Agreement	-45,000	-45,000	0	0.00%
TOTAL Revenue	895,899	913,414	17,515	1.96%
EXPENSE				
Salaries	619,296	619,296	0	0.00%
Benefits	200,422	197,432	-2,990	-1.49%
Clothing Allowance/Uniforms	10,400	5,000	-5,400	-51.92%
Printed Forms - Pass	5,500	5,000	-500	-9.09%
Maintenance Supplies	2,500	3,000	500	20.00%
General Equipment and Supplies	1,050	1,850	800	76.19%
Small Equipment New	2,000	2,000	0	0.00%
Office Furniture	1,000	1,000	0	0.00%
Water	400	400	0	0.00%
Mileage	3,500	3,500	0	0.00%
Training	2,000	3,000	1,000	50.00%
Safety Allowances and Equipment	500	500	0	0.00%
Health and Safety Training	1,000	1,000	0	0.00%
Legal	2,500	2,500	0	0.00%
Audit	750	1,528	778	103.73%
Inspections	0	650	650	100.00%
Vacuum Pumping	1,200	1,500	300	25.00%
Telephone	4,514	4,900	386	8.55%
Insurance	7,700	7,854	154	2.00%
Administration	17,567	18,016	449	2.56%
Allocated Computer	3,900	4,349	449	11.52%
Building Maintenance	5,700	4,000	-1,700	-29.82%
Signage	0	0	0	100.00%
Contingency	2,500	25,139	22,639	905.56%
Reserve transfer	0	0	0	0.00%
TOTAL Expenditures	895,899	913,414	17,515	1.96%
Transportation Other				
REVENUE				
City of Kingston - Arterial Roads	668,173	674,774	6,601	0.99%
TOTAL Revenue	668,173	674,774	6,601	0.99%
EXPENSE				
Transfer - Arterial Roads	668,173	674,774	6,601	0.99%
TOTAL Expenditures	668,173	674,774	6,601	0.99%
MUNICIPAL CONTRIBUTION	0	0	0	0.00%

COUNTY OF FRONTENAC 2012 DRAFT Budget

Land Ambulance Services Detail

The County of Frontenac delivers land ambulance services for the County of Frontenac and the separated City of Kingston. The cost sharing agreement between the County of Frontenac and the City of Kingston is based on weighted assessment (est. 80.458% Kingston; 19.542% County). The relative distribution of weighted assessment has changed substantially over previous years.

Revenue

Provincial - Ministry of Health and Long Term Care: The Ministry contribution is based on approved costs. The Province committed to 50:50 funding. The 2012 allocation from the Province reflects a cost of living increase applied to Frontenac's 2011 budget. The Ministry funding for 2012 is estimated at \$7,009,868

Sale of Vehicles and Defibrillators: It is estimated that \$5,000 will be generated from the sale/trade in of vehicles and defibrillators.

Other Revenue: Represents cost recovery for paramedic attendance at events by contract.

Cross Border: An assessment of cross border calls in the context of our current municipal cross border agreements indicates that there will be revenue generated from cross border activity in 2012.

Transfer from Reserve:

Expense

Service Delivery: Covers all operational costs of the ambulance service. Currently the service provides service with eight (8) 24/7 ambulances and three (3) 12/7 ambulances, staffed by eighty-two (82) full time Advanced Care and Primary Care Paramedics, forty-eight (48) part time Advanced Care and Primary Care Paramedics, ten (1) Volunteer Emergency Medical Attendants (EMAs). Operational oversight is provided by seven (7) Supervisors.

The variance from 2011 to 2012 is due to increases in salary costs, benefit costs, balanced with reductions in fuel and vehicle maintenance costs.;

Depreciation – Represents the use of capital assets in the year.

Transfer – Other Projects Reserve: No allocation provided in 2012.

Transfer - Vehicle Replacement Reserve: The formula for vehicle replacement is based on a 6 year life cycle for ambulances and a 10 year cycle for administrative vehicles.

Transfer - Equipment Replacement Reserve: Funds are set aside to reflect the life cycle basis of replacement.

Ambulance Capital

Prior Year Projects Brought Forward: None in 2012.

Stimulus Funding: None in 2012

Transfer from Other Projects Reserve: The municipal share of the proposed northern County project will be drawn from this reserve.

Capital Revenue

Transfer from Other Projects Reserve: Transfer to cover the costs for the proposed Northern base.

Transfer - Vehicle Replacement Reserve: Transfer to cover the costs of one (1) vehicle slated for replacement.

Transfer - Equipment Replacement Reserve: Transfer to cover the costs of the defibrillators and stretchers slated for replacement.

Capital Expenditure

Vehicle - New: Two (2) in 2012 (IT, Logistics) Replacement - One (1) administrative vehicle is slated for replacement as authorized by Council

Equipment - New: PowerFlex Stretcher for Bariatric Patients and accessible door openers Replacement - Three (3) defibrillators and four (4) stretchers will be replaced.

Major Capital Projects:

Northern Base Proposal: The requirement for a base in the northern part of the County is being reviewed. No other new projects anticipated in 2012.

Offload Nursing project: This project is fully funded by the Ministry of Health. The service is delivered by contract with Kingston General Hospital (KGH).

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COUNTY OF FRONTENAC 2012 Draft Budget

Land Ambulance Services Detail

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
REVENUE				
Provincial - Ministry of Health and Long Term Care	6,697,598	7,009,868	312,270	4.66%
Sale of Vehicles and Defibrillators	39,000	5,000	-34,000	-87.18%
Other revenue	5,000	0	-5,000	-100.00%
Cross Border	67,000	67,000	0	0.00%
Transfer from Reserve	0	0	0	0.00%
TOTAL Revenue	6,808,598	7,081,868	273,270	4.01%
EXPENSE				
Service Delivery (2011 Includes Approved Enhancement)	13,620,349	14,081,934	461,585	3.39%
Depreciation	500,252	532,470	32,218	6.44%
Transfer - Vehicle Replacement Reserve	402,658	422,658	20,000	4.97%
Transfer - Equipment Replacement Reserve	214,605	214,605	0	0.00%
TOTAL Direct Service	14,737,864	15,251,667	513,803	3.49%
Net Operating Expense	7,929,266	8,169,799	240,533	3.03%
Net Capital Expenditure - New and prior year projects	39,000	78,000	39,000	100.00%
TOTAL Ambulance	7,968,266	8,247,799	279,533	3.51%
Net Ambulance	7,968,266	8,247,799	279,533	3.51%
less non cash item - depreciation	-500,252	-532,470	-32,218	6.44%
Net Ambulance to Levy	7,468,014	7,715,329	247,315	3.31%
City of Kingston (2011 - 80.458%)	6,008,615	6,207,599	198,985	3.31%
Frontenac (2011 - 19.542%)	1,459,399	1,507,730	48,330	3.31%
Ambulance Capital				
Capital Revenue				
Transfer from Other Projects Reserve	300,000	300,000	0	0.00%
Transfer - Vehicle Replacement Reserve	697,510	78,000	-619,510	-88.82%
Transfer - Equipment Replacement Reserve	121,660	121,660	0	0.00%
	1,119,170	499,660	-619,510	-55.35%
Capital Expenditure				
Vehicle - New & Replacement	736,510	123,000	-613,510	-83.30%
Equipment - New & Replacement	121,660	154,660	33,000	27.12%
Major Capital Projects				
Northern Base Proposal	300,000	300,000	0	0.00%
Total Expense	1,158,170	577,660	-580,510	-50.12%
Net Capital	39,000	78,000	39,000	100.00%
Offload Nursing Project				
Revenue				
Provincial - MOHLTC	131,400	160,250	28,850	21.96%
Expense				
Contract with KGH	131,400	160,250	28,850	21.96%
Net Offload Nursing Project	0	0	0	0

COUNTY OF FRONTENAC 2012 DRAFT Budget

Fairmount Home for the Aged Summary of Revenue and Expenses Detail

Revenue

Provincial - Operations: The Provincial subsidy is assigned to nursing and personal care, program support and services, raw food and other accommodation. The envelope funding is balanced between contributions by the residents and the Province. All amounts are reconciled at year end to provide Fairmount with the required envelope funding based on resident days. We have used the Ministry's formula to calculate anticipated 2012 funding. The funding for fully-funded positions is also included.

Provincial - Nurse Practitioner: The Ministry provides some funding for the Nurse Practitioner.

Residents - Accommodation Fees: Fairmount anticipates that each resident will be able to pay the basic rate of \$53.07 per resident day. There are an estimated 46,720 resident-days based on occupancy of the 128 beds for the full year. In addition, Fairmount has 64 private and 36 semi private beds. Residents pay an additional \$18 per day for private accommodation and an additional \$8 for semi private accommodation. This revenue is retained by the Home. It is anticipated that the home will generate 100% of the preferred accommodation revenue in 2012.

Transfers - Reserves/Reserve Funds: Funds will be transferred from the donations and severance reserve funds.

Current Expense: Expenses reflect the requirements for 128 residents.

Program and Support Services: Includes the costs of staffing, benefits and supplies for recreation, rehab, spiritual care and occupational therapy programs. Also includes the costs of the dietitian & social work services required by MOHLTC standards and 75% of the costs for the Volunteer & Special Events Coordinator.

Direct Nursing and Personal Care: Includes the wages, benefits and training expenses for the Registered Practical Nurses, Documentation Assistants and Personal Support Workers.

Nurse Practitioner: Includes the wages, benefits, training and supply costs for the Nurse Practitioner.

Nursing and Personal Care Administration: Includes the wages, benefits and training expenses for the Registered Nurses and Nursing Administration. Also includes the expenses for incontinence supplies, nursing equipment and medical supplies

Raw Food: Includes the raw food expense of \$7.33 per resident per day as funded by MOHLTC.

Dietary Services: Includes the wages, benefits and training costs for the Assistant Cooks and Dietary Aides. Also includes expenses for dietary cleaning supplies, paper and plastic and equipment.

Housekeeping Services: Includes the wages, benefits and training costs for the Housekeeping Aides. Also includes expenses for housekeeping cleaning supplies and equipment.

Laundry and Linen Services: Includes the wages, benefits and training costs for the Laundry Aides. Also includes expenses for laundry cleaning supplies, equipment and replacement of linen.

Building and Property: Includes the wages, benefits and training costs for the Lead Hand and Maintenance Assistants. Also includes expenses for the maintenance of the building, including all mechanical systems, grounds, elevators, painting, etc.

Facility Costs: Includes the costs of utilities, insurance and water system operation.

General and Administrative: Includes the wages, benefits and training costs for the Administrator, Executive Assistant, Receptionist, Administrative Clerk and Interdisciplinary Assistant and 25% of the Volunteer & Special Events Coordinator. The expenses for general administration operations include staff recognition, photocopier, public relations, volunteers, legal, audit, postage, etc.

Depreciation: Represents the use of capital assets in the year, but is offset to eliminate a levy impact.

Less non-cash depreciation: Depreciation is an accounting transaction and is not levied.

Reserve allocations: to provide for severance and expenses incurred every 4 years

Capital Expenses: Includes carpet replacement \$30,000 in order to meet MOHLTC compliance. The purchase of replacement beds and mattresses is estimated as \$30,000 in 2012. Capital also includes the drilling of a new well, the replacement of dining room flooring; purchase of lifts; replacement of the photocopier; replacement of the old lawn tractor and major work on the elevator.

Municipal Contribution

Costs are shared between the County of Frontenac (26% of 96 beds; 50% of the additional 32 beds) and the City of Kingston (74% for 96 beds and 50% for additional 32 beds) after applying the Provincial subsidy and per diem rates paid by the residents against expenses.

County of Frontenac Reserve Activity

County Council adopted FIN 09-11 Major Capital Replacement Reserve Allocation Policy in 2010. The report recommended phasing in the levy impact of this annual allocation with a transfer from the Frontenac County Working Capital Reserve.

The transfer out of the Investing in Ontario reserve, \$146,848, offsets the County's share of new capital projects in 2012.

Net County Contribution reflects the County's levy requirement after reserve transfers

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COUNTY OF FRONTENAC 2012 Draft Budget

Fairmount Home for the Aged Summary of Revenue and Expenditures

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	\$	%
REVENUE				
Provincial	4,860,815	5,151,975	291,160	5.99%
Residents - Accommodation Fees	2,915,811	2,883,105	-32,706	-1.12%
Other revenue	0	0		
Revenue Subtotal Before Municipal Contribution	7,776,626	8,035,080	258,454	3.32%
Transfers - Reserves/Reserve Funds	19,556	12,083	-7,473	-38.21%
EXPENSE				
Current				
Program and Support Services	386,701	401,511	14,810	3.83%
Direct Nursing and Personal Care	4,335,380	4,386,174	50,794	1.17%
Nurse Practitioner	124,248	133,834	9,586	7.72%
Nursing and Personal Care Administration	1,245,125	1,290,859	45,734	3.67%
Raw Food	347,594	345,469	-2,125	-0.61%
Dietary Services	855,900	915,611	59,711	6.98%
Housekeeping Services	596,623	593,966	-2,657	-0.45%
Laundry and Linen Services	238,354	249,082	10,728	4.50%
Building and Property	526,477	552,355	25,878	4.92%
Facility Costs	323,000	320,655	-2,345	-0.73%
General and Administrative	997,452	1,041,747	44,295	4.44%
Depreciation	524,096	524,096	0	0.00%
less non-cash depreciation	-524,096	-524,096	0	0.00%
TOTAL - Current Expense	9,927,296	10,231,264	254,410	2.56%
Net Operating	2,131,114	2,184,101	52,987	2.49%
Capital				
Prior Year Capital Projects	110,890	458,900	348,010	313.83%
City Share of Surplus Retained	299,238	90,000	-209,238	-69.92%
County Share of Surplus Retained	-203,482	-61,200	142,282	-69.92%
Capital Expense	-95,756	-28,800	66,956	-69.92%
Net Operating and Capital	2,291,562	2,643,001	400,997	17.50%
Reserve allocations	39,000	39,000	0	0.00%
Municipal Contribution	2,330,562	2,682,001	351,439	15.08%
City of Kingston Share	1,584,782	1,823,761	238,979	15.08%
County of Frontenac Share	745,780	858,240	112,461	15.08%
County of Frontenac Reserve Activity				
Add annual allocation to Capital Reserve	85,024	85,024	0	0.00%
Less transfer from Working Capital Reserve to phase in Capital Reserve allocation	-68,019	-51,014	17,005	-25.00%
Less transfer from Capital Reserve re capital requirement in 2012	-35,485	0	35,485	-100.00%
Less Investing in Ontario for FMT capital projects	0	-146,848	-146,848	100.00%
Net County contribution	727,300	745,402	18,102	2.49%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Social and Family Services Detail

The City of Kingston is the Consolidated Municipal Service Manager, assigned by the Province, for the delivery of these social services and programs. The County participates at both the staff and elected levels to ensure the needs of the County's residents are reflected in policies and the levels of service provided. A cost sharing agreement determines the formulae used to distribute the costs between the County and the City. In 2012 the Weighted Assessment split has shifted due to a higher increase in assessment in the County as compared to the City. In addition, whereas the County's tax ratios are at 1 for multi-residential, commercial and industrial assessment, the City's tax ratios for these classes exceed 1 providing the opportunity for the City to reduce these ratios, thereby reducing their relative share of weighted assessment.

