



Finance Advisory Committee Agenda

Date and Time Monday, January 7 and Tuesday, January 8, 2013 at 10:00 a.m.

Place County Administrative Office, 2069 Battersea Road, Glenburnie

Members:

Deputy Warden Bud Clayton - Chair
Councillor John McDougall

Councillor David Jones - Vice Chair
Warden Janet Gutowski, Ex-Officio

Page

1. Call to order
2. Adoption of the agenda
3. Disclosure of pecuniary interest and general nature thereof
4. Adoption of minutes
 - a) Minutes of the meeting held October 15, 2012
5. Deputations and/or presentations
6. Communications
7. Reports referred from County Council

- | | |
|----------------|---|
| 8-14 | a) Report 2013-010
Financial Services - Land Ambulance Vehicle Useful Life Adjustment
(Referred from the October 17, 2012 County Council meeting) |
| 15-20 | b) Report 2013-012
Human Resources - Non-Union Salary Adjustment Policy
(Referred from the December 19, 2012 County Council meeting) |
| 21-24 | c) Report 2013-009
Human Resources - Organizational Study Options
(Referred from the December 19, 2012 County Council meeting) |
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 | |
| 25-32 | 8. Business <ol style="list-style-type: none">a) Report 2013-003
Financial Services – 2013 Preliminary Budget |
| 33-170 | <ol style="list-style-type: none">b) 2013 Draft Budget |
| 171-180 | <ol style="list-style-type: none">c) Report 2013-013
Financial Services – Reserve and Reserve Funds |

8. Business

- d) Organizational Charts
 - 1. Emergency and Transportation Services
 - 2. Fairmount Home

9. Closed meeting

- a) As Authorized under Section 239 (2) of The Municipal Act, to consider:
 - (d) labour relations or employee negotiations

10. Other business

11. Next meeting date

12. Adjournment



**Finance Committee Meeting Minutes
October 15, 2012**

A regular meeting of the Finance Committee of the County of Frontenac was held in the County Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie, on Monday, October 15, 2012 at 10:00 a.m.

In attendance:

- Warden Janet Gutowski (teleconference)
- Councillor Bud Clayton
- Councillor David Jones
- Councillor John McDougall

Staff:

- Elizabeth Savill, CAO/Clerk
- Marian VanBruinessen, Treasurer
- Susan Brant, Deputy Treasurer
- Angelique Tamblyn, Executive Assistant (Recording Secretary)

1. Call to order

Warden Gutowski called the meeting to order at 9:59 a.m. and called for nominations for Chair and Vice Chair.

Committee Recommendation

THAT Councillor Clayton assume the position of Chair and Councillor Jones assume the position of Vice Chair for the Finance Committee.

CARRIED

The Warden handed over the meeting to Councillor Clayton as the new Chair.

2. Adoption of the agenda

The agenda was received as presented.

3. Disclosure of pecuniary interest and general nature thereof:

The Chair requested that it be noted that no member of the Committee declared a pecuniary interest.

4. Closed meeting: Nil

5. Adoption of minutes: Nil

- 6. Business arising from the minutes: Nil**
- 7. Deputations and/or presentations: Nil**
- 8. Communications: Nil**
- 9. Reports**

2013 Budget Preparation

Ms. Savill explained that staff had compiled a number of the issues considered as part of the development of the annual operating and capital budgets and included them in the report.

Vehicle Fuel Costs: Ms. VanBruinessen advised that consultants are currently working with finance staff to assess fuel purchasing options. Bulk purchasing with the Townships will also be explored. Any decisions must take into account the accessibility of fuel for paramedics. Current over expenditures are being reviewed to determine whether unit costs or usage or a combination of both are above estimates.

Committee members expressed interest in reviewing the makeup of the fleet. Ms. Tamblyn will re-circulate the information provided during orientation.

Kilometrage Rates: Committee members agreed that rates should remain constant for 2013.

Fairmount's Financial Challenges: Ms. Shillington discussed the ongoing workload being created by the *Long Term Care Act*. Fairmount employs approximately 168 staff with many of those longer term staff.

Benefit Costs: Ms. VanBruinessen responded to the question raised that a collective approach by the County and Townships is an option offered by the County regularly. Each Township is currently working independently. Ms. Savill offered that a collaborative effort was also explored with the City of Kingston at the time of amalgamation.

Allocation of Costs: Councillor McDougall questioned whether the individual allocated budgets would be reviewed and Ms. VanBruinessen explained that these costs are allocated to each of the departmental budgets for review.

Budget and Strategic Planning: Council Strategic Planning is scheduled for the end of November. The County has been doing strategic planning since 2000 and each department has a plan. The Warden advised that Central Frontenac does not yet have a strategic plan. Councillor McDougall expressed that it has been a good experience in South Frontenac and suggested that the County Council's plan will present an opportunity to educate Township councils.

Budget Timetable: Councillor McDougall suggested "mini talks" on issues would be helpful. A glossary of terms relevant to Fairmount was suggested by the Chair.

Committee members agreed that it is important to understand their governance responsibilities to Fairmount.

At this point, Ms. Savill circulated seven sets of DRAFT 2013 Budget Text papers. They offer insights into (1) Information Services; (2) HR (**Committee members agreed** that the service being offered by the team both internally and to the Townships is very valuable; **Committee members agreed** further that HR must be resourced appropriately); (3) Finance (contract assistance will continue to be required in 2013); (4) Administration and Communications (full-time additional staffing is required to address the demands of the six committees of council now in full operation); (5) Occupational Health; (6) Economic Sustainability; and (7) Sustainability Planning. The Fairmount and Emergency and Transportation papers are outstanding.

Committee members were advised that the draft budget for Sustainability has been presented to both the Sustainability Advisory Committee and the Trails Advisory Committee. Both Committees have offered their support for the 2013 proposed activities.

Committee members agreed that the information contained in the DRAFT 2013 Budget Text papers will be valuable as part of the 2013 budget discussions. Staff confirmed that the papers follow the Council approved format and will be incorporated into the budget.

Committee members agreed that the 2013 Budget Text papers should be distributed as part of the Council Strategic Planning session package.

Councillor McDougall expressed his appreciation of the work done by staff to prepare the draft documents.

Committee Recommendation

THAT the Finance Committee receives this 2013 Budget Preparation report for information and discussion;

AND FURTHER THAT the Finance Committee recommend to the Council of the County of Frontenac that 2013 Council budget discussions be scheduled for the afternoon of Wednesday, January 16th for preliminary departmental budget presentations (following the regular January meeting of Council); and Thursday, January 17th for full budget discussion, ratification and setting tax rates.

CARRIED

Ms. Shillington excused herself and left the meeting at 11:50am.

Arterial Roads Under the Restructuring Order

Committee members discussed the value of the County's involvement in this issue. To this point, the Township of South Frontenac has been leading the effort both with the province and through conversations with City representatives. The County CAO and SF Public Works manager met with representatives of MTO recently and the value of cooperation and collaboration across the County dealing with transportation was

stressed to them. The Township of Frontenac Islands also has a direct interest. All **committee members agreed** that this issue affects the whole County.

Committee members recognized the opportunity to move forward with a regional transportation strategy at the upcoming Council Strategic Planning session. Such a strategy could deal with both this issue and with improving the area's success with provincial funding opportunities. The regional nature of the road network and the interdependence of the City and Townships/County around the network must be explored and a plan put in place. The Public Works managers have been meeting.

Committee members agreed that a regional transportation plan should be developed and, with it in place, the County will be in a stronger position to approach and negotiate the arterial roads issue and to compete for funding opportunities supporting transportation projects.

Committee members agreed that a team should be established that includes expertise from the County, the Township(s), and the requisite professionals to provide the legal, economic and other insights necessary to develop the strategy with which to address the arterial roads issue. It must look broadly at the social, economic (tourism, business, and employment) challenges and opportunities from a regional transportation perspective.

Committee members agreed that a preliminary budget estimate should be set at \$50,000. An allocation from reserves should be confirmed by Council at its November regular meeting.

Committee Recommendation

THAT the Arterial Roads Under the Restructuring Order Report be received for information;

AND FURTHER that the Committee recommend for consideration by Council the following resolution:

RESOLVED THAT the Council of the County of Frontenac support the formation of a team of County, Township and consulting members to develop a strategy to approach the issue raised by Section 7.2(e) of the Restructuring Order that states "The council of the new City and the Frontenac Management Board shall, on or after January 1, 2013, reconsider the annual contribution ..." to the named arterial roads located within the County of Frontenac;

AND FURTHER that the Council of the County of Frontenac support the development of a regional transportation plan that will contribute to a regional strategy to the arterial roads issue and that will strengthen the County's position to compete under provincial and federal funding programs;

AND FINALLY that the Council of the County of Frontenac authorize the use of \$50,000 as the preliminary budget for this project subject to the amendment of the 2012 Budget By-law to authorize the allocation from reserves at its next regular meeting of Council scheduled for November 21, 2012.

CARRIED

Long Term Financial Plan Report

Committee Recommendation

THAT the Financial Services – Long Term Financial Plan Report be received for information.

CARRIED

Reserve and Reserve Funds Report

Committee Recommendation

THAT the Financial Services – Reserve and Reserve Funds Report be received for information.

CARRIED

10. Other business

Third quarter financials will be circulated to members during the week of November 5.

11. Next meeting date: Nil

12. Adjournment

The meeting adjourned at 12:38 p.m.



Report 2013-010

COMMITTEE REPORT

To: CHAIR AND MEMBERS OF THE FINANCE COMMITTEE

From: Elizabeth Savill
CAO

Prepared by: Marian VanBruinessen
Treasurer

Paul Charbonneau
Director of Emergency and Transportation Services/Chief of Paramedics

Date prepared: January 3, 2013

Date of meeting: January 7, 2013

Re: **Finance Committee – Land Ambulance Useful Life Adjustment - Further Discussion**

Recommendation

RESOLVED THAT the Finance Committee of the County of Frontenac accept this *Financial Services – Useful Life of Land Ambulance Further Discussion* report for discussion;

Background

A report entitled, Financial Services – Land Ambulance Vehicle Useful Life Adjustment, was presented to Council in October 2011 and referred to the Finance committee for review and recommendation.

Comment

It is critical to understand that there are two different issues involved in this discussion. The first relates to amortization and the Ministry funding provided based on useful life. The second issue relates to the actual cost to maintain vehicles on the road.

Amortization and Ministry Funding

Useful life is the amount of time that an asset is expected to be used and determines the appropriate decrease in the value of assets over time. This use of value is also called amortization and is primarily an accounting mechanism whereby the appropriate use of an asset is applied to the period in which it is used. Amortization is a non-cash parameter. As such it is shown on the budget documents as netted off for the purpose of the tax levy.

Finance Committee – Land Ambulance Useful Life Adjustment - Further Discussion
January 7, 2013

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Funding and Amortization

The Ministry of Health does not fund capital, but will fund its share of amortization within a given year.

Ambulance purchase value	\$132,000	
useful life in years	6	
Annual amortization	\$22,000	
Ministry annual contribution for 15 vehicles		<u>\$165,000</u>
useful life in years	4.5	
annual amortization	\$29,333	
Ministry annual contribution for 15 vehicles		<u>\$220,000</u>

Granted the Ministry will ultimately only provide 50% of the original price of the vehicle whether over 6 years or over 4.5 years. However the shorter useful life means that the County would have the Ministry funding in a timelier manner.

The County of Frontenac is the only municipality that currently has a 6 year useful life for ambulances. Most municipalities have maintained the Ministry guideline of 4.5 years, although some are moving to a shorter time frame.

Vehicle Maintenance and Replacement

The second discussion relates to the practical maintenance and replacement of an ambulance dependent on its useful life. Table 1 at the end of this report provides a comparison of the costs related to a 4.5 year versus a 6 year cycle.