Ontario Works

Ontario Works: The estimated caseload from the area coming under the jurisdiction of the County of Frontenac will result in Ontario Works net program costs of approximately \$501,283 for 2012. The Ministry covers 50% of the administration costs associated with the Ontario Works program, Frontenac's share of which is \$495,345, based on weighted assessment, in 2012.

Child Care

Provincial - Administration: Costs are shared based on weighted assessment.

Provincial - Program Costs: Costs are allocated as follows:

Program Component	Basis of Allocation
Fee subsidy	Residence of recipient
Special needs	Residence of recipient
Wage subsidy	Weighted assessment

Administration: The City allocates a share of the administrative costs for Child Care to the County based on weighted assessment

Child Care Steering Committee: KFL&A Children's Services Steering Committee has a mandate to ensure that community needs and priorities guide the planning and delivery of children's services in the City of Kingston and the Counties of Frontenac and Lennox & Addington.

Allocated Cost of Services: The County's share of program costs.

Social Housing

Administration Costs: Allocation based on weighted assessment.

Social Housing Needs: Costs are allocated based on the "location of units" basis.

Social Housing Capital costs: The County is required to fully fund capital costs for units in the County. The Kingston Frontenac Housing Corporation site in Verona requires a new septic system in 2012. The project will be funded over 10 years. The annual cost will be offset by a transfer from the Out-of-scope reserve set aside for this purpose.

Reserve - Out of Scope: Unanticipated capital expenses arise from time to time by the social housing units within the County.

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COUNTY OF FRONTENAC 2012 Draft Budget

Social and Family Services Detail

	2011 Budget	2011 Budget	2012 Budget	2011-2012 Budget	
	City			Variance	%
	\$	\$	\$	\$	%
Ontario Works					
REVENUE					
Provincial Transfer	2,691,822	2,719,358	2,342,467	-376,891	-13.86%
EXPENSE					
50% Administration	1131668	1,186,740	1,313,997	127,257	10.72%
50-80% Other	2657485	2,657,485	2,106,835	-550,650	-20.72%
TOTAL Ontario Works	3789153	3,844,225	3,420,832	-423,393	-11.01%
NET TOTAL Ontario Works - Municipal Contribution	1,097,331	1,124,867	1,078,366	-46,501	-4.13%
Child Care					
REVENUE					
Provincial - Administration	53,360	56,396	56,329	-67	-0.12%
Provincial - Program Costs	655,072	673,680	657,440	-16,240	-2.41%
TOTAL REVENUE	708,432	730,076	713,769	-16,307	-2.23%
EXPENSE					
Administration	106720	112,792	112,658	-134	-0.12%
Child Care Steering Committee	500	500	500	0	0.00%
Allocated Cost of Services	818840	842,100	821,800	-20,300	-2.41%
TOTAL Child Care	926060	955,392	934,958	-20,434	-2.14%
NET TOTAL Child Care - Municipal Contribution	217,628	225,316	221,189	-4,127	-1.83%
Social Housing					
Administration Costs	167009	177,883	191,837	13,954	7.84%
Social Housing Needs	467460	467,460	531,121	63,661	13.62%
Social Housing Capital costs	100000	100,000	20,000	-80,000	-80.00%
Reserve - Out of Scope	25000	25,000	25,000	0	0.00%
TOTAL Social Housing - Municipal Contribution	759469	770,343	767,958	-2,385	-0.31%

* final City numbers were not adjusted for change in weighted assessment

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Revenue

OMAFRA RED Program: Application is being made for the amount of \$20,000 for a Business Retention & Expansion program
Trans Canada Trails: Anticipated contribution for K&P Trail
EORN Investment Drawdown: The County has invested its total financial commitment to the Eastern Ontario Regional Network (EORN) with the EORN to generate a return of 5%. The annual share of the commitment to the EORN project will reduce the total investment.
Reserve Transfers: As directed by Council for particular projects.

Expense

Sustainability Operations: General administrative expenditures related to the activity.
Planning Contract: Estimated cost is \$1,500
Projects: For 2012, these are itemized below
Small Events: Estimated cost is \$2,000
Trade Show & Youth Day: Estimated cost is \$3,000
New Energy Project: 2nd year commitment to 4 year project, \$25,000
Support for Smaller Scale Community Sustainability Initiatives: Estimated cost is \$75,000
Green Business Park: Estimated cost is \$10,000
Business Case for Milk Processing Plant: Estimated cost is \$15,000
BR+E Program: Estimated cost is \$40,000
Signage Strategy: Estimated cost is \$10,000
Signage Implementation; \$50,000
Marketing/Public Relations: Estimated \$10,000
K&P Trail: Costs for development in 2012, \$260,000
Available Land & Buildings Inventory and Business Needs Assessment, \$30,000
Transportation Study: Estimate cost \$75,000
Natural Heritage Study: Estimated cost is \$60,000.
Seniors Community Housing Pilot Project: Estimated cost is \$40,000.
Community Improvement Plans: to complete 2011 CIP plus estimated cost for 2012, \$224,000
Official Plan Review: Estimated costs for phase 1, \$30,000
Sustainable Tourism Strategy: Estimated cost \$30,000
EORN Project Allocation: County commitment for 2012 to the broadband project for Eastern Ontario is \$328,140.
Land Acquisition Reserve Transfer: Cost to undertake the acquisition of possible land required to address the discontinuity issue of the Frontenac K&P Trail \$20,000
Land Use Planning Reserve: \$50,000
Strategic Projects Reserve Transfer: Based on direction of County Council it is anticipated that there will be funds required for strategic projects and \$50,000 will be allocated to a reserve.
GIS Projects Reserve: 11,000

**COUNTY OF FRONTENAC
2012 Draft Budget**

Sustainability Detail

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	Variance \$	%
REVENUE				
Provincial - OMAFRA RED	20,000	20,000	0	0.00%
Provincial - OMAFRA - Rural Broadband	751,055	0	-751,055	-100.00%
EORN Investment Drawdown	328,140	328,140	0	0.00%
Trans Canada Trail	0	50,000	50,000	100.00%
LandUse Planning Fees	10,000	0	-10,000	-100.00%
GIS Recoveries	500	500	0	0.00%
	<u>1,109,695</u>	<u>398,640</u>	<u>-711,055</u>	<u>-64.08%</u>
Reserve Transfer				
Investing in Ontario	119,161	154,991	35,830	30.07%
Working fund	0	99,000	99,000	100.00%
Federal Gas Tax Fund	527,250	679,000	151,750	28.78%
Land Use Planning	25,000	0	-25,000	-100.00%
	<u>1,781,106</u>	<u>1,331,631</u>	<u>-449,475</u>	<u>-25.24%</u>
EXPENSE				
Sustainability Operations	395,838	431,969	36,131	9.13%
Planning Contract	11,500	1,500	-10,000	-86.96%
Legal fees	25,000	0	-25,000	-100.00%
Projects	1,480,966	979,000	-501,966	-33.89%
EORN Project allocation	328,140	328,140	0	0.00%
Transfer - Land Acquisition Reserve	20,000	20,000	0	0.00%
Transfer - Land Use Planning Reserve	50,000	50,000	0	0.00%
Transfer - Strategic Projects Reserve	50,000	50,000	0	0.00%
Transfer - GIS Projects Reserve	11,000	11,000	0	0.00%
	<u>2,372,444</u>	<u>1,871,609</u>	<u>-500,835</u>	<u>-21.11%</u>
NET EXPENSE Sustainability Planning	<u>591,338</u>	<u>539,978</u>	<u>-51,360</u>	<u>-8.69%</u>

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Continuity of Reserves and Reserve Funds Detail

FRC Working Fund Reserve: This reserve is important to ensure a smooth flow of cash throughout the year and to avoid short term interest costs to the greatest extent possible.

FRC Stabilization Reserve: In 2012 it was deemed prudent to continue to allocate funds to a stabilization reserve which can be used to offset increased requirements in the event of an economic downturn.

FRC Strategic Project Reserve: To provide the capacity to fund future strategic projects.

FRC Capital: To provide for County future capital requirements.

FRC Library Reserve: This reserve was established to recognize the capital requirements of the Library not funded through the operating requisition.

FRC Land Use Planning Reserve: This reserve has been established to mitigate the impact of future land use costs.

FRC GIS Project Reserve: This reserve has been established to provide for the future costs related to the GIS project

FRC Social Housing Out of Scope Reserve: This reserve has been established to ensure that the County of Frontenac has sufficient funds to deal with out of scope capital requirements of housing units located within the County of Frontenac.

FRC Ontarians With Disabilities Reserve: An amount has been set aside to provide for future requirements under the Ontarians with Disabilities Act.

FRC - Land Acquisition Reserve: Reserve to provide for the acquisition of land required to address the discontinuity issue of the Frontenac K&P Trail.

FRC – 150th Anniversary Reserve: Reserve to provide for requirements in 2015.

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COUNTY OF FRONTENAC 2012 Draft Budget

Continuity of Reserves Detail

	2011 \$	2012 Budget \$	2011-2012 Budget Variance	
			\$	%
<u>FRC Working Fund Reserve</u>				
Opening Balance	4,392,150	4,251,266	-140,884	-3.21%
Transfer to Account	145,000	45,000	-100,000	-68.97%
Interfund transfer	0	-150,000	-150,000	100.00%
Transfer From Account	-285,884	-293,250	-7,366	2.58%
CLOSING BALANCE FRC WORKING FUND RESERVE	4,251,268	3,853,016	-398,250	-9.37%
<u>FRC Stabilization Reserve</u>				
Opening Balance	854,351	975,000	120,649	14.12%
Transfers to Account	120,000	0	-120,000	-100.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE FRC STABILIZATION RESERVE	975,000	975,000	0	0.00%
<u>FRC Strategic Projects Reserve</u>				
Opening Balance	120,000	170,000	50,000	41.67%
Transfer to Account	50,000	0	-50,000	-100.00%
Inter reserve transfer	0	50,000	50,000	100.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC STRATEGIC PROJECT RESERVE	170,000	220,000	50,000	29.41%
<u>FRC Capital</u>				
Opening Balance	398,644	486,844	88,644	22.07%
Transfers to Account	17,600	35,200	17,600	100.00%
Interfund Transfer	70,400	0	-70,400	-100.00%
Transfers From Account	0	52,800	52,800	100.00%
CLOSING BALANCE FRC CAPITAL RESERVE	486,644	574,644	88,000	18.08%
<u>FRC Library Reserve</u>				
Opening Balance	97,217	77,714	-19,503	-20.06%
Transfers to Account	31,000	31,000	0	0.00%
Transfers From Account	-50,503	-39,000	11,503	-22.78%
CLOSING BALANCE FRC LIBRARY RESERVE	77,714	69,714	-8,000	-10.29%
<u>FRC Land Use Planning Reserve</u>				
Opening Balance	86,159	126,159	40,000	46.43%
Transfer to Account	50,000	0	-50,000	-100.00%
Inter reserve transfer	0	50,000	50,000	100.00%
Transfer From Account	-10,000	0	10,000	-100.00%
CLOSING BALANCE FRC LAND USE PLANNING	126,159	176,159	50,000	39.63%
<u>FRC GIS Project Reserve</u>				
Opening Balance	11,000	22,000	11,000	100.00%
Transfer to Account	11,000	0	-11,000	-100.00%
Inter reserve Transfer	0	11,000	11,000	100.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC GIS PROJECT	22,000	33,000	11,000	50.00%
<u>FRC Social Housing Out of Scope Reserve</u>				
Opening Balance	364,400	369,400	5,000	1.37%
Transfer to Account	25,000	0	-25,000	-100.00%
Inter reservetransfer	0	25,000	25,000	100.00%
Transfer From Account	-20,000	-20,000	0	0.00%
CLOSING BALANCE FRC SOCIAL HOUSING OUT OF SCOPE RESERVE	369,400	374,400	5,000	1.35%
<u>FRC Ontarians With Disabilities Reserve</u>				
Opening Balance	25,000	35,000	10,000	40.00%
Transfer to Account	10,000	0	-10,000	-100.00%
Inter reserve transfer	0	10,000	10,000	100.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC ONTARIANS WITH DISABILITIES RESERVE	35,000	45,000	10,000	28.57%
<u>FRC Land Acquisition Reserve</u>				
Opening Balance	20,000	40,000	20,000	0.00%
Transfer to Reserve	20,000	0	-20,000	-100.00%
Inter reserve Transfer	0	20,000	20,000	100.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC Land Acquisition Reserve	40,000	60,000	20,000	100.00%
<u>FRC 150th Anniversary Reserve</u>				
Opening Balance	0	0	0	100.00%
Transfer to Account	0	0	0	100.00%
Inter reserve transfer	0	150,000	150,000	100.00%
Transfer From Account	0	0	0	100.00%
CLOSING BALANCE FRC WORKING CAPITAL RESERVE	0	150,000	150,000	100.00%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Continuity of Reserves and Reserve Funds Detail (cont'd.)

FMT Working Fund Reserve: This reserve represents the County of Frontenac's share of surplus or budgeted funds generated in prior years. It is established to ensure that an adequate cash flow exists reducing and/or eliminating the need to borrow funds for short term purposes. The amount maintained is reviewed annually.

Joint FMT Severance Reserve: This reserve will provide for severance payments required for termination

Joint FMT Operations Reserve: To provide for requirements related to periodic contracts.

FMT Capital: Established to start to provide for capital replacement

FRC Frontenac-Howe Islander Ferry Revenue Reserve: The Agreement signed between the Ministry of Transportation and the County of Frontenac in March 2004 indicates that the Province will pay 80% of the gross operating expenses incurred by the Howe Island Ferry. If the County raises in excess of 20% of the gross operating expenses, the surplus is to be retained in a revenue reserve account. If this reserve exceeds 5% of the operating expenses for that year, the Ministry of Transportation will reduce its subsidy by the amount in the reserve that is in excess of 5% of the operating expenses.

Bridget Fowler Trust Fund: The County of Frontenac is responsible for continuing operation of this fund which results from a bequest of Bridget Fowler. The bequest specified that interest/dividends earned on the fund would be available to assist with prize money for the annual Kingston agricultural fair.

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COUNTY OF FRONTENAC 2012 Draft Budget

Continuity of Reserves Detail

	2011	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
<u>FMT Working Fund Reserve</u>				
Opening Balance	827,098	663,323	-163,775	-19.80%
Transfers to Account	0	0	0	0.00%
Interfund Transfer	-68,015	-68,015	0	0.00%
Transfers From Account	-95,760	-11,799	83,961	-87.68%
CLOSING BALANCE FMT WORKING FUND RESERVE	663,323	583,509	-79,814	-12.03%
<u>JOINT FMT Severance Reserve</u>				
Opening Balance	79,490	79,490	0	0.00%
Transfers to Account	30,000	30,000	0	0.00%
Inter fund transfer	0	0	0	100.00%
Transfers From Account	-19,556	-12,083	7,473	-38.21%
CLOSING BALANCE JOINT FMT SEVERANCE RESERVE	89,934	97,407	7,473	8.31%
<u>JOINT FMT Operations Reserve</u>				
Opening Balance	9,000	28,000	19,000	211.11%
Transfers to Account	19,000	9,000	-10,000	-52.63%
Inter fund Transfer	0	0	0	100.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE JOINT FMT OPERATIONS RESERVE	28,000	37,000	9,000	32.14%
<u>FMT Capital</u>				
Opening Balance	519,480	569,019	49,539	9.54%
Transfer to Account From Current	17,005	34,010	17,005	100.00%
Interfund Transfer	68,019	51,014	-17,005	-25.00%
Transfers From Account	-35,485	0	35,485	-100.00%
CLOSING BALANCE FMT CAPITAL	569,019	654,043	85,024	14.94%
<u>FRC Frontenac-Howe Islander Ferry Revenue Reserve</u>				
Opening Balance	27,811	27,811	0	0.00%
Transfer to Account	0	0	0	100.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC FRONTENAC-HOWE ISLANDER FERRY RE	27,811	27,811	0	0.00%
<u>Bridget Fowler Trust Fund</u>				
Opening Balance	3,471	3,483	12	0.35%
Interest/Dividends Earned	280	280	0	0.00%
Transfers to Account	0	0	0	0.00%
Transfers From Account	-300	-300	0	0.00%
CLOSING BALANCE BRIDGET FOWLER TRUST FUND	3,483	3,463	-20	-0.57%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

**Ambulance
Continuity of Reserves and Reserve Funds Detail**

FPS General Reserve: This reserve has been established to ensure that increasing costs or unanticipated occurrences related to the delivery of land ambulance do not create an undue burden on the ratepayer.

Joint FPS Vehicle Replacement Reserve: The 2001 provincial funding template provided for the replacement of vehicles based on a 4.5 year life cycle. Although provincial funding from the Ministry of Health and Long Term Care no longer details vehicle replacement, the County continues to make contributions each year. As vehicles are purchased, funds are transferred from this reserve to offset the costs. A 6-year replacement schedule for vehicles in 2012 is continued.

Joint FPS Equipment Replacement Reserve: A reserve has been established for the replacement of defibrillators, stretchers and other capital equipment. An annual contribution is made to control the impact of annual expense requirements. As equipment is replaced, funds are transferred from this reserve.

Joint FPS Severance Reserve: There is no allocation in 2012.

Joint FPS Other Projects Reserve: The MOHLTC share of the surplus related to the resolution of cross border billing, for which funds have been accrued since 2001, has been transferred to this account. Transfers out of this fund will be used to provide for the County share of the land ambulance projects funded through Stimulus funds, as well as the proposed project in the North of the County.

Joint FPS NEER Reserve: To smooth the effects of NEER (New Experimental Experience Rating) assessments.

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COUNTY OF FRONTENAC 2012 Draft Budget

Ambulance Continuity of Reserves Detail

	2011	2012 Budget	2011-2012 Budget	
	\$	\$	\$	%
<u>RESERVE/RESERVE FUNDS</u>				
<u>FPS General Reserve</u>				
Opening Balance	394,217	394,217	0	0.00%
Transfer to Account	0	0	0	0.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FPS GENERAL	394,217	394,217	0	0.00%
<u>JOINT FPS Vehicle Replacement Reserve</u>				
Opening Balance	419,987	125,135	-294,852	-70.20%
Transfers to Account	402,658	422,658	20,000	4.97%
Transfers From Account	-697,510	-78,000	619,510	-88.82%
CLOSING BALANCE JOINT FPS VEHICLE REPLACEMENT RESERVE	125,135	469,793	344,658	275.43%
<u>JOINT FPS Equipment Replacement Reserve</u>				
Opening Balance	443,286	536,231	92,945	20.97%
Transfers to Account	214,605	214,605	0	0.00%
Transfers From Account	-121,660	-121,660	0	0.00%
CLOSING BALANCE JOINT FPS EQUIPMENT REPLACEMENT RESERVE	536,231	629,176	92,945	17.33%
<u>JOINT FPS Severance Reserve</u>				
Opening Balance	369,677	369,677	0	0.00%
Transfers to Account	0	0	0	0.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE JOINT FPS SEVERANCE RESERVE	369,677	369,677	0	0.00%
<u>JOINT FPS Other Projects Reserve</u>				
Opening Balance	625,187	300,000	-325,187	-52.01%
Transfers to Account	0	0	0	0.00%
Transfers From Account	-325,187	-300,000	25,187	-7.75%
CLOSING BALANCE JOINT FPS OTHER PROJECTS RESERVE	300,000	0	-300,000	-100.00%
<u>JOINT FPS NEER Reserve</u>				
Opening Balance	0	150,000	150,000	150,000
Interest earned	0	0	0	0
Transfers to Account	150,000	0	-150,000	100.00%
Transfers From Account	0	0	0	0
CLOSING BALANCE JOINT FPS OTHER PROJECTS RESERVE	150,000	150,000	0	100.00%

**COUNTY OF FRONTENAC
2012 DRAFT Budget**

Continuity of Reserve Funds Detail

FRC Federal Gas Tax Reserve Fund: Municipalities are required to reserve amounts not utilized in the current year. County Council has designated use of some of the funds.

FRC Investing in Ontario Reserve Fund: In 2008 the Province allocated some of its surplus to municipalities using a calculation based on historical capital expenses. The County received \$1,281,033 which is to be used for new capital projects. These projects were outlined in a report to Council in November 2008 and revised in a report in August 2010.

FMT Capital Reserve Fund: This reserve fund was established for the redevelopment of Fairmount Home. In 2012 an allocation of \$125,000 offsets the annual debt repayment associated with the 20 year debenture issued to finance the Fairmount Redevelopment Project.

FMT Capital Campaign Reserve Fund: This fund was initially established as the repository for the Fairmount Redevelopment Capital Campaign. Donations received subsequent to the end of the campaign which were designated for the redevelopment have been deposited in this account. More recently donations have been received for the upgrade of the Fairmount auditorium.

Joint FMT Donations Reserve Fund: This fund incorporates all previous accounts in place to receive donations from individuals for items which benefit the residents. In addition, funds raised through fund-raising activities (except Fairmount Redevelopment donations) are also credited to this account. The reserve fund has the following sub-accounts:

1. General for the Benefit of Residents
2. Pathways

This fund sets aside monies for the purposes identified by the donor or a fundraising committee. Transfers to the account represent donations and committee contributions. Transfers from the account represent funds spent on minor capital items or programs which directly benefit the residents. The views of the Fairmount Residents' Council are taken into consideration when funds are expended. The Pathways Project was established by the employees of Fairmount who elected an executive. The reserve represents funds set aside from donations and the sale of items to extend and improve the accessible pathways used by the residents of Fairmount and the residents of Country Pines apartments and their families.

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COUNTY OF FRONTENAC 2012 Draft Budget

Continuity of Reserve Funds Detail

	2011	2012 Budget	2011-2012 Budget	
	\$	\$	Variance	%
<u>FRC Federal Gas Tax Reserve Fund</u>				
Opening Balance	2,207,010	2,022,907	-184,103	-8.34%
Interest	32,869	30,344	-2,525	-7.68%
Transfer to Account	820,278	820,278	0	0.00%
Transfer From Account	-1,037,250	-1,189,000	-151,750	14.63%
CLOSING BALANCE FRC FEDERAL GAS TAX RESERVE	2,022,907	1,684,529	-338,378	-16.73%
<u>FRC Investing in Ontario Reserve Fund</u>				
Opening Balance	815,582	555,097	-260,485	-31.94%
Interest	9,760	8,326	-1,434	-14.69%
Transfer to Account	0	0	0	0.00%
Transfer From Account	-270,246	-301,839	-31,593	11.69%
CLOSING BALANCE FRC INVESTING IN ONTARIO RESERVE	555,097	261,584	-292,079	-52.88%
<u>FMT Capital Reserve Fund</u>				
Opening Balance	2,270,143	2,179,195	-90,948	-4.01%
Interest Earned	34,052	32,688	-1,364	-4.01%
Transfers to Account	0	0	0	0.00%
Transfers From Account	-125,000	-125,000	0	0.00%
CLOSING BALANCE FMT CAPITAL RESERVE FUND	2,179,195	2,086,883	-92,312	-4.24%
<u>FMT Capital Campaign Reserve Fund</u>				
Opening Balance				
Interest Earned	67,034	67,379	344	0.51%
Transfers to Account	344	337	-7	-2.12%
Interfund transfer	0	0	0	0.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE FMT CAPITAL CAMPAIGN RESERVE FUND	67,379	67,715	337	0.50%
<u>Joint FMT Donations Reserve Fund - General for the Benefit of Residents</u>				
Opening Balance	82,565	83,391	826	1.00%
Interest Earned	826	417	-409	-49.50%
Transfers to Account	0	0	0	0.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE JOINT FMT DONATIONS RESERVE FUND	83,391	83,808	417	0.50%
<u>Joint FMT Pathways Reserve Fund</u>				
Opening Balance	34,303	38,764	4,461	13.00%
Interest Earned	261	388	126	48.40%
Transfers to Account	4,200	0	-4,200	-100.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE JOINT FMT PATHWAYS RESERVE FUND	38,764	39,152	388	1.00%



2012 DRAFT BUDGET Appendix A

December 14, 2011



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COUNTY OF FRONTENAC 2012 DRAFT Budget

	2011 Budget	2012 Budget	2011-2012 Budget	
	\$	\$	\$	%
County Capital				
Revenue				
Investing in Ontario Transfer for Solar projects	151,085			
Recoveries	36,511			
Working Fund brought forward	72,867	194,250		
	260,263	194,250	-66,013	-25.36%
Expense				
Health and Safety		78,500		
Communications		20,000		
Equipment		45,000		
Storage units		25,000		
Prior Year Projects		110,000		
2011 Capital Projects	383,944			
Total County Capital	383,944	278,500	-105,444	-27.46%
County Net Capital	123,681	84,250	-39,431	-31.88%
Library in South Frontenac				
Revenue				
Build Canada Fund(BCF)-Community Component (CC)	470,246	0	-470,246	
Transfer from South Frontenac	235,196	0	-235,196	
	705,442	0	-705,442	-100.00%
Expense				
Library Project	705,442	0	-705,442	
Total	705,442	0	-705,442	100.00%
Net Library Capital	0	0	0	0
Fairmount Home Capital				
Revenue				
Bring forward prior year projects not completed	128,000	90,000	-38,000	-29.69%
Expense				
Elevator		50,000		
Flooring upgrades		58,500		
Equipment replacement		120,400		
Well & septic upgrades		230,000		
Prior year Projects	171,238	90,000		
2011 Projects	238,890			
Total Fairmount Capital Expenditure	410,128	548,900	138,772	33.84%
Fairmount Net Capital	282,128	458,900	176,772	62.66%
Fairmount Home Redevelopment Debenture				
20 YEAR DEBENTURE	17,200,000	Total	Frontenac	City of Kingston
	2003-2011	2012	2012	2012
Principal	4,468,672	812,510	260,003	552,507
Interest	7,548,285	718,840	230,029	488,811
Ministry of Health Capital Contribution*	3,868,416	483,552	154,737	328,815
TOTAL	8,146,541	1,047,798	335,295	712,503
OUTSTANDING LIABILITY END OF 2012				6,957,863
Ambulance Capital				
Prior Year Projects Brought Forward	374,614		0	0.00%
Vehicles and Equipment	858,170	277,660	-178,049	-100.00%
Major Capital Project - Northern Base Proposal	300,000	300,000	0	0.00%
Total Ambulance Capital Expenditure	1,532,784	577,660	-178,049	-11.49%

2012 DRAFT Capital Budget

December 14, 2011



ADMINISTRATIVE REPORT

To: WARDEN AND COUNCIL OF THE COUNTY OF FRONTENAC

From: Elizabeth Savill, CAO

Prepared by: Marian VanBruinessen, Treasurer

Date prepared: December 5, 2011

Date of meeting: December 14, 2011

Re: **Financial Services – 2012 Preliminary Budget**

Background

Under the *Municipal Act, 2001, S.O. 2001, CHAPTER 25, as amended*, Section 289(1) states an upper-tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality.

Comment

General Economic Scope: A general economic scope indicates that growth projections for 2012 are limited, averaging 2.8% and the exchange rate is expected to hover around par with the US dollar. Although these statistics might seem far removed from the situation in the County of Frontenac, as the global economy is struggling to recover from one severe downturn and is threatened with another, our situation will be impacted.

A direct budget impact of the last downturn is the escalating rates for OMERS (Ontario Municipal Employees Retirement System) which increase by an average of 15% in 2012. Medical benefit coverage is increasing by 6%.

With job market growth and housing starts slowing, the County should be aware of the possible impact on Ontario Works caseload in the future. In 2012 the City has not projected a caseload increase, but has included a 1% rate increase. The rate increase is mitigated by the ongoing upload of some of the OW costs.

Interest rates are currently forecasted to remain at about 1% for most of 2012, moving slightly higher towards the end of the year.

Of benefit is the lower forecasted oil and gas prices allowing for a reduction in the 2012 budget.

Strategic Direction: The County has a strategic vision for the next 50 years as documented in its Integrated Community Sustainability Plan (ICSP), *Directions for our Future*, a document that

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has achieved Provincial recognition. Council continues to be progressive in recognizing the need to maintain and build on the momentum of this strategic exercise. This community-led initiative provides an opportunity to cooperatively build on the strengths and opportunities that abound.

Council Direction: Council is responsible for setting a direction for the County over the term of its mandate. In October Council endorsed strategic priorities which focus on collaborative action in the areas of sustainable development, rural transportation, solid waste, land use planning, mobile health and primary health care, the general housing supply and long term care. The need to complete and open the Frontenac K&P Trail was highlighted and council identified the need to invest in skilled and committed staff. Council was adept in identifying the key role of communications to facilitate collaboration and partnerships.

Budget Development: The budget was developed in the context of all the factors outlined above, recognizing the need to be fiscally prudent but ensuring that the County continues to be in a position to be able to take advantage of opportunities for future sustainable development.