It was suggested that the City of Kingston policy on vehicle replacement be considered.

The City of Kingston Fleet Manager indicated that there is no set "policy". The City's small transit bus on the Ford E450 platform, which averages a similar 80,000 km per year, was deemed to be similar to the ambulance. This is "amortized" over 4 years and replaced between 4 to 5 years.

It must be noted that an assessment of the ambulance fleet, deployment opportunities and maintenance requirements, is undertaken prior to determining the need to replace an ambulance.

Sustainability Implications

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

Organizations, Departments and Individuals Consulted and/or Affected

City of Kingston

Table 1

Vehicle Maintenance Costs - 6 Year Replacement Cycle

AMBULANCES	FPS FLEET #	OASIS #	REPLACE. YEAR	2012	2013	2014	2015	2016	2017	2018	2019
	71527-07	4184	2013	10000	0	0	0	0	0	0	0
	71529-08	4126	2014	25000	30000	0	0	0	0	0	0
	71530-08	4176	2014	25000	30000	0	0	0	0	0	0
	71531-09	4120	2015	20000	25000	30000	0	0	0	0	0
	71532-09	4124	2015	20000	25000	30000	0	0	0	0	0
	71537-09	4121	2015	20000	25000	30000	0	0	0	0	0
	71538-09	4180	2015	20000	25000	30000	0	0	0	0	0
	71535-10	4123	2016	15000	20000	25000	30000	0	0	0	0
	71536-10	4125	2016	15000	20000	25000	30000	0	0	0	0
	71540-10	4525	2016	15000	20000	25000	30000	0	0	0	0
	71544-11	4181	2017	10000	10000	15000	20000	25000	0	0	0
	71545-11	4122	2017	10000	10000	15000	20000	25000	0	0	0
	71546-11	4131	2017	10000	10000	15000	20000	25000	0	0	0
	71547-11	4132	2017	10000	10000	15000	20000	25000	0	0	0
	71548-11	4129	2017	10000	10000	15000	20000	25000	0	0	0
	13	4184	2019	0	7500	10000	15000	20000	25000	30000	7500
	14	4126	2020	0	0	7500	10000	15000	20000	25000	30000
	14	4176	2020	0	0	7500	10000	15000	20000	25000	30000
	15	4120	2021	0	0	0	7500	10000	15000	20000	25000
	15	4124	2021	0	0	0	7500	10000	15000	20000	25000
	16	4123	2022	0	0	0	7500	10000	15000	20000	25000
	16	4125	2022	0	0	0	7500	10000	15000	20000	25000
	16	4121	2022	0	0	0	0	7500	10000	15000	20000

	16	4180	2022	0	0	0	0	7500	10000	15000	20000
	16	4525	2022	0	0	0	0	7500	10000	15000	20000
	17	4181	2023	0	0	0	0	0	7500	10000	15000
	17	4122	2023	0	0	0	0	0	7500	10000	15000
	17	4131	2023	0	0	0	0	0	7500	10000	15000
	17	4132	2023	0	0	0	0	0	7500	10000	15000
	17	4129	2023	0	0	0	0	0	7500	10000	15000
TOT.				235000	277500	295000	255000	237500	192500	255000	310000

Vehicle Maintenance Costs - 4.5 Year Replacement Cycle

AMBULANCES	FPS FLEET #	OASIS #	REPLACE. YEAR	2012	2013	2014	2015	2016	2017	2018	2019
	71527-07	4184	2013	10000	0	0	0	0	0	0	0
	71529-08	4126	2013	25000		0	0	0	0	0	0
	71530-08	4176	2013	25000		0	0	0	0	0	0
	71531-09	4120	2014	20000	25000		0	0	0	0	0
	71532-09	4124	2014	20000	25000		0	0	0	0	0
	71537-09	4121	2014	20000	25000		0	0	0	0	0
	71538-09	4180	2014	20000	25000		0	0	0	0	0
	71535-10	4123	2015	15000	20000	25000	0	0	0	0	0
	71536-10	4125	2015	15000	20000	25000	0	0	0	0	0
	71540-10	4525	2015	15000	20000	25000	0	0	0	0	0
	71544-11	4181	2016	10000	10000	15000	20000	0	0	0	0
	71545-11	4122	2016	10000	10000	15000	20000	0	0	0	0
	71546-11	4131	2016	10000	10000	15000	20000	0	0	0	0
	71547-11	4132	2016	10000	10000	15000	20000	0	0	0	0

	71548-11	4129	2016	10000	10000	15000	20000	0	0	0	
	13	4184	2018	0	7500	10000	15000	20000	25000	7500	10000
	13	4126	2018	0	7500	10000	15000	20000	25000	7500	10000
	13	4176	2018	0	7500	10000	15000	20000	25000	7500	10000
	14	4120	2019	0	0	7500	10000	15000	20000	25000	7500
	14	4124	2019	0	0	7500	10000	15000	20000	25000	7500
	14	4123	2019	0	0	7500	10000	15000	20000	25000	7500
	14	4125	2019	0	0	7500	10000	15000	20000	25000	7500
	15	4121	2020	0	0	0	7500	10000	15000	20000	25000
	15	4180	2020	0	0	0	7500	10000	15000	20000	25000
	15	4525	2020	0	0	0	7500	10000	15000	20000	25000
	16	4181	2021	0	0	0	0	7500	10000	15000	20000
	16	4122	2021	0	0	0	0	7500	10000	15000	20000
	16	4131	2021	0	0	0	0	7500	10000	15000	20000
	16	4132	2021	0	0	0	0	7500	10000	15000	20000
	16	4129	2021	0	0	0	0	7500	10000	15000	20000
	TOT.				235000	232500	210000	207500	187500	250000	257500

Annual net difference

45000

85000

47500

50000

-57500

-2500

7500
0

Cumulative net difference	45000	130000	177500	227500	170000	167500	242500
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Report 2013-012

COMMITTEE REPORT

To: CHAIR AND MEMBERS OF THE FINANCE COMMITTEE

From: Elizabeth Savill
CAO

Prepared by: Colleen Hickey
Human Resources Specialist – Labour Relations

Date prepared: January 4, 2013

Date of meeting: January 7, 2013

Re: Finance Committee – Revised Non-Union Salary Adjustment Policy

Recommendation

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

FURTHER THAT Council authorize the implementation of the Non-Union Salary Adjustment Policy that directs:

1. Annual adjustments to non-union rates will be set in accordance with the annual Ontario Consumer Price Index for October of each year based on the annual CPI rate.
2. If the Index falls below two (2) percent, the average of the three (3) County collective agreements wage increases should be applied to the non-union wage schedules to reflect a wage increase and maintain a margin between the unionized and non-unionized bands to curtail compression.
3. Further, a review of the average increases of the four (4) Frontenac Townships, authorized at the time of the County budget will be brought forward for Council's review to ensure a fair rate is applied.
4. Should the Index exceed three (3) percent, Council direction shall be sought prior to any adjustments being made.
5. All adjustments will be effective January 1st of each year.

AND FURTHER THAT Council authorize a 2% non-union increase for 2013 based on the parameters outlined above.

Committee Report
Finance Committee – Human Resources Revised Non-Union Salary Adjustment Policy
January 7, 2013

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When last measured, the County's salary structure sat at the 41st percentile in wages. This percentile reflects a non-competitive position for similar job classes within similar municipalities. Further work continues to be undertaken in this regard. By introducing the Non-Union Salary Adjustment Policy, Human Resources will follow the guideline as described in this report and apply the adjustment accordingly. This action will assist the County in its efforts to retain qualified and knowledgeable staff in the positions for which they were hired.

Two percent has consistently been the average increase provided to municipalities in the Eastern Ontario region. For example of those Eastern Ontario counties which have presented their 2013 budget, Lanark County confirmed its non-union increase at 2.5%, Renfrew is proposing 2% and Northumberland is proposing 2.5%. The Township of South Frontenac passed a 2.1% non-union wage increase, which is in line with its unionized collective agreement.

The OPSEU local 462 contract provides for a 2.5% wage increase in 2013 and the CUPE 109 contract provides for a 2.25% increase in 2013. The CUPE 2290 agreement is under negotiation and research reveals that long term care is currently receiving on average a 2.25% increase for 2013.

Financial Implications

Effective January 1, 2013 and each year thereafter, the non-union salary range would be adjusted **according to this policy**. The increase would be reported to Council during annual budget. In 2013 a 2% increase would impact the levy by .26% which is a cost of \$21,300.

Organizations, Departments and Individuals Consulted and/or Affected

Eastern Ontario Municipal Human Resources Group
Hicks Morley
Townships of Frontenac

County of Frontenac Salary Schedule for Non-Union Staff, 2012

Pt. Range		POSITIONS WITHIN THE POINT RANGE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
A	1800-2000	CAO-Clerk						
		35 hour work week						
		Effective January 1, 2012	62.68	64.87	67.14	69.49	71.92	74.44
		Annual Salary based on a 35 hour work week	114,071	118,068	122,199	126,469	130,889	135,477
B	1600-1799	No positions in this range						
C	1400-1599	No positions in this range						
D	1200-1399	FMT Administrator						
		Director of Emergency & Transportation Services/Chief of Paramedic Services						
		Treasurer						
		35 hour work week						
		Effective January 1, 2012	57.61	59.63	61.71	63.88	66.11	68.42
		Annual salary based on a 35 hour work week	104,857	108,528	112,311	116,262	120,326	124,521
E	800-1199	FMT DOC						
		37.5 hour work week						
		Effective January 1, 2012	42.23	43.71	45.25	46.82	48.47	
		Annual salary based on a 37.5 hour work week	82,349	85,238	88,228	91,298	94,509	
		FPS Deputy Chief - Operations						
		FPS Deputy Chief QA, Trg & Prog Dev.						
		40 hour work week						
		Effective January 1, 2012	42.23	43.71	45.25	46.82	48.47	
		Annual salary based on a 40 hour work week	87,839	90,921	94,110	97,385	100,809	
F	700-799	FMT Assistant Director of Care						
		37.5 hour work week						
		Effective January 1, 2012	41.48	42.48	43.50	44.54	45.61	
		Annual salary based on 37.5 hour work week	80,884	82,830	84,817	86,843	88,930	
G	700-799	Manager of Economic Sustainability						
		Occupational Health Nurse						

		Manager Sustainability Planning						
		37.5 hour work week						
		Effective January 1, 2012	37.59	38.91	40.26	41.67	43.14	
		Annual salary based on 37.5 hour work week	73,299	75,868	78,516	81,265	84,115	
		FPS Supervisor of Operations						
		FPS Supervisor of Performance Standards						
		42 hour work week						
		Effective January 1, 2012	37.59	38.91	40.26	41.67	43.14	
		Annual salary based on a 42 hour work week	82,095	84,972	87,938	91,017	94,208	
H	600-699	Human Resources Specialist - Labour Relations						
		Deputy Treasurer						
		35 hour work week						
		Effective January 1, 2012	34.98	36.20	37.46	38.77	40.13	
		Annual Salary based on a 35 hour work week	63,656	65,884	68,169	70,566	73,038	
		Manager of Information Services						
		37.5 hour work week						
		Effective January 1, 2012	34.98	36.20	37.46	38.77	40.13	
		Annual Salary based on a 37.5 hour work week	68,203	70,590	73,038	75,607	78,255	
I	500-599	Deputy Clerk						
		35 hour work week						
		Effective January 1, 2012	31.66	32.77	33.92	35.10		
		Annual salary based on 35 hour work week	57,625	59,648	61,727	63,881		
J	400-499	No positions in this range	29.46	30.49	31.56	32.65		
K	350-399	ETS Marine Supervisor						
		35 hour work week						
		Effective January 1, 2012	28.06	29.04	30.06	31.11		
		Annual Salary based on a 35 hour work week	51,071	52,850	54,704	56,614		
		Human Resources Generalist/Researcher						
		35 hour work week						
		Effective January 1, 2012	28.06	29.04	30.06	31.11		
		Annual salary based on 35 hour work week	51,071	52,850	54,704	56,614		
		Communications Officer						