Financial Impact

In recent years the 2010 and 2011 County levies have been positively impacted by the uploading of Ontario Disability Support Program (ODSP) and Ontario Works (OW).

Year	Budget levy change
2007	2.94% increase
2008	2.91% decrease
2009	2.94% increase
2010	0.59% decrease
2011	4.12% decrease

The overall levy impact of the 2012 Draft Budget as presented in 1.34%. Details are contained in the accompanying documents.

Levy impact	\$	% change
Revenue		
POA	-57,571	-0.69%
General recoveries	-15,799	-0.19%
Micro-FIT	-16,000	-0.19%
Expense		
General Government	96,793	1.15%
Property assessment	21,314	0.25%
Capital	-39,431	-0.47%
Capital reserve transfer	70,400	0.84%
Emergency Management	907	0.01%
Land Ambulance Service	48,330	0.58%
Health Services	18,145	0.22%
Ontario Works	-46,501	-0.55%
Child Care	-4,127	-0.05%
Social Housing	77,615	0.92%
Fairmount Home	18,102	0.22%
Library	16,974	0.20%
Planning & Development	-51,360	-0.61%
Other	-25,639	-0.31%
Levy impact	112,152	1.34%

Administrative Report
 Financial Services – 2012 Preliminary Budget
 December 14, 2011 – Page 2 of 3

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Sustainability Implications

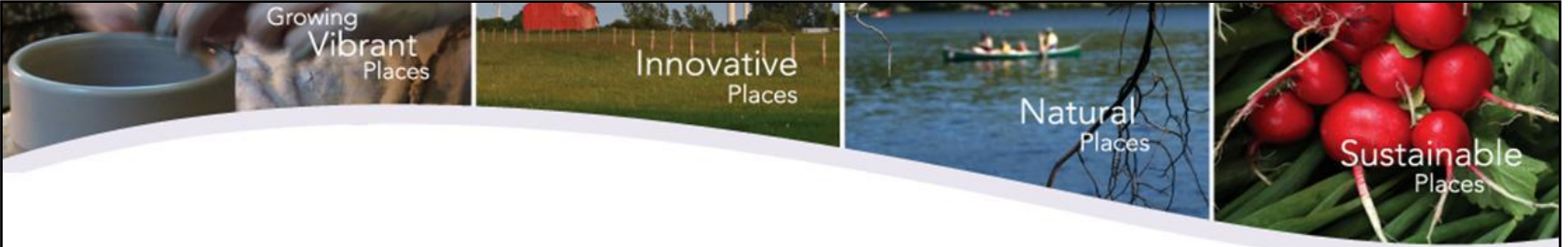
Sustainability is dependent on good governance and stewardship of County resources.

Recommendation

That County Council accept this *Financial Services – 2012 Preliminary Budget* report dated December 14, 2011 for consideration and discussion.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac Senior Staff
Kingston Frontenac Public Library
Kingston-Frontenac-Lennox and Addington Public Health Unit



2012 Draft Budget

Presentation Format

Presentations from staff on the eleven sections of the 2012 Draft Budget will feature:

Background

2011 Key Highlights

- Legislative Requirement/Council's Strategic Priorities
- Progress Made
- Specific Results

2012 Key Highlights

- Legislative Requirement/Council's Strategic Priorities
- Progress Planned
- Expected Results



Council Support

Council Support

- Warden and Council
- Advisory Committees
 - Sustainability
 - 150th Anniversary
 - Green Energy Task Force
 - Trails
- Boards
 - KFL&A Public Health
 - Kingston Frontenac Public Library
- EOWC and EORN
- Committees
 - Joint Accessibility Advisory
 - Rural-Urban Liaison Advisory (RULAC)
 - Algonquin Land Claim Municipal Advisory
 - Frontenac County Youth Justice Advisory
 - Affordable Housing
 - Rideau Corridor Landscape Steering

Key Highlight: 2011

Legislative Requirement/Council's Strategic Priority

Implement an active program of communications with taxpayers, stakeholders, townships and other partners

Progress

Purchased electronic meeting management software

Specific Results

- Post agendas, minutes, documents and by-laws online
- Archive all documents by year & make them 'key word' searchable
- Save approximately 1,000 sheets of paper per Council meeting, or approximately 1.5 trees each year
- Provide transparency of County business
- Improve use of staff resources



Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

Compliance with Accessibility for Ontarians with Disabilities Act, 2005

Progress

- Redevelop County's web site to improve accessibility for all persons
- Redevelop exterior front entrance of the County Administrative office
- Install door assist buttons for interior doors leading to the Frontenac Room

Expected Results

- Improved access to information for the public
- Improved building access for the public





Communications

Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

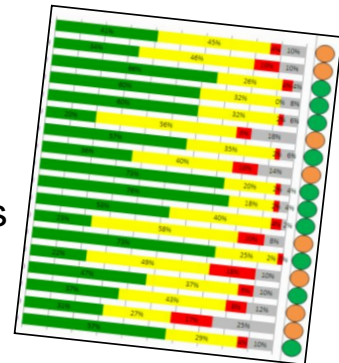
Implement an active program of communications with taxpayers, stakeholders, Townships and other partners

Progress

- Council approved the contract position. The Sustainability Assistant is working to improve communications and has:
 - Created an e-survey in advance of the Annual ICSP Workshop
 - Created and distributed media releases
 - Compiled Sustainable Actions 2011 in-house
 - Initiated the implementation of a online Discussion Forum

Specific Results

- Increased productivity at the Annual ICSP Workshop
- Improved coverage and awareness of County initiatives
- Saved design costs and produced a quality publication
- Will improve communications between Advisory Committees



Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

Implement an active program of communications with taxpayers, stakeholders, townships and other partners

Progress

- The creation of a County-wide Official Communications Plan will provide guidance for all communications activities across the County
- Electronic communication tools will improve communications and foster relationships across the County
- Enhance public engagement and collaboration across the County

Expected Results

Increase stakeholders' understanding of the County and allow the County to better understand the needs of its stakeholders. Create better connections and partnerships toward the vision of a sustainable future for the Frontenacs.



Finance

Finance

Responsible for the financial framework supporting Council's strategic direction, protects the County's financial position and minimizes risk to ratepayers

- Applies best practices in financial processes and makes recommendations on the continuous improvement of procedures and efficiency opportunities
- Manages the procurement process to ensure transparency while ensuring the best value to the Corporation
- Provides financial support to all departments

Develop with Townships: Tax policy, Procurement Policy and Joint Procurement

Contract financial services for Frontenac Islands

Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

Stewardship of County resources

Progress

- Contracted insurance review to ensure appropriate coverage for all aspects of the Corporation, its assets, employees and Council
- Tendered audit services to ensure proper scrutiny of financial activities at a competitive price

Specific Results

- Assured that assets are appropriately insured
- Strengthened processes through external professional reviews and assessments ensure accountability

Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

- Stewardship of County resources
- Financial support to all internal activities/departments

Progress

- Tender banking services
- Review procurement, contract management and payroll services
- Develop a long term financial plan and financial indicators
- Develop a risk profile and risk management plan



Key Highlights: 2012

Expected Results

- Assurance of optimal banking services
- Confirmation of the most effective, efficient, accountable and transparent systems (eg paperless payroll may be a valuable green initiative) through the investigation of best practices
- Development of short and long term financial frameworks supporting Council's strategic direction to protect the County's financial position and minimizes risk to the ratepayer
- Understanding of current risk exposure and strategic mitigation opportunities (risk toolkit to be shared with Townships)



Human Resources

Human Resources

- Professional and comprehensive expertise
 - Wide variety of human resources services
 - Promotion of best practices
 - Ensure legislative compliance
- Five specific internal consultation services
 - Recruitment and Selection
 - Labour and Employee Relations
 - Policy Development
 - Health and Safety
 - Training and Development
- County of Frontenac employees
 - OPSEU 462 (Paramedics)
 - CUPE 2290 (Fairmount & Administration) and CUPE 109 (Ferry)
 - Non-Union
- Ad hoc services to the Townships



Key Highlight: 2011

Legislative Requirement/Council's Strategic Priorities

Establish an active program to support staff recruitment/retention, and other activities to ensure a skilled, committed staff

Progress

Recruitment (over 200 files every year)

Key administrative positions:

- Executive Assistant – Administrative Services
- Executive Assistant – Emergency & Transportation Services
- Deputy Treasurer – Administrative Services
- Sustainability Assistant – Administrative Services

Specific Results

Effective recruitment ensures the County is able to move forward on its goals and objectives towards a sustainable future

Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

Establish an active program to support staff recruitment/retention, and other activities to ensure a skilled, committed staff

Progress

Training & Development

- Develop and train our staff while ensuring fiscal responsibility
- Provide enrichment opportunities for staff

Employee Relations

- Maintain, develop and advance HR policies and procedures

Key Highlights: 2012

Expected Results

Training & Development

- Compliance with applicable legislation, policies and procedures
- Maintain and challenge employees' skills ensuring organizational growth and stability

Employee Relations

- Build and promote effective employee relations based on fair compensation practices and successful labour relations within a positive work environment



Occupational Health

Occupational Health

Management of Employee Injury and Illness

- Prevention initiatives through orientation, education
- Modified and alternate work design for return to work
- Statistical data collection

Wellness Promotion & Illness Prevention

- Healthy lifestyle initiatives and individual consultation

Health & Safety

- Legislative compliance of all departments' adherence to the *Occupational Health and Safety Act* and other applicable legislation

Primary Care

- Support to staff for physical, emotional and psychological conditions

Infection Prevention and Control

- Support best practice guidelines with Fairmount and FPS
- Services on request to township staff (F&R)
- Influenza vaccine to County staff



Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

Establish an active program of support staff recruitment/retention, and other activities to ensure a skilled, committed staff

Progress

- Designated Officer process for County & Townships
- Increased utilization of services by Townships for education, training, health screening and legislated initiatives
- Refreshed and standardized the *Return to Work* program
- Completion of the *Road to Zero* audit initiatives

Specific Results

- Effective process for managers and staff to assess infectious disease exposure risks and effective follow up treatment
- Significant decrease in workplace injuries, illness and NEER charges
- Improved return to work process and staff comprehension
- Average of 20-40 staff appointments with OHN per quarter



Key Highlight: 2012

Legislative Requirement/Council's Strategic Priorities

Strategic Planning Statements include: Pursue outcomes that benefit Townships; Be supportive and flexible about “ownership” - work towards a broader plan and common goal

Progress

- Continued collaboration with Townships for joint initiatives – GHS, management of injured workers, Physical Risk assessments (annual),
- Continued collaboration with Human Resources in development of new orientation program
- Creation of a Mental Health Wellness Plan to be shared with Townships

Expected Results

Increased collaboration between the Townships and County on H&S issues ensuring all Townships have the combined resources to reach and maintain compliance with legislated obligations.



Information Technology

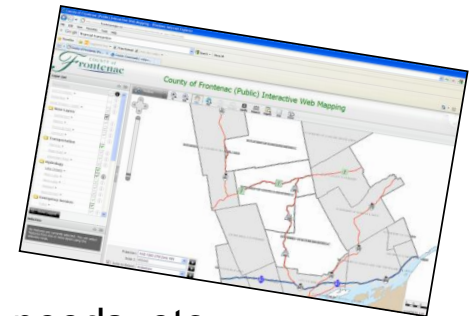
Information Technology

Service at 11 different locations

- Wolfe Island
- Kingston: Palace Road, Highway 15 & 401, Justus Drive, Howe Island Ferry Road
- County Complex: Old House, Fairmount, FPS Headquarters
- Sydenham
- Parham
- Snow Road

Geographic Information Services

- Comprehensive mapping and support for all planning and development activities
- Support for tourism, health services, social needs, etc.



Ad hoc services provided to the Townships

Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

Implement an active program of communications with taxpayers, stakeholders, townships and other partners

Progress

Training on and implementation of an e-meeting management software system

Specific Results

- Trained knowledgeable users are able to access the e-meeting system through the County's web site
- Easy access to public documents providing accountability and transparency to the County's taxpayers, stakeholders, Townships et al

Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

Compliance with Records Retention policies through skilled/committed staff
Actively support activities that build skilled committed staff groups

Progress

Implement and integrate the Document Management Software

Continue to support the daily e-activities of staff using:

- Citrix
- County websites
- GoldCare
- Nurse call system
- Great Plains
- Info:HR
- JBS Scheduling
- Annual software & hardware upgrades
- GIS Technology
- eAlert system
- Electronic Advice Slips
- ePCR Review

(approximately 1,200 work orders per quarter through HelpDesk in 2011)

Key Highlights: 2012

The Expected Results

Document Management Software:

- County's Records Retention policies will be enforceable, keeping the County in compliance with legislation
- Easy online search capabilities for the public, improving transparency of County actions and creating a more independent public
- Streamlined internal document directory allowing staff to efficiently locate, save and retrieve documents
- Improved staff workflow

Support:

- Quality IT and the resources to recognize, acquire and implement innovative technology allow staff to work efficiently towards a sustainable future for the County



Sustainability

Sustainability

- Integrated Community Sustainability Planning

- Growth Projections
- Municipal Housing
- Green Energy and Planning
- Seniors Housing



- Land Use Planning

- Subdivision Approvals
- CIPs
- Land Use Planning Policy
- Planning Services

- Economic Development

- Infrastructure
- Business Support
- Marketing and Promotion
- Collaboration
- Contract work for Townships

Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

- Establish at least one CIP in each Township
- Complete and open the Frontenac K&P Trail

Progress

- Prepared 1st CIP for Verona; Council approved 2nd CIP for Sharbot Lake
- Contracted for the engineering and design of 4 remaining bridges along the Trail

Specific Results

- Verona: Approved by SF Council; citizens' input gathered; OPA approval by MMAH outstanding
- Sharbot Lake: 1st community workshop tonight
- Prepared to move forward with the next phase of the Trail's development



Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

- Develop a County Official Plan with a 20 year timeframe
- Strengthen relationships with businesses to support their contribution to the economy

Progress

- Begin work on a 'high level' County Official Plan ensuring extensive citizen involvement
- Work toward creating an inventory of available land and buildings and complete a business needs assessment for the County

Expected Results

- Integrated land use planning and greater community capacity leading to a consistent and efficient planning system with *Made in Frontenac* planning solutions
- Identified community hubs and business development (employment) areas with data readily available for Townships and partner organizations



Emergency Management

Emergency Management

Under the *Emergency Management and Civil Protection Act* and Ontario Regulation 380/04, the County is required to:

- Plan for emergencies to maximize the safety and security of the citizens of Frontenac
- Play a supportive role with the Townships and communicate with Province during emergencies
- Undertake collaborative activities within the Frontenacs including joint meetings, training and exercises



Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

Implement an active program of communications with taxpayers, stakeholders, townships and other partners

Progress

County Emergency Management Program Committee endorsed the following:

- Basic Emergency Management (BEM) training course
- Inaugural County/Township Community Emergency Management Coordinator (CEMC) joint meeting
- Public Awareness campaign during Emergency Preparedness Week

Specific Results

- 2/3 of the County's Community Control Group were trained in BEM
- Mutual issues from Joint meeting were identified
- Joint, annual exercise with the Township of South Frontenac



Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

Directions for Our Future: People contribute fully to their own well being or engage fully in community life because they live in a community where they feel safe and secure

Progress

- JEPP project
- Telecommunications exercise
- Joint exercise
- BEM
- Community presentations
- Business continuity
- Joint County/Township CEMC meetings

Expected Results

- Improved communications with our partner Townships
- Approach emergency management collaboratively to make our communities safe and secure



Frontenac Paramedic Services

Frontenac Paramedic Services

Emergency Service operated 24/7 responding to approximately 22,000 calls annually

Designated Service Provider for area including the City of Kingston

- 7 stations located throughout the County and Kingston
- 131 full-time and part-time paramedics
- 16 Administration and Support Staff
- City input received quarterly through RULAC



Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

- Reduce response time in South Frontenac and southern Central Frontenac
- Directions for Our Future: Residents (both permanent and seasonal) are able to access high quality health services...