		35 hour work week						
		Effective Febraury 15, 2012	28.06	29.04	30.06	31.11		
		Annual salary based on 35 hour work week	51,071	52,850	54,704	56,614		
		ETS Systems Technician						
		37.5 hour work week						
		Effective January 1, 2012	28.06	29.04	30.06	31.11		
		Annual salary based on 37.5 hour work week	54,719	56,625	58,611	60,658		
L	300-349	FMT Executive Assistant						
		ETS Executive Assistant						
		FRC Executive Assistant						
		ETS Performance Standard Assistant						
		35 hour work week						
		Effective January 1, 2012	26.58	27.51	28.47	29.47		
		Annual salary based on 35 hour work week	48,374	50,059	51,820	53,636		
M	240-299	ETS Administrative Clerk						
		ETS Logistics Clerk						
		37.5 hour work week						
		Effective January 1, 2012	23.62	24.44	25.29			
		Annual salary based on 37.5 hour work week	46,050	47,656	49,321			
N	0-239	ETS Administrative Assistant						
		35 hour work week						
		Effective January 1, 2012	19.85	20.53	21.26			
		Annual salary based on 35 hour work week	36,126	37,362	38,692			



Report 2013-009

COMMITTEE REPORT

To: Chair and Members of the Finance Committee

From: Elizabeth Savill
CAO

Prepared by: Colleen Hickey
Labour Relations Specialist

Date prepared: December 7, 2012

Date of meeting: January 7, 2013 (Referred from the December 19, 2012 County Council meeting)

Re: Finance Committee – Organizational Study Options

Recommendation

THAT Council of the County of Frontenac receive this *Human Resources –Organizational Study Options* report;

AND FURTHER that Council of the County of Frontenac authorize the CAO to engage the services of a consultant to complete the appropriate Organizational Study by April 30, 2013;

AND FURTHER that Council of the County of Frontenac authorize this expenditure of these funds through the Frontenac Working Fund Reserve to be accounted for as an expenditure of 2012;

AND FINALLY that Council of the County of Frontenac amend its 2012 budget to reflect this decision.

Background

County staff has identified the need to conduct an organizational study to review its operational services within Corporate Services. Corporate Services includes the Administrative Services and Financial Services staff groups. Over the past twelve months, Corporate Services has acknowledged significant workload challenges and expectations placed on its services and activities. Primarily, these challenges are attributable to increased provincial reporting and legislative requirements and to the six Council committees now fully operational. The impact is resulting in timelines being delayed and key work being re-prioritized to accommodate the high volumes of work and to meet client needs. Management have discussed departmental concerns, and have made adjustments to compensate where possible. The increase in the workload is not due to any staff vacancies, although it is exacerbated by current vacancies, and all staff are striving to effectively and efficiently use their time.

Finance Committee – Organizational Study Options
January 7, 2013

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Corporate Services is made up of twenty-one employees working in various areas that serve both Council and its committees, and the County's two main frontline operations, Fairmount Home and Emergency and Transportation Services. In addition, some/all of the four Townships of Frontenac are offered regular services in Finance and Planning as well as Human Resources/Occupational Health and Information Services on an as needed basis.

Since 1998 the County has seen modest and significant years of growth.

- In 1998, Amalgamation occurred and the Frontenac Management Board was then titled the Corporation of the County of Frontenac and was relocated to its present address of 2069 Battersea Road from the County Courthouse located in downtown Kingston. The Administrative count during that transition was less than a handful of positions – a part-time CAO/Clerk/Treasurer (who was also the Administrator of Fairmount Home), an Administrative Assistant, and a Deputy Treasurer.
- Since amalgamation the operational departments have seen significant growth which included the addition of Frontenac Paramedic Services as an in-house operation in 2004 and the increase of 32 beds at Fairmount Home in 2004. At the same time Corporate Services have increased modestly to serve the needs of County Council, operational departments and the community.
- In 2006 an organizational study was undertaken and the following direction was taken to reorganize Corporate Services:
 1. The Director of Human Resources position was made redundant and replaced with a Human Resources Generalist position, this is a mid-line HR position and the Human Resources managerial duties were realigned as responsibilities of the senior management team of the County of Frontenac.
 2. A net increase of four full time positions was approved as a result.
- Since 2007 there have been seven positions added to Corporate Services as per Council approval to meet operational needs, they include:
 1. Occupational Health Nurse
 2. Information Technology Supervisor
 3. Human Resources Specialist – Labour Relations
 4. Manager of Sustainability Planning
 5. GIS Specialist
 6. Communications Specialist
 7. Community Planner

In 2010 Council increased its complement from a four to eight member Council and there are also six committees of Council for which Corporate Services provides all administrative support.

As it is attempting to absorb the impact of the increased council size, new committee structure and resulting workload, Corporate Services has identified challenges to serving its members of Council, operational departments and Townships in a satisfactory and timely manner.

Staff brought forward a Corporate Service Organizational Study in October for Council's consideration. Council deferred approval of the proposed study to the December 19th meeting. At the October meeting, Council discussed the opportunity to broaden the scope of the Organizational Study. Since that time, a further broadening of the scope of the project was discussed by some members at the Council Strategic Planning session. Additional research has been conducted by staff to reflect the interest expressed to acknowledge the additional work being raised by Council. Pricing is estimated based on the County of Frontenac operations which include: Corporate Services, Emergency and Transportation Services and Fairmount Home.

Comment

At its October 17, 2012, Council directed staff to bring a report back to Council in December with a recommendation for an Organizational Study for the County operations as a whole. Staff presents the following options for Council's consideration:

Option 1 - Corporate Services Organizational Study:

For Council to be confident in its response to the calls being made for additional staff resources, a study must be conducted by an external consultant to (1) assess the level of staff resources and (2) ensure these resources are being utilized effectively. The study will provide:

- An analysis and evaluation of the current management and staff structure
- A review of current administrative processes and business functions
- An assessment of interdepartmental relationships and communications
- A review of talent management

Option 2 - County Departments Administrative Organizational Study:

- An analysis and evaluation of the current management and administrative staff structure of all departments in the County (Paramedic Services, Ferry Services, Fairmount Home and Corporate Services)
- A review of current administrative processes and business functions
- An assessment of interdepartmental relationships and communications
- A review of talent management

Option 3 - County Administrative & Operational Organizational Study:

- An analysis and evaluation of the current management, administrative staff and operational staff of all departments in the County (Paramedic Services, Ferry Services, Fairmount Home and Corporate Services)
- A review of current processes and business functions
- An assessment of interdepartmental relationships and communications
- A review of talent management

Sustainability Implications

Undertaking an organizational study will ensure and confirm the County's capacity to support the strong governance and operations of the County.

Financial Implications

Option 1: The financial impact to conduct a Corporate Services Organizational Study is in the range of \$40,000.

Option 2: The financial impact to conduct an Organizational Study of all County departments' administrative functions is in the range of \$65,000.

Option 3: This would be an extensive study that would require a significant amount of time and coordination. The financial impact to conduct an Organizational Study for all County departments' administrative and operational functions is in the range of \$125,000.

Funds for these options can be drawn from the Frontenac Working Fund Reserve.

Organizations, Departments and Individuals Consulted and/or Affected

Human Resources
Municipal Intern
EO-HR group



Report 2013-003

COMMITTEE REPORT

To: CHAIR AND MEMBERS OF THE FINANCE COMMITTEE

From: Elizabeth Savill
CAO

Prepared by: Marian VanBruinessen
Treasurer

Paul Charbonneau
Director of Emergency and Transportation Services/Chief of Paramedics

Julie Shillington
Administrator of Fairmount

Date prepared: January 3, 2013

Date of meeting: January 7, 2013

Re: Finance Committee – 2013 Budget Presentation

Recommendation

RESOLVED THAT the Finance Committee of the County of Frontenac accept this *Financial Services – 2013 Budget Presentation* report for discussion;

AND FURTHER that the Finance Committee confirm its list of comments and observations concerning the 2013 Budget Presentation developed at this meeting;

AND FINALLY the Finance Committee recommend that the 2013 Budget Presentation including the list of comments and observations developed by the Committee go forward to the Council of the County of Frontenac at its regular meeting scheduled in January 2013.

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: Canada has been impacted by weakness in the global economy, particularly in Europe and the United States. Growth projections are positive, but slow with the

Finance Committee – 2013 Budget Presentation
January 7, 2013

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forecast for 2% growth in 2013. The Canadian dollar is likely to average near parity throughout 2013 and short term interest rates to sit around 1%.

OMERS (Ontario Municipal Employees Retirement System) contributions will increase by an average of 10% in 2013. Medical benefits were marketed for 2013 and as a result the overall increase based on 2012 is .2%. WSIB rates have increased by 2%, the EI maximum contribution has increased by 6.4% and the CPP maximum contribution increased by 4%.

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 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. The strategic planning session in November 2012 did not result in clear direction.

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.

It is critical to understand that the budget has been prepared for the annual period beginning in January 2013. Any delay in passing the budget will impact opportunities for mitigation strategies.

Land Ambulance – Significant negative pressures affect the 2013 land ambulance budget, these include:

- Reduced revenues from cross border agreements due to the L&A County EMS station opening in Loyalist Township on September 1, 2012,
- Collective Agreement wage increases of 2.5% to paramedics,
- A significant 7.9% increase in benefits i.e. OMERS, CPP, EI, Employer Health Tax and WSIB,
- A 16% increase in sick replacement costs for 2012 over 2011 hours.

The initial draft 2013 land ambulance budget anticipated a 7.37% increase in expense. Staff has reduced this to the current draft land ambulance budget expense of 1.77% increase through the following mitigation of expenses:

1. Reducing Training Hours:
 - Training hours had been maintained, in previous years, at a high level in anticipation of the Ministry of Health and Long term Care (MOHLTC), Emergency Health Services Branch (EHSB) mandating additional training for Primary Care Paramedics. The best information available is that this will not occur.
2. Reducing Unassigned Staffing Hours:
 - Unassigned staffing hours are utilized for emergency upstaffing, public relations events and unexpected staffing requirements outside of the usual staffing commitment in our Deployment Plan including Queen's events, severe weather, etc.
 - FPS will reduce the public relations events that it pays staff to attend and choose those that have the best return on investment in getting our message to the public regarding the service.

3. Sick Time Replacement Reduction Strategy:

- In 2010, FPS attempted to introduce a practice, similar to the one introduced at Fairmount Home, which would see the first sick call not replaced to reduce costs. We were unable to introduce that strategy because we were in a “Freeze Period” due to Collective Bargaining.
- In 2013, FPS will introduce a program where the first and second sick call will not be replaced to reduce costs. This would result in potential downstaffing of an ambulance on some day shifts. The goal is to achieve 5,000 hours of sick time replacement cost reductions in 2013.

4. Vehicle Maintenance Cost Reductions

- Savings of \$22,500 per ambulance can be achieved if the report on the life cycle replacement of ambulances is approved. Moving from a six (6) year cycle to a four and one-half (4.5) year cycle significantly reduces maintenance costs as the budget for the sixth (6th) year is \$30,000 versus the first (1st) year of \$7,500.

Fairmount Home – In March 2010, the Council at the time directed staff that there shall be no increase to the Fairmount Home municipal operating levy for the next three years through a strategy to achieve efficiencies in the Home's operation. This did not include transfers to reserves. For 2013, Council needs to be aware of how holding to the 0% operating levy increase will impact upon the residents and staff of the home.