Progress

- Opened the new land ambulance station in Sydenham
- Launched quality simulation training in our new Mobile Simulation Lab

The Specific Results

- 24% decrease in average response time to the areas described above
- Completed over 225 simulation scenarios to date
- Over 130 paramedics have experienced this innovative training concept

Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

- Improvements in green practices

Progress

- All ambulances will be using the new ACETECH ECORUN technology for fuel reduction
- Paper copies of daily operations' reports will become electronic

Expected Results

- An ambulance can consume several litres of fuel per hour during idle time while the motor is running and ECORUN technology can reduce fuel consumption by up to 40% which translates into savings of anywhere from \$1,500 and \$2,000 per year → Reductions of 4.5 tons of CO₂ emissions per year, per vehicle
- On average, this format will save 20,000 sheets of paper/year which translates into approximately 2.5 trees





Marine Services

Marine Services

Marine Services manages the operations of the Frontenac-Howe Islander Ferry

Budget for this operation is shared between the Province and the County of Frontenac



Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

Implement an active program of communications with taxpayers, stakeholders, Townships and other partners

Progress

- Electronic signage installed on both the mainland and island sides

The Specific Results

Improved communication of:

- Ferry maintenance periods - both scheduled and emergency
- Community announcements provided by the Township

Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

- Target and achieve long-range sustainable development while maintaining consideration for the environment
- Improvements in green practices
- All individuals are responsible stewards of the natural environment, undertaking to make sustainable choices with regard to personal movement and consumption (*Directions for Our Future*)

Progress

Pilot less environmentally damaging products for ice control on the vessel deck (beet juice pellets and/or calcium chloride pellets will be reviewed)

Expected Results

Reduced pollution and damage to our waterways and the vessel



Fairmount

Fairmount

- Residents

- Age range is 55 – 102 years; average age is 85 years
- Average stay is 716 days
- Ratio of female to male residents is approximately 2:1
- 118 individuals on our waiting list

- Complexity of Care

- | | |
|--|-----------------------------------|
| ○ 32.6% - endocrine/
metabolic/nutritional diseases | ○ 25% - psychiatric/mood diseases |
| ○ 50.8% - musculoskeletal diseases | ○ 12.9% - pulmonary diseases |
| ○ 72% - neurological diseases | ○ 29.5% - sensory diseases |
| | ○ 35.6% - other diseases |

- Staff and Volunteers

- 185 Staff
- 120+ active volunteers equates to over 7,000 hours each year

Key Highlights: 2011

Legislative Requirement/Council's Strategic Priorities

- Council: Develop a long-term strategy that considers increasing pressures on Fairmount, long-term care, other facilities and general housing supply
- Fairmount: Community Outreach & Program Development

Progress

- No increase in the 2011 operating budget
- Two grant opportunities allowed for additional programming for residents
- Maintained Ministry of Health & Long-Term Care occupancy policy

Specific Results

- High level of satisfaction reflected in residents' and families' feedback
- New art and music programs provided for residents and the community
- Base funding assured (98.7% occupancy rate for January 1st to October 31st)



Key Highlights: 2012

Legislative Requirement/Council's Strategic Priorities

Establish an active program to support staff recruitment/retention, succession plans and other activities to ensure a skilled, committed staff

Progress

- Dietary department review by an external organization to ensure efficiency and effectiveness of procedures and job routines
- Commence revisions to staff training program
- Begin work on a succession plan

Key Highlights: 2012

Expected Results

- Recommendations to improve efficiency and effectiveness and, over time, increase staff satisfaction (since 2004, regular internal reviews of dietary procedures and job routines have led to changes – external perspective now required)
- Sufficient staff training opportunities to ensure the training program meets the requirements of the Long Term Care Homes Act
- Increased availability of experienced and capable employees prepared to assume key roles (within 5 years 41% of Fairmount staff will be between 50 -70)

Social Services

- **Housing Policy Committee**
 - Looks at business cases from housing service providers
- **Children & Youth Steering Committee**
 - Childcare Services 0-18 years across KFL&A
- **Best Start Network**
 - Childcare services 0-6 years across KFL&A
- **North and Central Frontenac Core Partners**
 - Frontenac Agencies share ideas with City of Kingston Social Services



ADMINISTRATIVE REPORT

To: Warden and Council Members of the County Of Frontenac

From: Elizabeth Savill
CAO

Prepared By: Marian VanBruinessen
Treasurer

Date Prepared: December 4, 2011

Date of Meeting: December 14, 2011

Re: **Financial Services – Reserve and Reserve Funds**

Background

Reserves and Reserve Funds are financial management tools that are an essential part of a sound fiscal policy to address long-term objectives. The ultimate goal is to fully fund the annual capital plan through current reserves while delivering efficient, effective programs to the ratepayers of the County. The key to reserve policies and planning is to balance current and future requirements. Sound program and financial planning would accommodate future growth while maintaining acceptable tax rates.

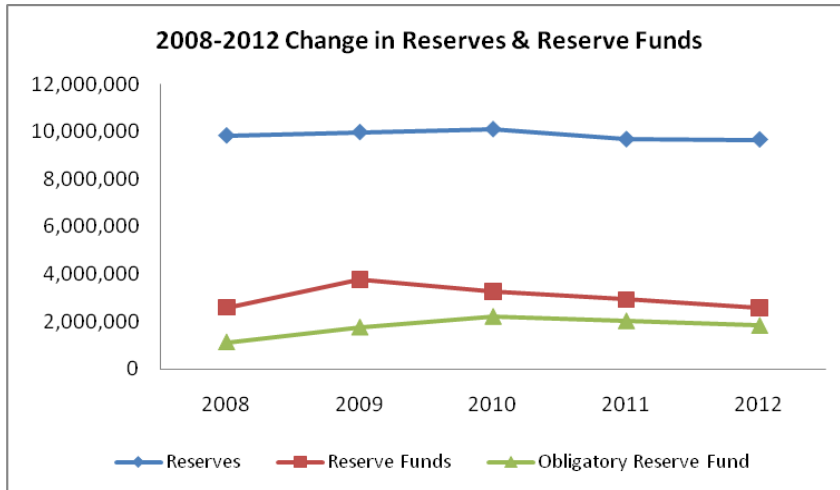
A reserve is unrestricted and is appropriated from net revenue at the discretion of Council after the provision for all known expenditures. The primary source of revenue from reserves is from current operations, usually surpluses at year-end or as a deliberate segregation during budget deliberations. Reserves are sometimes referred to as “rainy day funds” used to mitigate fluctuations in economic factors, changes in government funding, unanticipated events and contingent liabilities. However, they are also used to accumulate funds in order to finance large projects to avoid debt financing or large swings of the tax levy.

Reserve Funds differ from reserves in that they are segregated and restricted to meet a specific purpose as defined by the Municipal Act or at the direction of Council.

Comment

The County has a number of reserves and reserve funds which provide a stable foundation for the County and allow County Council to mitigate impacts on the tax levy as a result of unusual budget requirements. The following is a review of each of the reserves and reserve funds, the rationale for their establishment and their impact on the future of the County. Appendix A provides a summary listing of the reserves and reserve funds. As the County provides services which are cost-shared with the City of Kingston, some of the reserves are funded through joint contributions. These reserves are prefaced in their title by JOINT. General County reserves are prefaced by FRC, Fairmount by FMT and Land Ambulance by FPS.

The reserves and reserve funds retained by the County ensure that it can take advantage of opportunities and not be jeopardized by unanticipated costs or economic downturns.



FRC Working Fund Reserve

Purpose: Established to provide cash flow for operations resulting from unexpected expenditures to eliminate the requirement to borrow funds to meet immediate obligations.

History: Allocations to and from the Working fund have been undertaken annually. The fund is about 9.1% of the total 2012 budgeted expenses.

Proposed 2012

- a) **Inter-fund transfer:** It is proposed that amounts to be allocated to the Land Acquisition Reserve (\$20,000), the Strategic Projects Reserve (\$50,000) The GIS Projects Reserve (11,000), the Land Use Planning Reserve and the 150th Anniversary Reserve (\$150,000) be transferred from the Working Fund Reserve.
- b) It is proposed that the capital projects planned, but not completed in 2011 be funded in 2012 from the Working Fund Reserve (\$110,000) and further that 50% of new capital projects be funded by a transfer from the Working Fund Reserve (\$84250). Also dollars raised in 2011 for the BR&E Project should be brought forward to 2012 (\$18,000).

End value: \$3,835016

FRC Stabilization Reserve

Purpose: Established to mitigate any unforeseen downturns in the economy and the potential budget implications this might entail.

History: Allocations have been made annually.

Proposed 2012:

Agenda Item # 10102b)

- a) No additional allocation

End value: \$975,000

FRC Strategic Projects Reserve

Purpose: Established to ensure there were funds available should a large strategic project arise or to provide the ability to take advantage of unforeseen opportunities requiring a County contribution.

Proposed 2012: An allocation of \$50,000 has been proposed for this reserve to be taken from FRC Working Fund Reserve.

End value: \$220,000

FRC Capital

Purpose: This reserve will provide for County capital requirements.

Proposed 2012: The annualized contribution to this reserve is \$88,000.

End value: \$574,644

FRC Library Reserve

Purpose: This fund was developed when the County learned that the library anticipated capital projects for which the City was reserving its share separately.

History: It has been used to support vehicle purchases and expansion of the IT system.

Proposed 2012: The library has indicated that an allocation of about \$31,000 annually should be adequate to provide for the County's share of capital requirements in the future. The library has indicated that it will require \$39,000 for capital in 2012.

End value: \$69,714

FRC Land Use Planning

Purpose: To provide for liabilities incurred as a result of the County's involvement in Land Use Planning.

History: The County is responsible for subdivision approval. Although we do require that applicants provide funding for any OMB activity that they might generate, the County recognized that in some circumstances the County might be faced with additional Land Use planning costs.

Proposed 2012: Understanding the County's responsibilities in Land Use planning and the possible future requirements, it is suggested that \$50,000 be allocated to this reserve annually.

End value: \$176,159

FRC GIS Project Reserve

Purpose: To provide for the future requirements of the GIS Project.

Agenda Item # 10102b)

History: This reserve was established in 2010.

Proposed 2012: An allocation of \$11,000 from the FRC Working Funds.

End value: \$33,000

FRC Social Housing Out of Scope Reserve

Purpose: Established to provide for the capital costs incurred in social housing projects in the County which are 100% County costs.

History: Allocations of \$25,000 have been made annually.

Proposed 2012: An allocation of \$25,000 to equal prior year contributions is recommended. In 2012 the County will be required to pay \$20,000, the second of 10 installments on an interest free loan provided to the Verona units of the Kingston Frontenac Housing Corporation.

End value: \$374,400

FRC Ontarians with Disabilities Reserve

Purpose: The County established this reserve to provide for the retrofits that will be required as a result of the AODA legislation. The requirements will include structural changes as well as adjustments in IT and furnishings.

Proposed 2012: An allocation of \$10,000 has been proposed for this reserve.

End value: \$45,000

FRC 150th Anniversary Reserve

Purpose: The reserve is proposed to support the 150th anniversary celebrations in 2015.

Proposed 2012: An allocation of \$150,000 has been proposed for this reserve and will be transferred from the FRC Working Fund Reserve

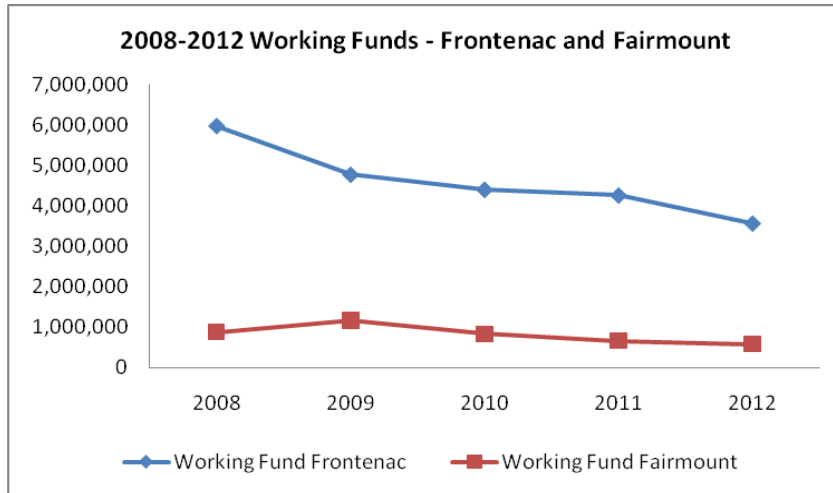
End value: \$150,000

FMT Working Fund Reserve

Purpose: Established to provide cash flow for Fairmount operations and to eliminate the requirement to borrow funds to meet immediate obligations. Projects, not completed in one budget year will be funded from an allocation from this reserve in the following year.

Proposed 2012: No allocation is anticipated to this account.

End value: \$583,509



JOINT FMT Severance Reserve

Purpose: To provide for requirements related to the termination of employees.

History: The amounts in and out of this fund fluctuate depending on the labour requirements.

Proposed 2012: An allocation of \$30,000 is proposed with an anticipated requirement for \$12,083 in 2012.

End value: \$97,407

JOINT FMT Operations Reserve

Purpose: To provide for requirements related to periodic contracts.

History: This reserve was established in 2010. It provides for contracts that arise periodically, but are not required annually, to smooth the budget impact. The duct cleaning contract for example is required every five years.

Proposed 2012: An allocation of \$9,000 is proposed.

End value: \$37,000

FMT Capital Reserve

Purpose: Established to provide for capital replacement.