It has been suggested that some financial information be provided to Council on how Fairmount compares to other municipal long-term care homes. It's important for Council to acknowledge that each long-term care home is unique and its uniqueness has a direct impact on its budget. The services provided in one home may not be the same as those in another. How common services are provided can differ from home to home. Each home has unique mission and vision statements that guide their operations. Work life cultures are different as are homes' abilities to attract staff and volunteers. There are differences in collective agreements, wage rates and benefit levels. Some homes pay an allocation for administrative shared costs where others may pay no costs where services are centralized. Resident acuity varies from home to home as demonstrated through varying CMI levels. The location of the home can have an impact on access to external services, employee recruitment, volunteerism, etc. The layout of the home will have an impact on how it is staffed – how many floors, how many residents per unit, how many dining rooms. There are also historical differences between for-profit and not-for-profit homes. Attached as Appendix I to this report is some further information from the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) on this topic. It is important that the operations of different homes are not compared without understanding their uniqueness and how that impacts on the operations. To fail to take into account these differences does a disservice to our residents, staff and volunteers.

Some Councillors have referred to Fairmount as the “Cadillac” of long-term care homes or as providing “elite” services. Fairmount is unique, just like every other home in the province and the fact that we have a long waiting list and a high rate of resident and family satisfaction does not mean that we are elite – it means we are doing a good job. At Fairmount our residents are treated with dignity and respect in a creative and responsive environment in which all members are dedicated to promoting the individual strengths and abilities of each other. It is our mission and we believe in it.

The Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) conducts an annual survey of its member homes focusing on funding sources, envelope expenditure levels, average hourly wages, benefits, leaves, premiums, volunteer hours and supplies and service expenditures. This is the most comprehensive benchmarking survey in our possession and the

results are confidential for OANHSS members only. Unfortunately, as this is such a large survey, it takes a while to get the results and we only received the 2009 results in 2012. At that time 104 homes participated in the survey, 64 of those being municipal homes.

The following are some results that you may be interested in considering:

Item	Fairmount	Municipal Average
Gross expenditure per resident day – nursing	\$114.57	\$113.90
Gross expenditure per resident day – programming	\$8.35	\$9.30
Gross expenditure per resident day – raw food	\$7.12	\$7.94
Gross expenditure per resident day – OA	\$67.62	\$71.25
Supplies & services expenditure – in-house & contract	\$37.13 **facility costs higher due to well water system requirements	\$32.31

The following chart outlines the municipal operating levy, of which the County contributes 32%, over the past four years:

Year	Operating Levy
2009	\$2,241,479
2010	\$2,180,672
2011	\$2,180,672
2012	\$2,180,669

According to the benchmarking report, the average municipal contribution per resident day in 2009 was \$37.28 which included average grant contributions of \$20.74 per resident day and fundraising and related contributions of \$0.36 per resident day. As you can see the County's levy contribution was \$47.98 however there were no grant or fundraising contributions documented for Fairmount.

Council will notice that the operating levy for Fairmount has not increased since 2009. The levy was maintained through:

- a) an increase in Ministry funding in 2010 and 2011 which recognized the requirements for implementation of the *Long-Term Care Homes Act*
- b) a reduction in some contract costs (elevator, garbage removal, incontinence products, dietary and environmental service management),
- c) a reduction in staffing levels in the nursing department in 2011.

In 2012 we did not receive the funding anticipated in the budget from the Ministry and for 2013 the anticipated funding coming from the Ministry is not expected to keep up with operating cost increases.

For the purposes of this discussion, the current budget will be separated as follows:

- a) Ministry Revenue
- b) Resident Revenue
- c) Other Revenue

- d) Wages & Benefits
- e) Non-wage/benefit operating costs

a) Ministry Revenue

In 2011, the Ministry of Health & Long-Term Care had indicated to long-term care homes that a 3% increase in the programming and nursing envelopes could be anticipated. Unfortunately this increase did not materialize and we only received 1% in each envelope. For 2013 we are budgeting 1% for each of the four envelopes (programming, nursing, raw food and other accommodation), and also recognizing funding for water testing and small increases in RPN and RAI Coordinator funding. These changes translate to an increase in total Ministry funding of \$2,961 over the 2012 budget.

We anticipate receiving our Case Mix Index (CMI) in early February. The 2013 budget is being calculated based on current CMI.

In addition we have confirmation that we will be receiving per diem funding for high intensity needs in both our nursing and raw food envelopes totalling \$35,040.

In the last week of December 2012, we received notice that we would be receiving one-time funding to be put towards HIN (high intensity needs) transition, resident safety and staff training. This funding totals \$33,400.

b) Resident Revenue

For 2013, we are budgeting based on the actual 2012 basic accommodation fees.

c) Other Revenue

We have budgeted for salon rent which we have not done in the past. We anticipate receiving \$1,000 for the year. We also show a transfer from reserves in the amount of \$61,000 which represents \$56,000 from the severance reserve to cover anticipated severance costs and \$5,000 from the Pathways reserve for Pathways maintenance.

General recoveries anticipates raw food recoveries through the café and wage recoveries related to cleaning and maintenance of the Old House.

Overall we anticipate an increase in total budgeted revenue of \$216,569 over the 2012 excluding any increase in contribution from the City of Kingston.

d) Wages & Benefits

Wages and benefits make up 80% of the total operating budget with total wages for 2013 anticipated to be \$6,630,054 and benefits to be \$2,019,451. These estimates include a worst case scenario wage settlement of 2%, anticipated severance costs of \$56,000 and Fairmount's share of the County's requested Human Resource Assistant position. This results in an increase to the wage budget of \$173,045. In addition, there are significant increases in OMERS, CPP, WSIB and medical benefits for an overall increase of 9.3% to the benefit budget for a total increase of \$173,780. Wage and benefit increases total \$346,825.

e) Non-Wage/Benefit Operating Costs

The management team at Fairmount has reviewed all non-wage/benefit expenditures and while we have been able to maintain or even find slight savings, there are some areas that are out of its control that are affecting the operating costs.

As Council has been made aware through a previous report, there have been changes made to the Ministry's High Intensity Needs Fund. As noted above, effective January 1, 2012, the home will receive a per diem in the nursing and raw food envelopes for use for high intensity needs such as feeding tubes, specialized wound care, vital pain management, etc. Based on a review

of our historic costs, we anticipate that this per diem will not be enough to cover our residents' needs. We have added the per diem funded \$35,040 for high intensity needs to the operating budget and an additional \$10,000 that we estimate will be needed for these supplies.

We require annual maintenance on our ceiling lifts. In the past, this service was provided without cost under an agreement with our vendor. Unfortunately, this will not be the case for 2013 therefore \$6,800 has been added to the budget for this service.

Finally, there is an increase in the contract costs related to the management of the dietary and environmental services departments in the amount of \$19,769.

The increases related to wage and benefit costs and the above-noted non-wage/benefit costs total \$418,434. Through a review and prioritization of contracts, projects and training we were able to find savings of \$97,326 to bring the overall operating expenditure increase to \$371,709 (3.57%). This did require delaying the implementation of the new nursing and preventative maintenance software, delaying the completion of physical demands analysis for a variety of positions, delaying the replacement of nursing care carts, suspending the wall protection project and removing dollars from the corporate education allocation.

In order to meet Council's direction for no levy increase related to operating, we will need to reduce the operating expenditures by a further \$114,982. With this in mind the management team has prepared several options for consideration should Council not be prepared to approve the budget as it stands currently.

Option #1

Eliminate maintenance flex hours (\$20,000) and reduce sick leave coverage. Reduction in the maintenance flex hours does not require lay-off of staff and we could continue the practice of not replacing the first two PSW sick calls on the day shift with an option to expand the not replacing into other areas of the home.

This would also allow us the time to work with the union during collective bargaining, which commences January 9, to negotiate a wage rate that could allow the home to continue operations without the lay-off of staff. To lay-off staff before collective bargaining will eliminate any leverage we may have to negotiate an acceptable wage rate.

Should these efforts prove not to be successful management would bring back a report to Council in June, 2013 with further recommendations.

Option #2

If Council does not wish to allow management, the union and staff the opportunity to work together to meet budget without lay-offs, staffing reductions would be required as follows:

- a) Fairmount would not be able to pay its' share of the County's proposed new Human Resources Assistant.
- b) The fourth PSW on day shift on the secure unit would be eliminated.

Currently there are three PSWs on each of the other three units with a float position that moves between them allowing staff to balance the workload in order to meet the residents' needs. Removal of the fourth PSW on the day shift on the secure unit would mean that the float would then move about four units instead of three. Without the fourth PSW on the secure unit and the need to float over four units instead of three there is concern that interventions required through resident care plans will not be timely. As an

example, on one unit 21 out of 32 residents require staff assistance for transferring with 12 of those residents requiring two staff each time. Think about how many times a resident could be transferred in a day shift – getting up in the morning; each time he/she wants to use the toilet; to and from the bath/shower; to and from bed again if he/she has a nap. When there are four PSWs on the day shift staff work in pairs to ensure timely transferring. Without the fourth PSW residents do have to wait to be transferred until a PSW is available to assist.

Another area of concern is meal service. Some residents are totally dependent upon staff for feeding with some being fed in their rooms, not in the dining room. On the secure unit alone eight residents require the assistance of staff for feeding; four on 2North; three on 2South and three on 1South. This does not include those residents who need to be supervised. Reducing PSW staffing will result in some residents waiting to be fed.

Fairmount does not have a lot of incidents of resident aggression on its' secure unit as staff are available to intervene between residents before situations can escalate. With fewer staff on the floor one can expect to see an increase in incidents of aggression.

c) Maintenance flex hours would be eliminated

The flex hours are allocated for activities that maintenance staff claimed cannot be completed during the regular maintenance work such as painting, grass mowing, etc.

Option 1 is recommended. This puts the onus back on staff to come to work and will provide leverage to management when working with the union to come to an agreement that is sustainable.

Financial Impact

In recent years, the 2011 and 2012 County levies have been positively impacted by the uploading of Ontario Disability Support Program (ODSP) and Ontario Works (OW). In 2012 the requisition to the Townships was further reduced by an arbitrary \$200,000 allocation from working funds that was not directly related to a specific project or activity brought forward. This results in a 2.42% shortfall in 2013.

Year	Budget requisition change
2007	2.94% increase
2008	2.91% decrease
2009	2.94% increase
2010	0.59% decrease
2011	4.12% decrease
2012	1.4% decrease

The current budget as presented is showing a levy increase of \$8,546,776 which is a 3.21% increase in the requisition to the Townships over 2012.

A breakdown of the increase is outlined in the following table.

Requisition impact	2013	2012	Requisition Change	
	\$	\$	\$	%
General County	-177,411	-469,529	292,118	3.53%
Investment	144,102	160,000	15,898	0.19%
Revenue reduction (POA)			55,720	0.67%
2012 Wrk fund Trsf			200,000	2.42%
Transfer to reserve - capital replacement			20,500	0.25%
General Government	2,083,075	2,099,847	-16,772	-0.20%
Governance	225,895	254,660	-28,765	-0.35%
Corporate	1,808,593	1,760,937	47,656	0.58%
County Capital	48,586	84,250	-35,664	-0.43%
Emergency Management	9,600	10,850	-1,250	-0.02%
Transportation	0	0	0	0.00%
Social Housing	785,020	759,384	25,636	0.31%
Social Services	1,287,820	1,288,133	-313	0.00%
Fairmount Home	1,046,072	954,599	91,473	1.10%
Land Ambulance	1,550,416	1,525,389	25,027	0.30%
Health Unit	690,736	677,951	12,785	0.15%
Library	765,796	753,678	12,118	0.15%
Planning & Development	365,652	540,779	-175,127	-2.11%
Other	140,000	140,000	0	0.00%
Levy change	8,546,776	8,281,081	265,695	3.21%

Sustainability Implications

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

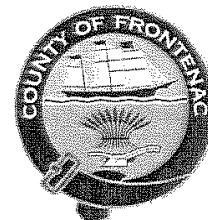
Organizations, Departments and Individuals Consulted and/or Affected

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



2013 DRAFT BUDGET

January 16, 2013



2013 DRAFT Budget – Revised Presentation

As requested by Council the 2013 budget presentation is substantially different from that provided in previous years.

Overview

The departmental overviews provide a snapshot of the each department, and sub-components if applicable. The overviews delineate for Council the legislative framework, the 2012 achievements

Revenue

Revenue was previously presented at an aggregate level. Information has now been redistributed to each department.

Recoveries, previously presented as an offset to expense, are not shown as a revenue to reflect financial statement presentation.

Federal Gas Tax revenue and corresponding allocation to reserve is not shown on the budget to align the budget with financial statement presentation. Federal Gas Tax revenue is held in an obligatory reserve fund and only that Federal Gas Tax to be utilized in 2013 is shown as a revenue in the budget.

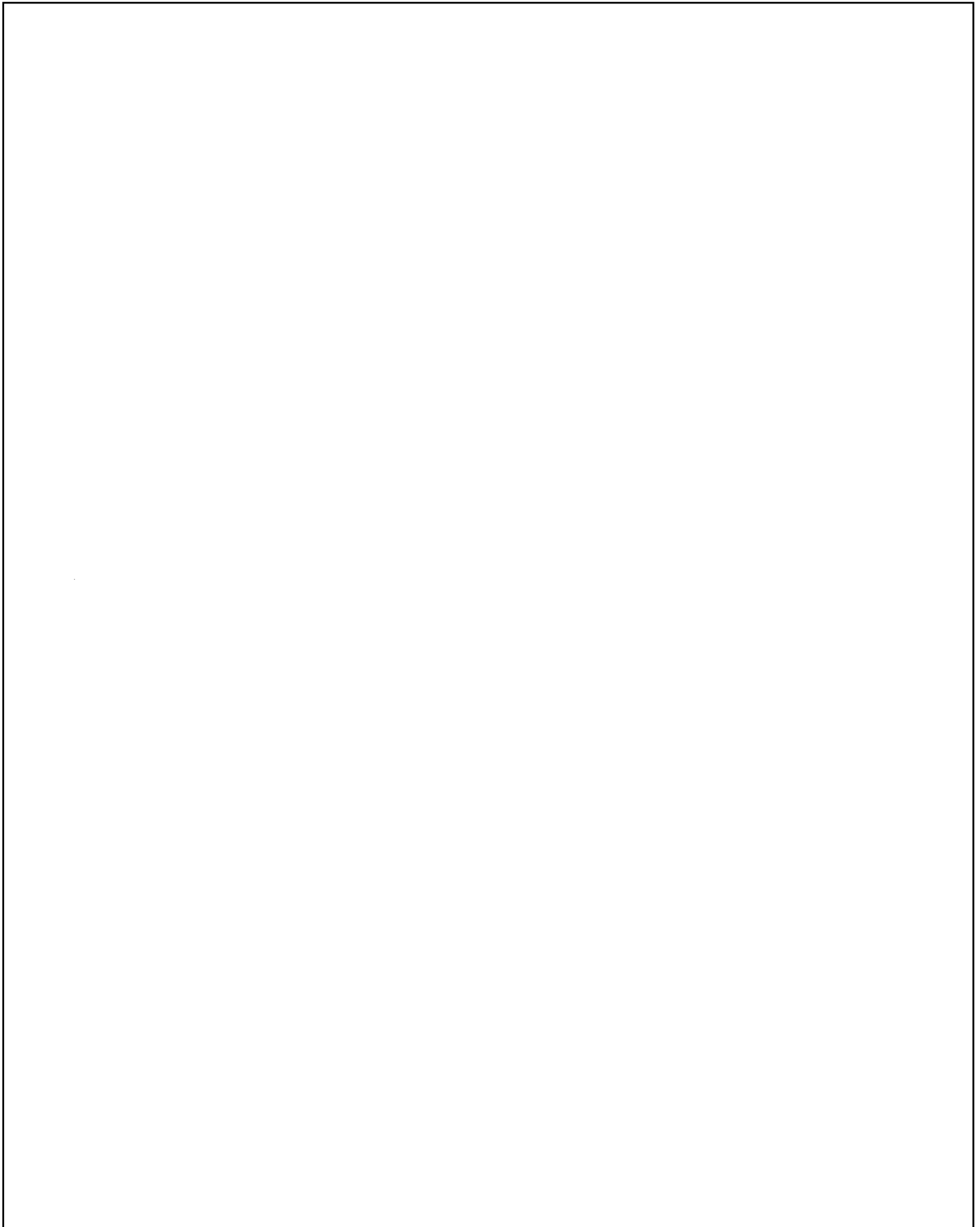
Expense

Each department now shows the capital and financing components of its budget, if applicable, separately.

Council committee expenses have been allocated according to the budgets presented and accepted by Council and are included in the overall Council information.

Expense summary

Salaries	Includes regular, overtime earnings, severance, maternity top up, training, preceptor compensation, Council remuneration, remuneration for statutory boards.
Benefits	OMERS, CPP, EI, WSIB, EHT, medical benefits, clothing & dry cleaning allowance
Office Supplies and Repair	Includes postage, courier, subscriptions, staff name tags, paper and other office supplies
Medical Supplies and Repair	Includes, medical supplies, oxygen, ostomy supplies, nursing supplies, high intensity needs expense, biomed repairs, incontinence supplies
Equipment Supplies and Repair	general, signage, health and safety supplies, propane, décor upgrades, equipment maintenance, minor equipment replacement small equipment new, training equipment office furniture, ergonomics. Recreation and rehabilitation supplies, safety equipment, food, water
Public relations	Advertising for County business, Human resources, EOWC activity
Travel, Training, Conference fees, Membership fees	Kilometrage, accommodation, travel other, conference, training registration fees, books, health and safety training, membership fees
Professional, Contracted Service, Insurance	Laundry, security, entertainment, pastoral care, social work, therapy services, catering, meetings investigator, medical director fees, audit fees, other professional fees, legal, weed control, labour negotiation costs, insurance
Building Maintenance	Cleaning and maintenance supplies, building maintenance contracts for elevator, landscaping, fire protection, generator maintenance, plumbing, septic system, heating system maintenance, garbage collection, ventilation system maintenance
Communications Supplies, Service and Equipment	computer hardware, software, communications, internet, website, pagers, satellite, AVL operations, cable
Vehicle Service and Supplies	fuel, maintenance, licence tires
Rentals, Leases, Penalties and Interest	Photocopier leases, property rentals
Utility Costs	Hydro, heating, water
External Transfers	MPAC fees, Social service, Social housing, Health unit, Library
Internal transfers	Allocated administrative and housekeeping
Grants	
Funded Projects	Through JEPP other funding programs
Sustainability projects	As outlined under Sustainability
Other	Meeting expense, committee expense, miscellaneous
Internal transfer	Allocated administrative, housekeeping and maintenance
County capital reserve transfer	
Depreciation	



Overview:

General Overview

General Economic Scope: Canada has been impacted by weakness in the global economy, particularly in Europe and the United States. Growth projections are positive, but slow with the forecast for 2% growth in 2013. The Canadian dollar is likely to average near parity throughout 2013 and short term interest rates to sit around 1%. The aging workforce is impacting benefits across the board: OMERS (Ontario Municipal Employees Retirement System) contributions will increase by an average of 10% in 2013; medical benefits, marketed for 2013, will see a favourable increase of just 0.2% over 2012; WSIB rates will increase by 2%; EI maximum contribution has increased by 6.4%; and CPP maximum contribution has increased by 4%.

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 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.

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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.

It is critical to understand that the budget has been prepared for the annual period beginning in January 2013. Any delay in passing the budget will impact opportunities for mitigation strategies.

The current budget as presented is showing a levy of \$8,546,776 which is a 3.21% increase in the levy over 2012. A 1% increase in the levy equals \$82,810.

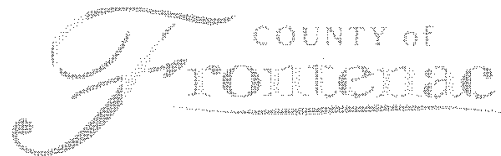
A breakdown of the levy increase is outlined in the following table.

In 2012 Council brought forward \$200,000 from working funds to offset the tax rate. As a result the tax requisition to the Townships was reduced. However the impact of that 2012 direction in 2013 is a 2.42% levy increase

Departmental Breakdown of the Levy Increase

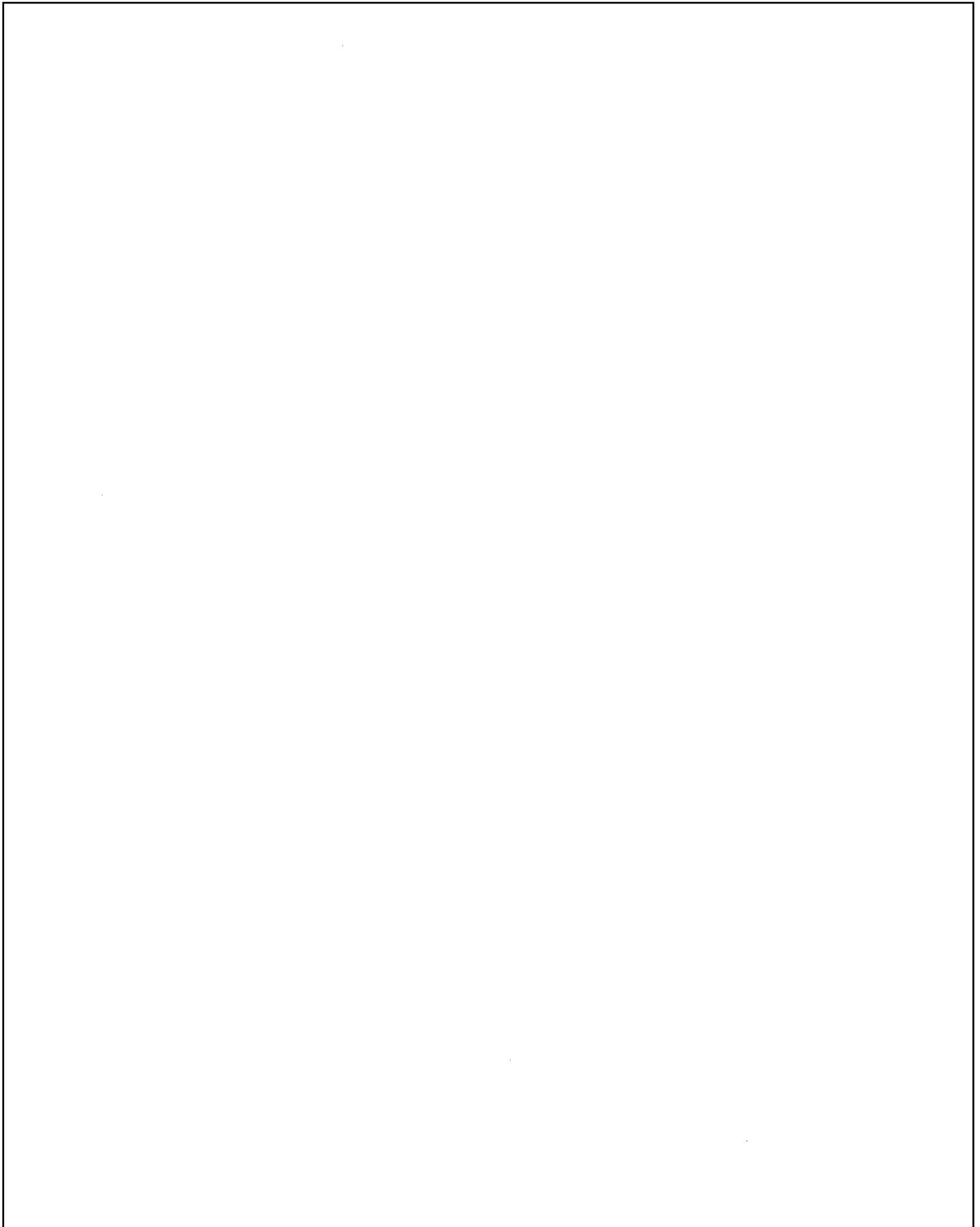
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2012 Wrk fund Trsf			200,000	2.42%
Transfer to reserve - capital replacement			20,500	0.25%
General Government	2,083,075	2,099,847	-16,772	-0.20%
Governance	225,895	254,660	-28,765	-0.35%
Corporate	1,808,593	1,760,937	47,656	0.58%
County Capital	48,586	84,250	-35,664	-0.43%
Emergency Management	9,600	10,850	-1,250	-0.02%
Transportation	0	0	0	0.00%
Social Housing	785,020	759,384	25,636	0.31%
Social Services	1,287,820	1,288,133	-313	0.00%
Fairmount Home	1,046,072	954,599	91,473	1.10%
Land Ambulance	1,550,416	1,525,389	25,027	0.30%
Health Unit	690,736	677,951	12,785	0.15%
Library	765,796	753,678	12,118	0.15%
Planning & Development	365,652	540,779	-175,127	-2.11%
Other	140,000	140,000	0	0.00%
Levy change	8,546,776	8,281,081	265,695	3.21%