History: This reserve was first funded through modest annual transfers of \$21,000 were taken from the FMT Capital Reserve Fund. In 2010 when the PSAB asset inventory process was complete the fund was brought up to reflect the County's share of capital replacement requirements

Proposed 2012: Capital replacement requires an annual contribution to the reserve of approximately \$85,000. This annual contribution is being phased in at \$17,000 per year with the remainder transferred from the FMT Capital Reserve Fund, so that by 2016 the

Agenda Item # 10102b)

full annual replacement requirement is levied. In 2012 \$39,968 will be utilized for capital replacement.

End value: \$654,043

FRC Frontenac-Howe Islander Ferry Revenue Reserve

Purpose: Established as a result of the 2004 agreement with the Ministry of Transportation for the Frontenac-Howe Islander Ferry service which allows an amount of up to 5% of operating expenses to be reserved.

History: The agreement recognizes the consolidation of fees and fares for both ferries. To mitigate the variances in fees and fares collected, MTO agreed that the County could retain up to 5% of the Operating costs in a reserve. This will provide for shortages related to the County or Township share of the expenditures.

Proposed 2012: The allocation or reduction depends on the year end operating revenue and expenses.

End value: \$27,811

FPS General Reserve

Purpose: established to provide for the uncertainty as to the requirements for land ambulance and the Province's contribution rate.

History: No additional contribution has been made since 2005.

Proposed Future: With a number of longer term capital projects on the horizon, this will provide the opportunity to fund the County's share of these projects with minimal impact on the tax levy.

End value: \$394,217

JOINT FPS Vehicle Replacement Reserve

Purpose: Established to provide for the ongoing replacement of vehicles based on the estimated useful life of those vehicles

History: This reserve was set up when the service was transferred to the County.

Proposed 2012: The required allocation in 2012 is \$422,658 and \$78,000 will be used for vehicle replacement in 2012.

End value: \$469,793

JOINT FPS Equipment Replacement Reserve

Purpose: Established to provide for the ongoing replacement of equipment based on estimated useful life.

History: This reserve was established when the service was transferred to the County.

Proposed 2012: The required allocation in 2012 is \$214,605 and \$78,000 will be used for equipment replacement in 2012

End value: \$629,716

JOINT FPS Severance Reserve

History: This reserve was established when the service was transferred to the County. The Ministry of Health and Long Term Care provided severance funding that it had accrued to the date of download. Subsequent County contributions provided for requirements inherent in the historical contracts with Hotel Dieu and Parham Ambulance Services until a contract was negotiated with the County. The current contract does not have the same liability for termination/retirement payments, however there are legislated termination requirements.

Proposed 2012: No adjustments are proposed for this reserve.

End value: \$369,677

JOINT FPS Other Projects Reserve

Purpose: Established to provide for new land ambulance capital projects.

History: By 2009 most of the land ambulance cross border billing contracts were resolved. This liability had been accrued since 2002 on the basis of an estimate of total cost per call, and anticipating payment for all calls. Final contracts are primarily based on a standard cost per call and the County was successful in its assertion that repatriation calls should be paid for by the municipality of residence for that call. As a result a substantial surplus was realized and MOH indicated that its share of the funding for this liability could be transferred to a reserve for special projects. The amount of this allocation is \$820,000.

Proposed 2012: The North Frontenac Joint Fire/Ambulance base project will utilize the remaining funds in this reserve.

End value: \$0

JOINT FPS NEER Reserve

Purpose: This is a new reserve proposed for 2011, utilizing funds raised for the NEER (WSIB New Experimental Experience Rating) assessment and not utilized in 2012.

History: Workers Safety Insurance Bureau reconciles claims and contributions over a 4 year period. This can result in a surcharge or a rebate. To smooth the effect of this reconciliation

Proposed 2011: It is proposed that the \$150,000 raised for NEER in 2011 be transferred to this reserve as the 2011 NEER reconciliation resulted in a rebate.

Proposed 2012: No additional allocation in 2012

End value: \$150,000

FRC Federal Gas Tax Reserve Fund

Purpose: Established to provide for projects support by the Federal Gas Tax Agreement (FGT).

Agenda Item # 10102b)

History: The FGT Agreement requires that the FGT funds transferred to the municipality are held in a separate fund. The County has undertaken an Integrated Community Sustainability Plan process which now forms the basis for FGT funds disbursement.

Proposed 2012: The County will receive FGT funding to 2014 of \$820,000 annually. Projects totaling \$460,279 are made up of projects outlined in the 2012 budget and an allocation to the Townships of \$510,000

End value: \$1,694,529

FRC Investing in Ontario Reserve Fund

Purpose: Established with Provincial funding to provide for County capital projects.

History: The Investing in Ontario funds are to be held in a separate fund and can only be used for capital projects. The County approved an allocation of these funds in 2008, but revised the allocation by resolution in August 2010. These projects included Fairmount Capital Projects (\$200,000), the K&P Trail (\$300,000), Green initiatives(\$416,000) and Broadband funding (\$365,000). In 2011 funds were expended for the K&P Trail bridge engineering study and for the Sydenham and Palace Road solar panel projects.

Proposed 2012: To continue to utilize these funds for capital projects related to Fairmount (\$146,848), the K&P Trail (\$154,191) and Green initiatives. The Broadband project is completed.

End value: \$261,584

FMT Capital Reserve Fund

Purpose: Established to provide for Fairmount capital redevelopment requirements.

History: This fund was initially established to provide for the capital requirements of the rebuild. The project was finally supported through a debenture and the County has drawn \$50,000 annually to offset part of its contribution to the debenture. This fund was also available to provide for the County's share of future capital replacements. A small amount of \$21,170 was transferred from this FMT Capital Reserve Fund to a capital reserve annually. The PSAB process has enabled the County to determine capital replacement requirements more precisely as discussed above. The capital replacement will require an ongoing annual contribution of \$88,000.

Proposed 2012: \$125,000 will be drawn from this reserve annually to offset the debenture cost.

Should these proposals be adopted as recommended, this reserve fund will be reduced by the time the debenture is paid off in 2022. At that time the County might consider allocating an amount equal to its previous net contribution to the debenture into this reserve fund to provide for future building requirements for Fairmount Home.

It is also proposed that \$500,000 be retained to provide for the auditorium renovation.

End value: \$2,086,883

FMT Capital Campaign Reserve Fund

Agenda Item # 10102b)

Purpose: Established to provide for donations related to Fairmount capital redevelopment requirements.

History: This fund was initially established as the repository for the Fairmount Redevelopment Capital Campaign donations. Donations received subsequent to the end of the campaign and which were designated for the redevelopment have been deposited in this account.

Proposed 2012: As funds were donated specifically for Fairmount Home major capital building renovations, the allocations must reflect this purpose in the future and these funds could be used for the Fairmount Home Auditorium renovation or other identified projects.

End value: \$67,715

JOINT FMT Donations Reserve Fund

Purpose: Established to provide for benefit of the residents.

History: This fund is supported by donations from various sources and is meant to be used for the benefit of the residents. Fairmount Residents' Council makes recommendations for the use of these funds.

Proposed 2012: No requirements identified in 2012.

End value: \$83,808

JOINT FMT Pathways Reserve Fund

Purpose: Established to provide for maintenance of the pathways.

History: This fund is supported by donations from various sources for the maintenance of the Pathways behind Fairmount Home.

Proposed 2012: There are no requirements for the pathways anticipated for 2012.

End value: \$39,152

Recommendation

RESOLVED THAT Council of the County of Frontenac receive this *Financial Services – Reserve and Reserve Funds Report*

AND FURTHER that Council direct the Treasurer to establish the FPS NEER Reserve in 2011;

AND FURTHER that Council direct the Treasurer to reflect in the 2012 budget the reserve and reserve fund changes as outlined in this report for 2012.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Management Team, County of Frontenac

Agenda Item # 10102b)

Appendix A

	2011 Year End Estimate	2012 Budget Allocations	2012 Budget Requirements	2012 Year End Balance
Reserves				
County				
FRC Working Capital	4,251,266	45,000	-443,250	3,853,016
FRC Stabilization	975,000	0	0	975,000
FRC Strategic Projects	170,000	50,000	0	220,000
FRC Capital	486,644	88,000	0	574,644
FRC Library	77,714	31,000	-39,000	69,714
FRC Land Use Planning	126,159	50,000	0	176,159
FRC GIS Project	22,000	11,000	0	33,000
FRC Social Housing Out of Scope	369,400	25,000	-20,000	374,400
FRC Ontarians with Disabilities	35,000	10,000	0	45,000
FRC Land Acquisition	40,000	20,000	0	60,000
FRC 150 th Anniversary	0	150,000	0	150,000
FRC Frontenac Howe Islander Ferry Revenue	27,811	0	0	27,811
Fairmount				
FMT Working Capital	663,323	0	-79,814	583,509
JOINT FMT Severance	89,934	30,000	-12,083	97,407
JOINT FMT Operations	28,000	9,000	0	37,000
FMT Capital	569,019	85,024	0	654,043
Frontenac Paramedic Service				
FPS General Reserve	394,217	0	0	394,217
JOINT FPS Vehicle Replacement	125,135	422,658	-78,000	469,793
JOINT FPS Equipment Replacement	536,231	214,605	-121,600	629,176
JOINT FPS Severance	369,677	0	0	369,677
JOINT FPS Other Projects Reserve	300,000	0	-300,000	0
JOINT FPS NEER Reserve	0	0	150,000	150,000
Total Reserves	9,656,503	1,241,287	-943,747	9,943,565
Reserve Funds				
FRC Federal Gas Tax	2,020,907	850,278	-970,279	1,900,668
FRC Investing in Ontario	555,097	8326	-120,000	443,423
FMT Capital	2,179,195	32,688	-125,000	2,086,883
FMT Capital Campaign	67,639	337	0	67,715
JOINT FMT Donations - General Benefit of Residents	83,391	417	0	\$83,808
JOINT FMT Pathways	38,764	388	0	39,512
Total Reserve Funds	4,946,732	892,777	-1,615,839	4,223,671



ADMINISTRATIVE REPORT

To: WARDEN AND COUNCIL OF THE COUNTY OF FRONTENAC

From: Elizabeth Savill
CAO

Prepared By: Julie Shillington
Administrator of Fairmount

Date Prepared: December 9, 2011

Date of Meeting: December 14, 2011

Re: Fairmount Home – Elevator Repairs

Background

There are three elevators at Fairmount – a public elevator; a service elevator and the County elevator.

The public elevator is located in the main lobby of Fairmount and is used by visitors and residents to move between the first and second floors. There is no access to the ground floor via this elevator. The service elevator is located in the hallway that connects the north and south sides of the building and is off-limits to residents. The County elevator is located between the County's administrative offices and Fairmount; is surrounded by a stairwell and is off-limits to residents.

To access the elevators that are off-limits to residents requires the use of a swipe card. This ensures that residents do not have access to those areas.

Comment

Our public elevator is now out of service and our elevator maintenance contractor has advised us that it will remain that way for approximately seven months. The control system or "brains" of the elevator is no longer working and requires replacement. When the control system is replaced the car and hall fixtures, wiring and fire service also need to be replaced.

The control system for our elevator cannot be sourced but must be manufactured as the original installer of the elevator and original fabricator of the control system are both no longer in business. While the bulk of the waiting period is related to the manufacturing of the control system, time is also needed for approval of engineered drawings and installation.

Consideration was given to replacing the entire elevator but this was not recommended by the elevator contractor as the rest of the elevator is in good condition; it would be a more significant cost and the elevator would be out of service for a longer period of time.

Administrative Report
Fairmount Home – Elevator Repairs
December 14, 2011

Agenda Item # 10104a)

Currently visitors and residents are being escorted from floor to floor by staff however this is not a feasible long-term contingency plan as visitor flow is heavy at Fairmount. At the time of writing this report we have been working with the Ministry of Health & Long-Term Care to develop a longer-term contingency plan which we hope will allow visitor flow through the County elevator while still maintaining the safety and security of our residents. This plan will also address accessibility concerns.

Sustainability Implications

None.

Financial Implications

The estimate for repairs provided by the elevator contractor is \$56,858.

Recommendation

RESOLVED THAT Council of the County of Frontenac receive this *Fairmount Home – Elevator Repairs* report:

AND FURTHER THAT Council authorize the Clerk to execute an agreement with ThyssenKrupp for the necessary repairs to the public elevator.

Organizations, Departments and Individuals Consulted and/or Affected

Ministry of Health & Long-Term Care
ThyssenKrupp
Residents
Staff
Volunteers
Resident Family Members



POSTED CHEQUE LISTING

COUNTY OF FRONTENAC

(Great Plains)

FOR THE PERIOD OF: November 8, 2011 - December 6, 2011 (inclusive)

CHEQUE TOTAL:

1,008,705.00

TOTAL:

\$1,008,705.00



POSTED CHEQUE LISTING

PAYROLL

FOR THE PERIOD OF: November 8, 2011 - December 6, 2011 (inclusive)

PAYROLL DATE

PP#23	October 24, 2011 - November 6, 2011	Canadian Payroll	\$ 269,198.50
PP#23	October 31, 2011 - November 13, 2011	Canadian Payroll	\$ 170,630.56
PP#24	November 7, 2011 - November 20, 2011	Canadian Payroll	\$ 289,395.89
SP	Special Pay, November 24, 2011		\$ 16,062.14
PP#24	November 14, 2011 - November 27, 2011	Canadian Payroll	\$ 160,462.94

PAYROLL TOTAL: \$ 905,750.03

TOTAL: \$ 905,750.03

Agenda Item # 11•

System: 12/6/2011 12:03:43 PM
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County of Frontenac
 DETAIL INQUIRY REPORT FOR 2011
 General Ledger

Page: 1
 User ID: nellcott

* Voided Journal Entry

Account: 10-10-00000-10200 Bank Account - General

Ranges:	From:	To:
Date	11/8/2011	12/6/2011
Source Document	CPY	CPY
Currency ID	First	Last

Sorted By: Transaction Date Account Balance: 11,398,136.44

Trx Date	Jrnl No.	Source Doc	Audit Code	Reference	Currency ID	Debit	Credit
11/10/2011	81,732	CPY		GLTRX00013135 Canadian Payroll Summary Batc			269,198.50
11/17/2011	82,036	CPY		GLTRX00013176 Canadian Payroll Summary Batc			170,630.56
11/24/2011	82,195	CPY		GLTRX00013204 Canadian Payroll Summary Batc			289,395.89
11/24/2011	82,251	CPY		GLTRX00013223 Canadian Payroll Summary Batc			16,062.14
12/1/2011	82,332	CPY		GLTRX00013253 Canadian Payroll Summary Batc			160,462.94
Totals:						0.00	905,750.03
Total Transactions:		5					