General County



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenaccountry.ca



General County:

General Overview

This section includes revenues and expenses not directly attributable to the departments and activities delineated separately.

Revenue and Reserve Transfers

Investment income: The County has had the value of the investment in the EORN Broadband project. As this project will be fully drawn down in 2013 the interest related to funds retained is reduced.

User Fees: The Provincial Offences net revenue projection for 2013 provided by the City of Kingston has been reduced substantially.

Transfer from Reserves: During the 2012 budget deliberations County Council directed that \$200,000 be drawn from the Working Fund reserve to offset the 2012 levy. If not maintained this results in a 2.42% increase to the levy in 2013. Using reserve transfers to arbitrarily reduce the tax rate is not sustainable in the long term.

Expense

Professional services, Contracts: AMO was identified in law as the body that represents municipal governments enrolled in OMERS. The contribution to this Board is included in this expense line.

Other: This line includes penalties and tax write offs.

Internal Transfers: After a review of the County's capital requirements conducted during 2012 by consultants, it has been determined that the allocation to the Capital Replacement reserve needs to be increased in 2013 to \$225,746 compared to \$88,000 transferred in 2012 before a comprehensive re-assessment of requirements was undertaken.

The following table provides an indication of the annual contribution requirements for the replacement reserve and the proposed multi-year mitigation strategy from 2013 to 2016 to ensure the County is on track by 2016.

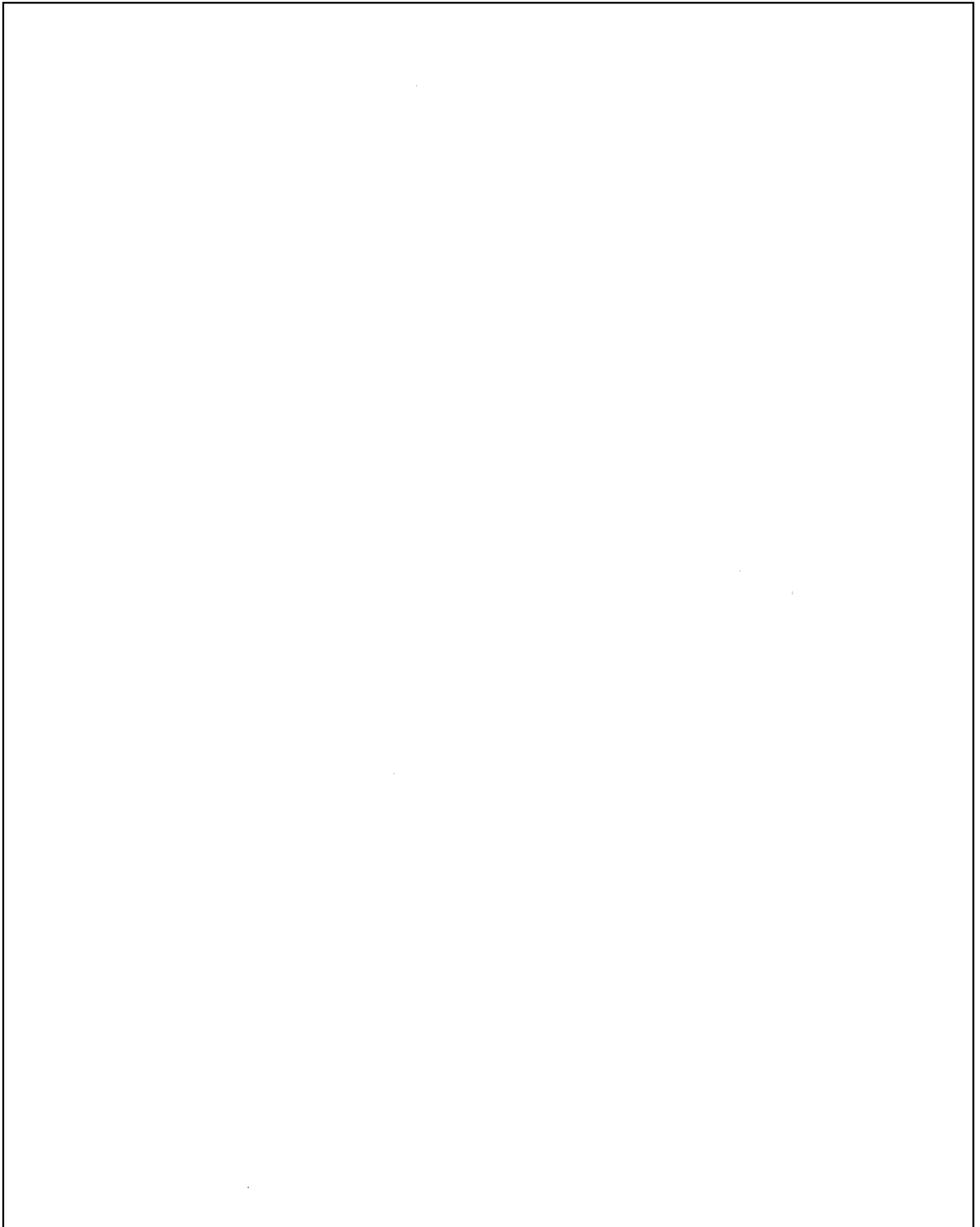
County of Frontenac**Contribution to Capital Replacement Reserve*****

Year	Annual contribution to replacement reserve	Transfer from working fund	to levy
2012	88,000		88,000
2013	225,746	117,246	108,500
2014	183,346	54,346	129,000
2015	188,928	39,428	149,500
2016	189,344	19,344	170,000
2017	190,394		190,500
2018	190,394		190,394
2019	198,299		210,394
2020	202,607		202,607
2021	202,890		202,890
2022	203,410		203,410

***Please note that as indicated in the Capital Plan there is no provision for the replacement of Buildings included in this allocation

County of Frontenac
2013 DRAFT Budget
General

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	0	0	0		817,734
Investment Income	144,102	160,000	-15,898	-9.94%	160,117
User Fees	167,159	222,879	-55,720	-25.00%	266,942
Other Revenue	45,000	45,000	0		62,917
TOTAL REVENUE	356,261	427,879	-71,618	-16.74%	1,307,710
Transfer from Reserves	0	200,000	-200,000	-100.00%	0
TOTAL REVENUE AND RESERVE TRANS	356,261	627,879	-271,618	-43.26%	1,307,710
EXPENSE					
Professional, Contracted Service, Insurance	3,600	3,600	0		1,298
Rentals, Leases, Penalties and Interest	750	750	0		0
Prior Year projects committed	0	0	0		-41
Other	21,000	21,000	0		0
Internal Transfers - Reserve	153,500	133,000	20,500	15.41%	41,250
TOTAL OPERATING EXPENSE	178,850	158,350	20,500	12.95%	42,507
TOTAL OPERATING LESS NON CASH DE	178,850	158,350	20,500	12.95%	42,507
NET OPERATING EXPENSE	-177,411	-469,529	292,118	-62.22%	-1,265,203
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	-177,411	-469,529	292,118	-62.22%	-1,265,203
LONG TERM DEBT					
County - Transfer to Long-Term Debt	0	0	0		604,705
City Contribution to LT Debt FMT	0	0	0		26,463
NET CONTRIBUTION TO DEBENTURE	0	0	0		631,168
REQUISITION	-177,411	-469,529	292,118	-62.22%	-634,035
Hydro/Railway Right of way	600	570	30	5.26%	0
Payments in Lieu of Taxation	41,654	46,261	-4,607	-9.96%	0
Supplementary Taxes	50,000	5,000	45,000	900.00%	2
To Levy	-269,665	-521,360	251,695	-48.28%	-634,037



Governance



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenacounty.ca

Governance:

General Overview

This section includes all the activity related to the Warden and Council, Council Committees and Other Boards' activities.

Salaries include standard remuneration to Council members, for which a 2% increase has been provided. The substantial reduction in the per diems paid to Council members in relation to that budgeted in 2012 reflects the anticipated activity of the committees as provided for in the committee budgets and additional ad hoc activity not included in Council remuneration, currently 12 meeting days annually.

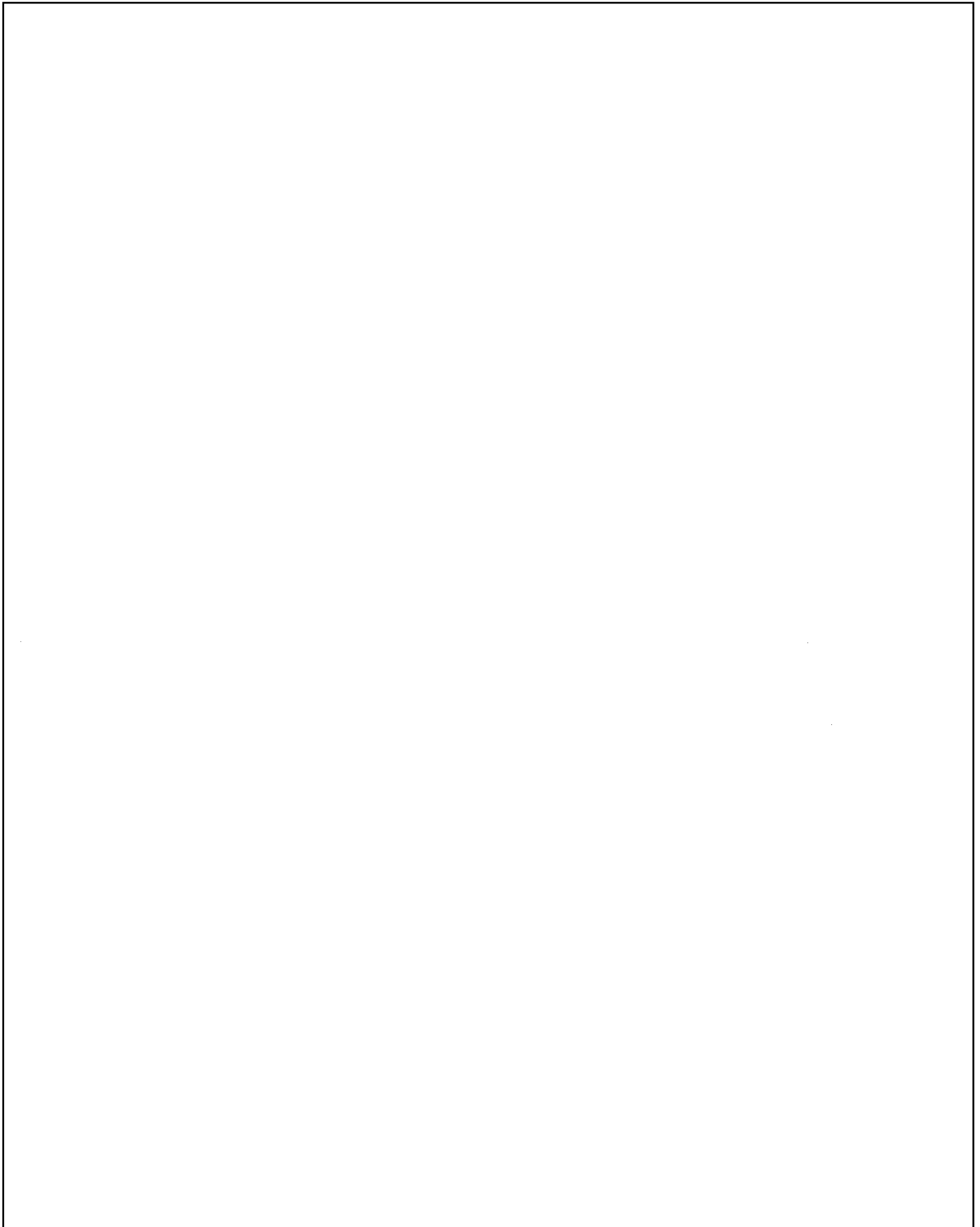
Public Relations includes the amounts provided for Council and other Township representation at various municipal workshops, conferences and training. Some of expenses previously reflected here have been shifted to the Travel, Training and Conferences fees line. EOWC activity is also captured on this line.

The premium for liability insurance for Council members was reduced for 2013.

The Other line includes committee meeting expenses. This is reduced in 2013 as the committee expenses have been partially reallocated to per diems and kilometrage.

**County of Frontenac
2013 DRAFT Budget
Governance**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Recoveries	2,192	0	2,192		1,644
TOTAL REVENUE	2,192	0	2,192		1,644
TOTAL REVENUE AND RESERVE TRANS	2,192	0	2,192		1,644
EXPENSE					
Salaries	85,616	96,703	-11,087	-11.47%	68,039
Benefits	4,412	2,297	2,115	92.08%	2,184
Public Relations	35,000	46,200	-11,200	-24.24%	11,951
Travel, Training, Conference fees	47,000	25,956	21,044	81.08%	13,096
Professional, Contracted Service, Insurance	2,439	2,837	-398	-14.03%	2,337
Communications Supplies, Service and Equ	2,320	9,667	-7,347	-76.00%	9,286
Prior Year projects committed	0	0	0		-5,897
Other	41,300	61,000	-19,700	-32.30%	14,499
Internal Transfers - Reserve	10,000	10,000	0		0
TOTAL OPERATING EXPENSE	228,087	254,660	-26,573	-10.43%	115,495
TOTAL OPERATING LESS NON CASH DEI	228,087	254,660	-26,573	-10.43%	115,495
NET OPERATING EXPENSE	225,895	254,660	-28,765	-11.30%	113,851
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	225,895	254,660	-28,765	-11.30%	113,851
LONG TERM DEBT					
REQUISITION	225,895	254,660	-28,765	-11.30%	113,851
To Levy	225,895	254,660	-28,765	-11.30%	113,851



Corporate

- CAO Clerk & Communications
- Finance
- Information Services
- Human Resources
- Occupational Health



COUNTY OF FRONTENAC

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CAO, Clerk's Office and Communications:

General Overview of CAO, Clerk's Office and Communications:

CAO

- Implements Council's vision and priorities
- Supports County Council and all Advisory Committees of Council (prepares all agendas, minutes, reports and by-laws)
- Provides overall leadership and coordination of ongoing programs and activities of the County
- Leads the Senior Management Team ensuring effectively managed operations and compliance with legislation, regulations and standards
- Identifies activities for collaboration between departments within the County and between the County and Townships in pursuing the strategic directions of Council
- Liaises with representatives of other levels of government, stakeholders, other municipalities and agencies in pursuing the County's priorities
- Supports all internal staff departments and Townships as requested

Clerk's Office and Communications

- Maintains the accuracy and integrity of published corporate information
- Oversees the flow and dissemination of incoming and outgoing information
- Ensures an active program of communications with taxpayers, townships and other partners (issues media releases, e-newsletters, maintains social media accounts)
- Provides administrative support for land use planning applications
- Coordinates accessibility planning and training as legislated
- Liaises with the City of Kingston (Consolidated Municipal Service Manager for the County) regarding the Local Services Realignment (LSR) services - Ontario Works, Social and Affordable Housing and Child Care
- Coordinates all major County events (i.e., Warden's Reception, Annual ICSP events, Official Openings, etc.)
- Coordinates Integrated Community Sustainability Planning Process
- Represents the County at key conferences and activities, and at community events and functions

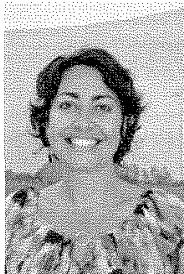
Current staffing and rationale:



Elizabeth Savill,
CAO/Clerk



Jannette Amini,
Deputy Clerk



Angelique Tamblyn,
Executive Assistant



Louise Dignum,
Administrative Assistant
(Short-term contract)



Trina Jones,
Receptionist



Kieran Williams,
Municipal Intern
(One-Year
Contract)



Alison Vandervelde,
Communications Officer

Legislative Framework:

- *The Municipal Act*
<http://www.mah.gov.on.ca/Page184.aspx>
- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *The Planning Act*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p13_e.htm

Funding and Revenue Streams:

The majority of the County of Frontenac's annual budget expenditures are allocated to its main operations – Fairmount Home, Emergency & Transportation Services and Finance/Administration. As a group that supports all four operations, most funding received by the CAO, Clerk's Office and Communications comes from those main operating budgets.

Year Over Year Trends:

County Council

In 2010, the Council of the County of Frontenac doubled in size, growing from four members to eight members. We continue to advance administrative green initiatives through the use of the electronic meeting management system. This system has significantly reduced paper and power used in photocopying and streamlines the agenda creation process, saving staff time and significant costs.

Council continued to meet monthly with additional meetings called to provide special budget sessions, etc. This may change in 2013 as Council members determine how to address the need raised, through discussion among members, to consider meeting more frequently to become more fully involved with County issues.

Advisory Committees of Council

In 2011 four Advisory Committees of Council were established and a fifth committee was created in 2012. Now supporting six Committees, including the Joint Accessibility Advisory Committee which was established in 2002 and the Green Energy Task Force Advisory Committee, Trails Advisory Committee, 150th Anniversary Planning Advisory Committee, Sustainability Advisory Committee and Finance Committee, meet bi-monthly for the most part, totalling more than 30 Advisory Committee meetings in 2012. On average, meetings last two hours and three County staff members attend most meetings. Assuming an average of five hours per staff member for prep and an uncertain amount of additional time for follow-up work between meetings, it can be estimated that Advisory Committees of

Council require at least 630 hours – 84 days or almost 17 weeks – of staff time every year without taking into account the Finance Committee which Council created in 2012. At least two committees, the 150th Anniversary Planning Advisory Committee and the Joint Accessibility Advisory Committee, will require an increase in staff time and support as 2015 approaches. The Trails Advisory Committee requires an increase to deal with the additional workload to produce the Phase II document in 2013.

Eastern Ontario Wardens' Caucus

The County's membership with the Caucus requires attendance at regular EOWC meetings, CAO planning meetings, participation in working group activities and other special projects. As the credibility of the Caucus has grown, the demands on the CAOs have grown and this involvement is critical to ensure its priorities are met to the betterment of the region as a whole and for the County for Frontenac in particular. In addition, the Caucus created the Eastern Ontario Regional Network to oversee the regional broadband project championed by the Caucus. The Board meets regularly to ensure the project's success. With the construction phase nearing completion, the Board's responsibilities will shift.

Coordination of Major Events

As the County continues to engage the public in an active program of communications, responsibilities for the preparation and attendance at annual events like the Warden's Dinner, ICSP Breakfast and Workshop, and one-off events like grand openings and public meetings increase. As the scale (and frequency) of events expands, so too does the effort to support them. Support activities include:

- Coordinating logistics (venue, refreshments, transportation, etc)
- Developing agendas (co-ordinating speakers, preparing presentations and notes, etc)
- Managing attendance (issuing invitations/developing public awareness campaign, etc)

Support activities can consume a few hours (in the case of some public meetings) or many days (in the case of the ICSP Workshop).

Achievements in Current Year:

- EOWC and EORN meetings were attended and supported
- Worked as part of the team responsible for the preparation and presentation of the EOWC's Financial Sustainability project
- Algonquin Land Claim activities engaged the County CAOs from across the claim area in a number of meetings hosted by Frontenac at which the municipal perspective was sought by to those engaged in the negotiations
- Represented the County at the ROMA/OGRA, AMO and FCM conferences
- Represented the County as a member of the Board of AMO
- Participated in the provincial LEAPP project which presented its report mid-year focused on addressing the senior administrative void facing the municipal sector through deliberate strategic activities
- Re-created the work planning, coordination and internal reporting activities across the organization
- Successfully implemented electronic meeting management system (e-Agenda)
- Updated Records Retention by-law for council review
- Updated Council and Committee Procedure by-law for council review
- Led/assisted/provided support for projects such as:
 - Seniors Community Housing Pilot Project
 - Community Improvement Plans
 - Official Plan (Basis Document and Open Houses)
 - Financial Audit (annual review)
 - Fairmount Auditorium Fundraising Campaign
- Supported regular Advisory Committee meetings – approximately 30 over the course of

- the year – and assisted in making progress on all Advisory Committee work plans
- Increased and improved communications with the community through:
 - E-tools: social media, monthly newsletters, online surveys, discussion forum for advisory committees
 - Media relations: improved news coverage has lead to increased awareness of County activities in the community
 - Successfully delivered mandatory Accessible Customer Service Training for new employees
 - Assisted with redevelopment of the County's main web presence, www.frontenaccounty.ca
 - Completed the Multi-year Accessibility Plan as legislated
 - Drafted *Sustainable Actions* for Council approval
 - Represented the County and the sector at several provincial tables including LEAPP, LHIN/MOHLTC, OANHSS and AMO committees and at the AMO Board.