Access

Range

Date

Source

Currency

Source

Trx D

11/10

11/17

11/24

11/24

12/1

Total

Access

Range

Date

Source

Currency

Source

Trx D

11/10

11/17

11/24

11/24

12/1

Total

Access

Range

Date

Source

Currency

Source

Trx D

Agenda Item # 11•

COUNTY OF FRONTENAC
CHEQUE REGISTER REPORT
NOVEMBER 8, 2011 - DECEMBER 6, 2011(inclusive)

Cheque/Transaction/ Confirmation Number	Vendor ID	Vendor Cheque Name	Cheque Date	Amount
66	FULT0004	SAVILL, ELIZABETH - IN TRUST	11/16/2011	814.00
11122011	IMPE0001	IMPERIAL OIL	11/12/2011	15,817.06
1149985	RECE0002	RECEIVER GENERAL	11/10/2011	455.35
1740	PARA0001	PARAMEDIC ASSOCIATION	11/9/2011	170.00
1741	COUN0016	COUNTY OF FRONTENAC	11/9/2011	575.50
36099	ALLI0003	ALLIANCE WIRELESS COMMUNICATIO	11/16/2011	35.26
36100	ANDE0001	KYLE ANDREWS	11/16/2011	4,339.20
36101	BABC0001	NICK BABCOCK	11/16/2011	50.00
36102	BARB0001	PETER BARBIER	11/16/2011	50.00
36103	BATT0003	STARK BATTAM	11/16/2011	1,175.20
36104	BENS0001	BENSON TRUCK & TRAILER	11/16/2011	10,233.08
36105	CARL0001	CARLETON UNIFORMS INC.	11/16/2011	21.47
36106	CHRI0002	CHRISTIE WALTHER	11/16/2011	96.05
36107	DAVI0003	DAVID STONE & ASSOCIATES	11/16/2011	3,164.00
36108	DELA0001	DE LAGE LANDEN FINANCIAL SERVI	11/16/2011	450.87
36109	DOOR0001	DOOR DOCTOR	11/16/2011	1,632.85
36110	FULT0003	SAVILL ELIZABETH -IN TRST	11/16/2011	729.56
36111	JONE0003	ROSEMARIE JONES	11/16/2011	102.15
36112	KILP0001	KILPATRICK HOLDINGS INC.	11/16/2011	12.43
36113	NINE0001	NINE ONE ONE OUTERWEAR	11/16/2011	348.15
36114	RECE0003	RECEIVER GENERAL	11/16/2011	538.43
36115	ROY0001	ROY ELECTRIC	11/16/2011	821.93
36116	SAND0001	SANDS CANADA INC/ANGUS	11/16/2011	54.13
36117	SHIL0001	KENDRA SHILLINGTON	11/16/2011	50.00
36118	TOWN0001	TOWNSHIP OF CENTRAL FRONTENAC	11/16/2011	91,104.41
36119	TOWN0003	TOWNSHIP OF NORTH FRONTENAC	11/16/2011	88,837.94
36120	TRANS0001	TRANSPORT CANADA	11/16/2011	683.42
36121	UNWY0001	UNITED WAY	11/16/2011	72.00
36122	AIGC0001	CHARTIS INSURANCE COMPANY OF C	11/16/2011	1,614.35
36124	MILL0003	MILLAR, SHAWN	11/24/2011	16,062.14
36125	APAR0001	A PARTY CENTRE	11/29/2011	1,332.61
36126	BIOP0001	BIO PED FOOT CARE CENTRE	11/29/2011	168.37
36127	CANP0001	CANPAR TRANSPORT L.P.	11/29/2011	4.31
36128	CLAY0001	CLAYTON FLOORING INC.	11/29/2011	3,679.10
36129	COUS0001	PAIGE COUSINEAU	11/29/2011	1,318.08
36130	CUPE0001	CUPE LOCAL 109	11/29/2011	1,124.93
36131	EAGL0002	EAGLE ORTHOPAEDICS	11/29/2011	12.00
36132	ENVI0001	ENVIRO-GUARD	11/29/2011	110.74
36133	GLEN0001	GLENBURNIE GROCERY	11/29/2011	72.58
36134	HRSY0001	HR SYSTEMS STRATEGIES INC.	11/29/2011	5,585.66
36135	JJEX0001	JJ EXPRESS	11/29/2011	175.49
36136	JUBI0001	JUBILATE SINGERS	11/29/2011	100.00
36137	KING0013	KINGSTON VOLKSWAGEN LTD.	11/29/2011	347.97
36138	NEIL0001	NEIL'S FLOWERS	11/29/2011	151.42

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**COUNTY OF FRONTENAC
CHEQUE REGISTER REPORT
NOVEMBER 8, 2011 - DECEMBER 6, 2011(inclusive)**

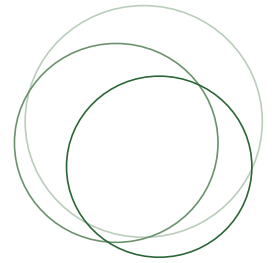
36139	NORM0001	DON NORMAN	11/29/2011	60.00
36140	QUAL0003	QUALITY CARE HEALTH SERVICES L	11/29/2011	649.75
36141	RECE0003	RECEIVER GENERAL	11/29/2011	558.62
36142	ROMA0001	JEANNE ROMAN	11/29/2011	192.70
36143	SIEM0001	SIEMENS BUILDING TECHNOLOGIES	11/29/2011	595.51
36144	SILV0001	SILVER'S WATER SERVICE	11/29/2011	135.00
36145	STER0001	STERICYCLE INC.	11/29/2011	70.66
36146	THEK0001	THE KINGSTON WHIG STANDARD	11/29/2011	137.18
36147	UNWY0001	UNITED WAY	11/29/2011	36.00
36148	WALM0001	WALMART CREDIT DEPT.	11/29/2011	1,112.98
36149	WARN0001	CAROLINE WARNER	11/29/2011	40.00
36150	WEST0002	WESTBURNE/RUDDY ELECTRIC	11/29/2011	119.83
36151	WORD0001	REBECCA WORDEN	11/29/2011	540.00
36152	WRIG0001	JOANNE WRIGHT	11/29/2011	125.00
36153	ADVA0004	ADVANCED PATIENT N.E.T.	11/29/2011	395.50
36154	BEEH0001	BEEHLER BROS. ELECTRICAL	11/29/2011	3,346.78
6277047	RECE0002	RECEIVER GENERAL	11/17/2011	66,427.75
6277669	RECE0002	RECEIVER GENERAL	11/17/2011	17,159.06
7105525	MINI0001	MINISTER OF FINANCE	11/15/2011	24,875.48
9296503	RECE0002	RECEIVER GENERAL	11/10/2011	15,253.60
A3K2X6	NORT0004	NORTH FRONTENAC TELEPHONE CO	11/25/2011	322.56
EFT0000187	AIRL0001	AIR LIQUIDE CANADA INC.	11/8/2011	23.39
EFT0000188	ALEX0001	ALEX MCCOY PLUMBING AND HEATIN	11/8/2011	650.39
EFT0000189	ALLI0002	ALLIED MEDICAL	11/8/2011	14,357.53
EFT0000190	BARD0002	BARDON SUPPLIES LTD	11/8/2011	769.19
EFT0000191	BLUE0001	BLUE CROSS	11/8/2011	67,448.96
EFT0000192	BOCC0001	LINDE CANADA	11/8/2011	4,460.38
EFT0000193	CANA0008	CANADIAN TIRE	11/8/2011	380.58
EFT0000194	CANA0037	WASTE MANAGEMENT	11/8/2011	4,025.90
EFT0000196	COLL0001	COLLINS	11/8/2011	124.50
EFT0000197	FERN0001	FERNO	11/8/2011	197.04
EFT0000198	FOTE0001	FOTENN CONSULTANTS	11/8/2011	1,149.78
EFT0000199	FUTU0001	FUTUREMED	11/8/2011	2,957.81
EFT0000200	GEMM0001	GEMMILL,DAVE	11/8/2011	4,691.86
EFT0000201	GRAN0001	GRAND & TOY	11/8/2011	592.48
EFT0000202	GRAN0003	GRAND & TOY LTD	11/8/2011	2,384.59
EFT0000203	HICK0001	HICKS MORLEY HAMILTON STEWART	11/8/2011	2,686.02
EFT0000204	HOTE0001	HOTEL DIEU HOSPITAL	11/8/2011	2,000.00
EFT0000205	ICIP0001	DULUX PAINTS	11/8/2011	383.71
EFT0000206	KFLA0001	KFL&A HEALTH UNIT	11/8/2011	54,984.00
EFT0000207	KING0009	KINGSTON REGIONAL HOSPITAL LA	11/8/2011	585.31
EFT0000208	KING0029	KINGSTON OXYGEN	11/8/2011	191.00
EFT0000209	KING0047	KINGSTON INJURY MANAGEMENT CE	11/8/2011	360.00
EFT0000210	MALL0002	MALLORY'S FIRE SYSTEMS LTD	11/8/2011	546.92
EFT0000211	MARI0001	MARILYN'S CLEANING SERVICES	11/8/2011	150.00
EFT0000212	MDSL0001	LIFELABS LP	11/8/2011	20.00
EFT0000213	MEDI0001	MEDICAL MART	11/8/2011	5,840.76

Agenda Item # 11•

**COUNTY OF FRONTENAC
CHEQUE REGISTER REPORT
NOVEMBER 8, 2011 - DECEMBER 6, 2011(inclusive)**

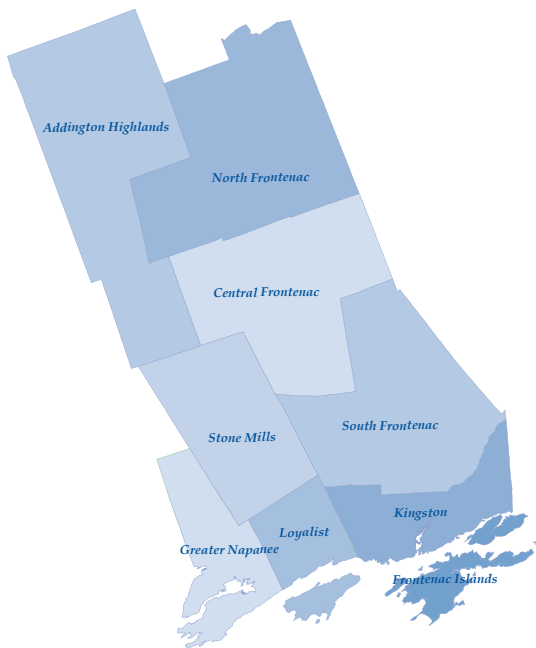
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EFT0000215	MOTI0001	MOTION SPECIALTIES	11/8/2011	1,344.00
EFT0000216	PATR0001	PAT ROGERS TOWING SERVICE	11/8/2011	1,124.35
EFT0000217	QUAL0001	QUALITY LIFE SERVICES INC.	11/8/2011	4,994.52
EFT0000218	RENT0001	RENTOKIL PEST CONTROL CANADA L	11/8/2011	318.66
EFT0000219	RIVE0001	RIVETT ARCHITECTURAL HARDWARE	11/8/2011	847.50
EFT0000220	SCOT0001	SCOTT INDUSTRIAL SERVICES	11/8/2011	7,472.96
EFT0000221	SHOP0002	SHOPPERS DRUG MART	11/8/2011	4,750.81
EFT0000222	SODE0001	SODEXHO SERVICES CANADA	11/8/2011	71,389.15
EFT0000223	SWIS0001	SWISH MAINTENANCE LTD	11/8/2011	1,385.49
EFT0000224	TERR0001	TERRY'S PLOWING AND LAWNCARE	11/8/2011	452.00
EFT0000225	THOM0006	THOMPSON ELECTRIC	11/8/2011	187.86
EFT0000226	TRIM0001	TRIM-LINE OF SOUTH EASTERN ONT	11/8/2011	33.90
EFT0000227	TROU0001	TROUSDALE HOME HARDWARE	11/8/2011	111.87
EFT0000228	VERS0001	VERSUS BUSINESS FORMS AND LABE	11/8/2011	150.47
EFT0000229	WECA0001	WE CARE HEALTH SERVICES LP	11/8/2011	162.00
EFT0000230	WRBR0001	W.R. BRIGHTMAN & SON LTD	11/8/2011	678.00
EFT0000231	ACKL0001	ACKLANDS GRAINGER INC.	11/8/2011	1,522.38
EFT0000232	CADU0001	CADUCEON ENVIRONMENTAL LABOR	11/8/2011	299.00
EFT0000233	CITY0002	CITY OF KINGSTON	11/18/2011	144,783.39
EFT0000234	MUNI0002	MUNICIPAL PROPERTY ASSESSMENT	11/18/2011	179,131.72
EFT0000235	OPSE0001	OPSEU LOCAL 462	11/18/2011	7,551.33
EFT0000236	GRAN0001	GRAND & TOY	11/18/2011	1,639.83
EFT0000237	CANA0041	CANADIAN LINEN AND UNIFORM SER	11/18/2011	490.29
EFT0000238	GEMM0001	GEMMILL,DAVE	12/1/2011	2,636.66
EFT0000239	DACO0001	DACON CORPORATION LTD.	12/1/2011	4,279.88
J4U2H8	UTIL0001	UTILITIES KINGSTON	11/14/2011	667.93
J4U2H9	HYDR0001	HYDRO ONE	11/15/2011	102.01
J4U2J2	HYDR0001	HYDRO ONE	11/14/2011	365.63
J4U2J3	HYDR0001	HYDRO ONE	11/15/2011	376.61
J4U2J8	BELL0001	BELL CANADA	11/21/2011	252.37
J4U2J9	BELL0001	BELL CANADA	11/21/2011	118.91
J4U2K2	STAR0001	SHAW DIRECT	11/8/2011	84.97
J4U2K4	BELL0002	BELL MOBILITY	11/14/2011	3,269.61
K5J5L7	CULL0002	CULLIGAN WATER CONDITIONING	11/14/2011	3,065.69
L8Q8H6	MINI0024	MINISTRY OF THE ATTORNEY GENER	11/10/2011	177.50
L8Q8H7	MINI0024	MINISTRY OF THE ATTORNEY GENER	11/10/2011	505.50
NOV 10/11	TDFU0001	TD FUTURE BUILDER	11/10/2011	1,550.00
Q3K2W8	BELL0001	BELL CANADA	11/25/2011	694.43
Q3K2W9	BELL0001	BELL CANADA	11/25/2011	390.24
Q3K2X2	BELL0001	BELL CANADA	11/22/2011	165.81
Q3K2X3	BELL0001	BELL CANADA	11/28/2011	175.41
Q3K2X4	UNIO0002	RELIANCE HOME COMFORT	11/17/2011	20.23
Q3K2X5	STAR0001	SHAW DIRECT	11/22/2011	310.65
Q3K2X7	KING0008	KINGSTON ONLINE SERVICES	11/10/2011	98.25
Total Cheques:	136		Total Amount of Cheques:	1,008,705.00
Void Cheques:	36123, EFT000019, EFT0000290			

KFL&A Public Health STRATEGIC PLAN 2012-2016



Our Mission

KFL&A Public Health works together with our communities to promote and protect the public's health. Our commitment is to provide public health programs and services of the highest quality.



Strategic Directions

Implement the Ontario Public Health Standards and the Organizational Standards.

- + Establish a performance measurement process or system.
- + Enhance program and service delivery through the identification and engagement of priority populations.
- + Build capacity to support evidence-based public health practice, program planning, and evaluation.

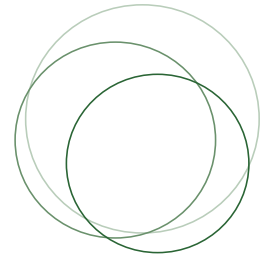
Support the growth and evolution of the organization in a manner consistent with our values.

- + Enhance internal collaboration and strengthen relationships throughout the organization.
- + Adapt and improve internal communication strategies.
- + Develop an organizational learning framework to support employee development and learning.

Enhance communication with the public and build agency profile through the use of innovative technology.

Actively seek opportunities and funding for research and program activities that complement or inform KFL&A Public Health programs and services, and build expertise and capacity to pursue and manage those opportunities and acquired funding.

KFL&A Public Health STRATEGIC PLAN 2012-2016



Our Philosophy

We recognize the diverse needs of the people and communities we serve and will support our community to reach its full health potential. In doing this, individuals and communities will be invited to participate in decisions affecting their health.

We will use a variety of health promotion and health protection strategies and interventions in a broad range of settings to meet program requirements, relevant legislation, and community needs.

We are dedicated to creating a workplace culture that supports the health, well-being, and safety of our employees, volunteers, students, and Board members. We will foster an environment of open communication and employees will be encouraged to participate in decisions that affect their work. Our personnel will be recognized for the contributions they make to the organization.

Our Core Values:

+ Excellence

We strive to meet high standards in all that we do. We are committed to delivering evidence-based public health programs and services that are innovative, creative, and appropriate. We foster a culture of continuous learning to support employee growth and organizational development.

+ Integrity

We are honest, trustworthy, and transparent in all that we do. We meet high ethical and professional standards in our work and relationships by being principled in our approach and responsible in our actions. We are accountable to our funders and stakeholders for the public resources entrusted to us.

+ Respect

All members of the public are treated respectfully and with dignity. We are committed to nurturing a mutually respectful workplace.

+ Collaboration

We are committed to working with individuals, partners, and communities to achieve common goals for better health and to accomplish our mission. Through internal and external collaboration we will creatively solve problems and make decisions to meet the needs of the people and communities we serve.

+ Fairness

We are committed to implementing programs, services, and policies in a fair and consistent manner.



Agenda Item # 14142b)

December 14, 2011

The Honourable Chris Bentley
Minister of Energy
Province of Ontario

Dear Mr. Bentley:

The County of Frontenac respectfully requests your personal attention in a matter that has potentially serious economic development implications to our County.

Delays and/or rejections of microFIT and FIT project approvals and hydro grid connection approvals for thousands of new green energy projects, large and small, have been reported across Ontario from farm organisations, co-operatives, large corporate players, trade associations such as OSEA and CANSia, First Nations, regional retailers of green energy components, installers, electricians, etc. In the Kingston-Frontenac area, projects as small as 1.2 kilowatts and as large as 10 Mw have been rejected by Hydro One due to unspecified “[grid] system constraints”. Moreover, for identical installations, the speed and cost of connections within the Kingston Public Utility is vastly better than for the adjacent Hydro One service area. This has led us to conclude that the difference is largely attitudinal, and not technical.

Therefore, we urge you to immediately:

1. Instruct Hydro One to provide detailed written explanations for all grid connections that have been denied since January 1, 2010. These should be provided to the proponent, the Ontario Power Authority, and the Ministry of Energy, and filed on a publicly accessible data base.
2. Establish immediately an expert panel to evaluate, propose and publish technical standards for future grid connections, and to set uniform, transparent costs for connection components, labour rates, required protection devices etc.

These steps will help to assure that the government, private sector developers and suppliers and the public that Hydro One’s connection standards match those of municipal utilities in Ontario, that the connection rules are transparent and equal for everyone, and that the costs are fairly apportioned. Failing to implement this will leave Ontario’s nascent green energy sector beset by uncertainty, capricious connection rules and unjustified costs. This problem, we believe, is a potentially serious impediment to Ontario’s highly progressive Green Energy economy.

December 14, 2011

To be submitted electronically to: 2yearFITreview@ontario.ca

Frontenac County has developed an award-winning Integrated Community Sustainability Plan (ICSP), *Directions for Our Future*, with extensive public input from more than one thousand stakeholders. The ICSP was adopted by County Council in 2009 and has since guided progress towards sustainability across the four pillars: cultural, environmental, economical and social. An annual update, *Sustainable Actions*, presents the community's vision of sustainability in the Frontenacs, reporting the year's sustainability activities and listing priority projects for the coming year. Together, *Directions for Our Future* and *Sustainable Actions* are planning references for County Council, County staff and the four Advisory Committees of Council – Sustainability Advisory Committee, Trails Advisory Committee, 150th Anniversary Planning Advisory Committee and the Green Energy Task Force.

The Green Energy Task Force helps to promote and facilitate real community-based renewable energy developments in our region. Its members are committed to building economic opportunity for our residents and businesses in a fashion that brings the maximum benefit. We support the GEGEA and appreciate the opportunities it offers for our communities to revitalize themselves. We also value the other provincial initiatives that favour community based projects. However we believe that a very small amount of the RE capacity developed to date has been done by cooperatives and other forms of community ownership. We believe improvements can be made. Some of the projects that we may be able to develop in our communities are: hydro developments on our rivers, perhaps in partnership with our Conservation Authorities; biomass generation in conjunction with district heating projects in our villages and photovoltaic systems on rooftops of local schools

We have the following suggestions that we believe might improve our communities' ability to bring projects to fruition.

Deal with Bottlenecks in Grid Capacity

Delays and/or rejections of microFIT and FIT project approvals and hydro grid connection approvals for thousands of new green energy projects, large and small, have been reported across Ontario from farm organizations, cooperatives, large corporate players, trade associations such as OSEA and CANSia, First Nations, regional retailers of green energy components, installers, electricians, etc. In the Kingston-Frontenac area, projects as small as 1.2 kilowatts and as large as 10 Mw have been rejected by Hydro One due to unspecified "[grid] system constraints". Moreover for identical installations, the speed and cost of connections within the Kingston Public Utility is vastly better than for the adjacent Hydro One service area. This has led us to conclude that the difference is largely attitudinal, and not technical.

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the Ontario Power Authority, and the Ministry of Energy, and filed on a publicly accessible data base.

2. Establish immediately an expert panel to evaluate, propose and publish technical standards for future grid connections, and to set uniform, transparent costs for connection components, labour rates, required protection devices, etc.

These steps will help to assure that the government, private sector developers and suppliers and the public that Hydro One's connection standards match those of municipal utilities in Ontario, that the connection rules are transparent and equal for everyone, and that the costs are fairly apportioned. Failing to implement this will leave Ontario's nascent green energy sector beset by uncertainty, capricious connection rules and unjustified costs. This problem, we believe, is a potentially serious impediment to Ontario's highly progressive Green Energy economy.

Further recommendations include:

3. Develop a way to give more secure access to the available grid capacity for community projects. One way would be to give community projects preferential access to the grid capacity that is available. Another way might be to reserve a fraction of available capacity for community based projects.
4. Maintain the principle of differential tariffs for community based projects vs fully community projects might help co-operative projects to successfully development their projects. Another approach would be to actually post different tariffs for commercial vs community in each size class. For example, roof top photovoltaics over 10 KW could receive \$0.713 and commercial projects might be dropped, say to \$0.60. Offering a higher tariff for a community project would obviously help them to demonstrate more favourable economic returns and thus secure financing more easily. But there would also be another significant advantage. Commercial developers may become more interested in developing partnerships with real community based groups or seek community participation in their projects. In both cases this would bring more community residents more opportunity to share in the financial benefits of the projects being developed in their communities. If there were more community participation in the financial benefits of the larger projects, especially of wind, there might be more community support for these, sometimes controversial, projects.
5. Another way to improve community acceptance of very large renewable energy projects would be to ensure that municipalities receive adequate compensation for costs incurred during the development of the projects and significant streams of income for the lives of the projects. It is important that municipalities have, and are aware of, opportunities to engage with developers of large projects to ensure that the public as a whole feel that they are seeing benefits from these large developments.
6. Strengthen the programs for demand reduction and energy conservation. Offer new FIT tariffs for the amount electricity consumption is reduced by conservation initiatives. For example solar water heaters would reduce the amount of electricity used to heat water and reduce the requirement for costly new generating capacity.
7. While it is important that larger projects face a standard approval process across the province, there are sometimes frictions created between neighbours with respect to the siting of MicroFit groundmount solar projects. We recommend that the Province develop measures that allow for municipalities to use some planning tools to ensure new ground-mounted solar panels are installed in locations that do not cause negative impacts on

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adjacent properties. This might involve some changes to the Provincial Policy Statement.

8. It seems that the long-term energy plans being developed by the Province will, in effect, place an overall cap on total renewable energy capacity installed in the Province. Renewable energy projects will soon reach this cap. This will prove to be a dead end for the renewable supply industry that is being developed in Ontario. We encourage the government to modify the long term supply plan to allow more room for renewables to continue to grow long into the future.

Thank you for the opportunity to provide input into this important review.

BY-LAW NO. 2011-0041

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

Being a by-law to authorize the Warden and Clerk to execute the contract extension with Fournier Consulting Services for the services of Closed Meeting Investigator on behalf of the County of Frontenac

WHEREAS the Council of the County of Frontenac adopted By-law No. 2009-0036 on October 21, 2009 being a by-law to appoint Stephen Fournier, Fournier Consulting Services as the Closed Meeting Investigator for the County pursuant to the *Municipal Act, 2001, as amended*;

AND WHEREAS a one year contract was executed effective from January 1, 2010 to December 31, 2010 with the option of renewal;

AND WHEREAS this contract was renewed for one additional year from January 1, 2011 to December 31, 2011;

AND WHEREAS Fournier Consulting Services is in agreement to extend the contract for an additional two (2) year term from January 1, 2012 to December 31, 2013;

AND WHEREAS the County deems it expedient to extend the contract;

NOW THEREFORE the Council of the Corporation of the County of Frontenac hereby authorizes as follows:

1. THAT the Clerk be hereby authorized to execute the Contract extension with Fournier Consulting Services on behalf of the County of Frontenac, attached as Schedule "A" to this by-law.
2. THAT Schedule "A" shall form part of this by-law.
3. THAT this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 14th day of December, 2011.

Read a Third Time, Signed, Sealed and Finally Passed this 14th day of December, 2011.

County of Frontenac By-law No. 2011-0041 – To authorize the Clerk to execute the contract extension with Fournier Consulting for the services of Closed Meeting Investigator
December 14, 2011

Agenda Item # 16•

THE CORPORATION OF THE COUNTY
OF FRONTENAC

Gary Davison, Warden

K. Elizabeth Savill, Clerk

County of Frontenac By-law No. 2011-0041 – To authorize the Clerk to execute the contract extension
with Fournier Consulting for the services of Closed Meeting Investigator
December 14, 2011

BY-LAW NO. 2011-0042

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

Being a by-law to authorize the Clerk to execute an agreement,
on behalf of the County of Frontenac, with ThyssenKrupp

WHEREAS the public elevator in Fairmount Home is out of service for approximately seven months;

AND WHEREAS ThyssenKrupp has provided an estimate for repairs to the public elevator;

AND WHEREAS County Council deems it expedient to enter into an agreement with ThyssenKrupp for the said repairs;

NOW THEREFORE the Council of the Corporation of the County of Frontenac hereby authorizes as follows:

1. THAT the Clerk be hereby authorized to execute an agreement on behalf of the County of Frontenac with ThyssenKrupp for the repairs to the public elevator in Fairmount Home at an estimated cost of \$56,858.
2. THAT this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 14th day of December, 2011.

Read a Third Time, Signed, Sealed and Finally Passed this 14th day of December, 2011.

THE CORPORATION OF THE COUNTY
OF FRONTENAC

Gary Davison, Warden

K. Elizabeth Savill, Clerk

County of Frontenac By-law No. 2011-0042 – To authorize the Clerk to execute an agreement with
ThyssenKrupp
December 14, 2011

BY-LAW NO. 2011-0043

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to appoint the Warden and the Deputy Warden

WHEREAS Section 5 of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council and by by-law, unless the municipality is specifically authorized to do otherwise;

AND WHEREAS Section 11 of the *Municipal Act* provides that an upper-tier municipality may pass by-laws respecting its governance structure of the municipality;

AND WHEREAS Section 233 of the *Municipal Act* provides that if the term of office of an appointed head of council of an upper-tier municipality is the same as the term of council, the council of the upper-tier municipality shall, in the first year of its term, appoint the head of council at its first meeting;

AND WHEREAS the Council of the Corporation of the of County of Frontenac, under the terms of its procedure by-law, must appoint the Warden as Head of the Council and the Deputy Warden of Council;

AND WHEREAS Gary Davison and Janet Gutowski have each submitted their resignations for the positions of Warden and Deputy Warden;

NOW THEREFORE, the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. THAT Councillor _____, be and is hereby appointed as the Warden for the County of Frontenac.
2. THAT Councillor _____, be and is hereby appointed as the Deputy Warden for the County of Frontenac.
3. That all previous by-laws or parts of by-laws that conflict with this by-law are hereby rescinded.
4. That this by-law shall take effect on the date of its final passing.

Read a first and second time this 14th day of December, 2011.

Read a third time and finally passed this 14th day of December, 2011.

Agenda Item # 16•

The Corporation of the County of Frontenac

Warden

K. Elizabeth Savill, Clerk

BY-LAW NO. 2011-0044

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to confirm all actions and proceedings of County Council
on December 14, 2011

WHEREAS Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other *Act*; and;

WHEREAS Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

WHEREAS Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

WHEREAS the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF FRONTENAC hereby enacts as follows:

1. THAT all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 14, 2011 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. THAT all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 14, 2011 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.
3. THAT all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on December 14, 2011 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.
4. THAT this by-law shall come into force and take effect as of the final passing thereof.

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Read a First and Second Time this 14th day of December, 2011.

Read a Third Time and Finally Passed, Signed and Sealed this 14th day of December, 2011.

The Corporation of the County of Frontenac

Gary Davison, Warden

K. Elizabeth Savill, Clerk