Plans for the Next Budget Year(s):

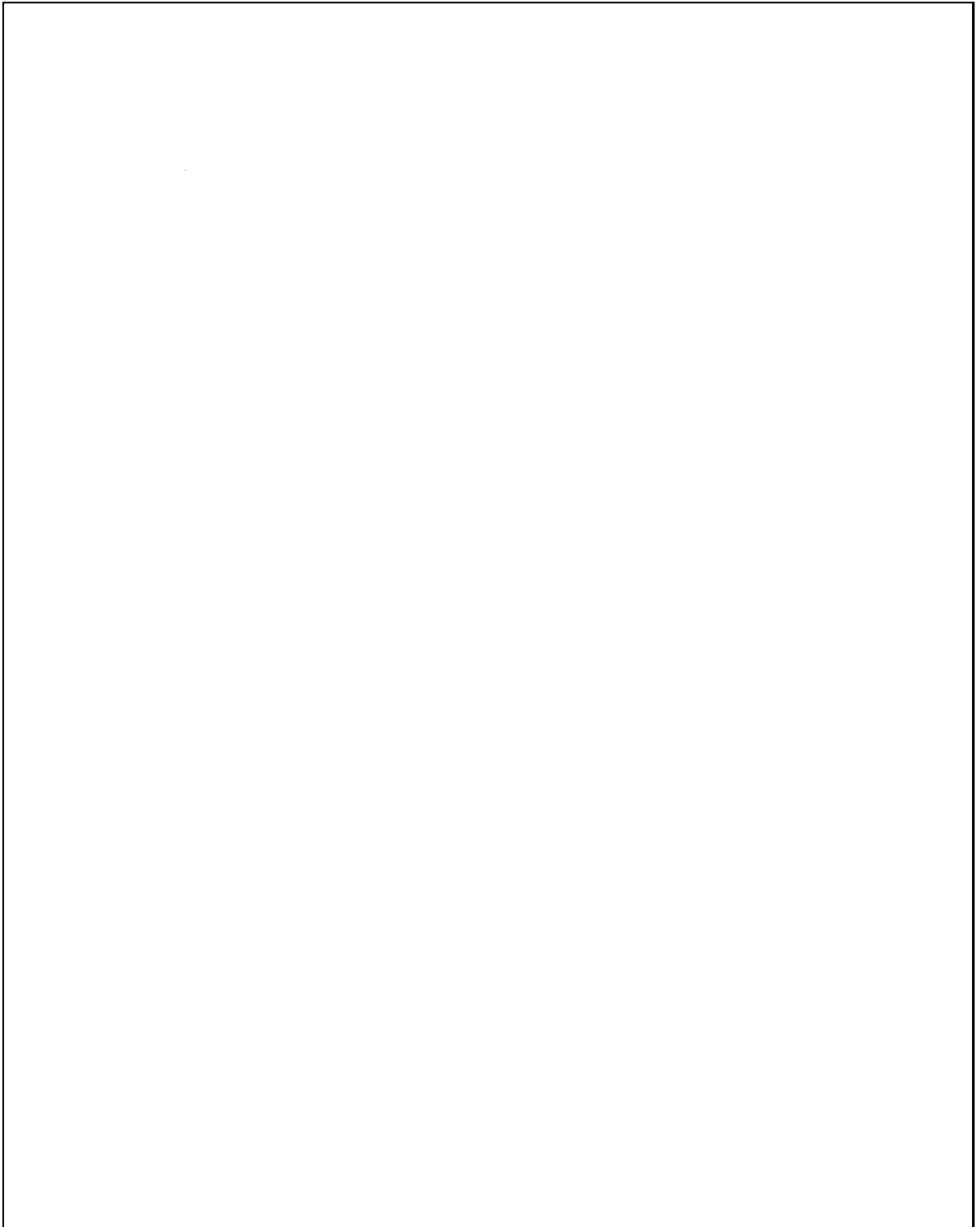
- Continued support of Council and Committee activities, EOWC and EORN
- Completion of a Communications Basis Document leading to a Communications Plan
- Implementation of document management system (Laserfiche)
- Drafting of *Sustainable Actions* for Council approval
- Increased administrative support for Advisory Committees as required, for example the 150th Anniversary Planning Advisory Committee will become more active leading up to celebrations in 2015
- Continue coordinating and streamlining of all organizational activities
- Ongoing representation of the County to increase its profile and the awareness of its needs with senior levels of government, stakeholders and agencies
- Ongoing responsibilities as a board member of the Association of Municipalities of Ontario

Overview of Staffing – Proposed increase and rationale:

With increased workloads attributed to the larger Council, collaboration with the Townships and the activities of the six committees), the strain on administrative support has continued to grow. To address this workload, a new non-union FTE is required. Although all administrations function differently, the level of support available to councils and committees ranges as high as a 1:1 ratio of staff support to council/committee. In our case, with the addition of a new staff position dedicated council/committee support (preparation, research, outreach and follow-up work) the current administrative staff group supporting council and committees (regularly involving the CAO, Deputy Clerk, Executive Assistant, Communications Officer and Manager of Economic Sustainability) should be able to avoid overtime costs and refocus on their key responsibilities.

Pressures - Risks Inherent in Budget(s):

- The current economic challenges impacting municipal sustainability
- Need for clear council vision and priorities providing direction to staff



Finance:

General Overview of Department

- Provides financial framework that supports the strategic direction of Council, protects the County's financial position and minimizes risk to the ratepayer.
- Applies best practices in financial processes and makes recommendation on the continuous improvement of procedures and efficiency opportunities.
- Maintains the accuracy, security and integrity of the corporation's financial systems and accounts
- Manages the procurement process to ensure transparency while ensuring the best value to the Corporation
- Development and review of Finance Policies and Procedures
- Employee benefit management as a shared responsibility with Human Resources
- Provides payroll services for the County to approximately 400 employees including monthly/annual payroll reporting
- Provides financial support to all departments includes:
 - Purchasing and payment processing – Electronic Funds Transfer and cheque
 - Contract and request for quotation/proposal management
 - Accounts receivable invoicing and cash receipt processing
 - Asset management
 - Insurance
 - Capital projects and funding oversight
 - Fairmount Home
 - Resident admissions and billing
 - MIS-OHRS
 - LTC homes annual staffing report
 - Ontario Association of Non-Profit Homes and Services for Seniors (OAHNSS) benchmarking survey
 - Audited annual financial report
 - Other reports required by Ministry of Health
 - Federal Gas Tax reporting
 - Frontenac Paramedic Services FIR
 - Ministry of Transportation petition for subsidy for Howe Island Ferry
- Township of Frontenac Islands financial and administrative support for accounts receivables, account payables, payroll, property taxes, financial audit and budget preparation
- Provide customer service/internal consulting advice to departments and service units

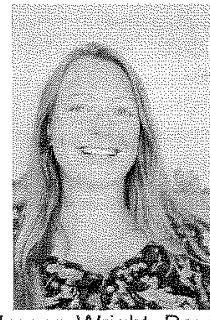
Current staffing and rationale:



Marian VanBruinessen,
Treasurer



Susan Brant,
Deputy Treasurer



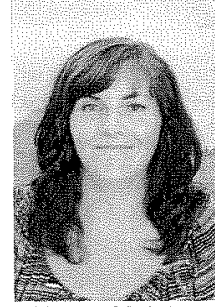
Noreen Wright, Payroll
Clerk – Fairmount



Beth Sproule, Payroll Clerk – Corporate, Frontenac Paramedic Services, Howe Islander Ferry Service



Nancy Elliott, Accounts Payable Clerk – County of Frontenac & Frontenac Islands



Nancy Malette, Accounts Receivable Clerk – County of Frontenac & Frontenac Islands

Contracted work (\$25,000) in 2012 included review of WSIB New Experimental Experience Rating assessment, updating capital replacement schedule, development of revised budget templates; review of contract management process; investigate opportunities for bulk purchasing in fuel/electricity.

Legislative Framework:

The role of Treasurer and the activities of the Finance department are governed by the *Municipal Act*. http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01m25_e.htm

The *Assessment Act* governs matters relating to the assessment of property
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a31_e.htm

Payroll is governed by the following:

Income Tax Act and regulations

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90i02_e.htm

Pay Equity Act http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm

Employment Insurance Act and regulations <http://laws-lois.justice.gc.ca/eng/acts/E-5.6/>

Canada Pension Plan Act <http://laws-lois.justice.gc.ca/eng/acts/C-8/>

Employment Standards Act:

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm

Workplace Safety and Insurance Act:

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm

OMERS ACT

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06o02_e.htm

Long-Term Care Homes Act

http://www.e-laws.gov.on.ca/html/source/regs/english/2010/elaws_src_regs_r10079_e.htm

3 Union contracts: CUPE 2290 (expired 2012), CUPE 109 (expires 2014), OPSEU 462 (expires 2013)

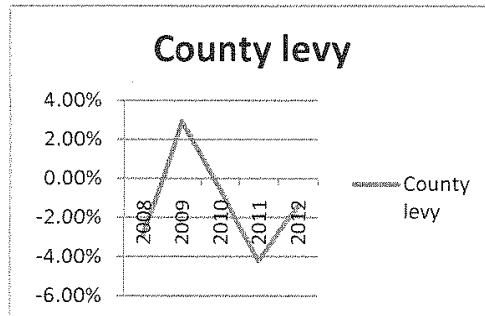
Funding and Revenue Streams:

The majority of the County of Frontenac's annual budget expenditures are allocated to its main operations – Fairmount Home, Emergency & Transportation Services and Finance/Administration. As a department that supports all operations, most funding received by Finance comes from those main operating budgets.

Contract revenue is generated for the financial services provided to the Township of Frontenac Islands. The contract remains in place until the end of 2013.

Year Over Year Trends:

County Levy 2008 - 2012



(note 2010 adjusted by Township transfer)

Transaction activity	2009	2010	2011
	#transactions		
Accounts Payable Invoices	5,605	5,877	6,186
Cheques/e-Fund Transfers	5,684	5,716	5,621
Accounts Receivable Invoices	3,475	3,600	3,750

Salary Increases by Group

	2008	2009	2010	2011	2012	2013
FPS (Union Contract)	3%	3%	2.5%	2.5%	2.5%	2.5%
FMT (Union Contract)	3%	3%	2%	2%	2%	Under negotiation
Ferry (Union Contract)	3%	2.5%	2%	2%	2%	2.25%
Corporate	3%	3%	2%	2%	2.9%	Not yet established

Medical benefits, excluding Long Term Disability (LTD), have increased by 20% over the past 5 years. LTD has increased 73% over the past 5 years. The County went to market for benefits in 2012 resulting in an increase over 2012 contributions of 0.2%. The County has an aging workforce working at physically demanding positions. This is also reflected in the increasing Workplace Safety & Insurance Board (WSIB) costs and claims.

Achievements and Progress in Current Year:

- Successful Financial audit – staff commended by auditor
- Development of a new budget template and budget presentation format
- Long term financial plan – awaiting Strategic commitments of current Council
- Policy development – procurement and donations
- Banking – Terms of Reference drafted for the Request For Proposal (RFP)
- NF Land Ambulance Base – project manager, EOI, and RFP processes completed
- Payroll – completed 3 separate retro payments for 3 ratified collective agreements with manual calculations for approximately 400 employees within committed timeframes
- Involved in negotiation of collective agreements
- Frontenac Islands budget process and financial processes
- Frontenac islands tax billing
- Market benefits

Plans for the Next Budget Year(s):

- Long term financial plan
- Electronic payroll advice slip will replace paper pay slip with an electronic pay notice
- The budget process requires streamlining which will be facilitated by a review and evaluation of new budget software and methodology
- Continue to review and revise budget templates and presentation
- Modify internal reports- monthly, quarterly, annually
- Capital asset management plan utilizing Provincial funding
- Retro pay software will automate the manual calculations for retroactive pays, reduce time spent by employees
- WSIB Schedule 1 vs Schedule 2 review
- Investment management request for proposals to be released to manage funds in line with long term financial plan

Pressures - Risks Inherent in Budget(s):

- The current Finance staff work very efficiently and manage a large workload. Although not anticipated, any change in staff would result in a strain on the department and a risk that reporting requirements and other expectations might not be met.

Proposed increase and rationale:

Contract position – up to \$68,000 which could be partially offset through the revenue received under the contract for services with Frontenac Islands.

The request for additional finance staffing was put forward in 2011, but not granted. Requirements continue to increase and are requiring substantial unpaid overtime to address. In 2011 and 2012 some tasks were outsourced, but the product provided is not cost beneficial. Additional resources are required for financial tasks that cannot be accommodated with the current complement at this time. These include budget preparation elements, contract management, insurance evaluation, financial policy updates, asset management, risk assessment and updating reports. Tasks related to the Finance Committee may also require new resources in 2013.

A review of the finance structure in Eastern Ontario Counties was undertaken. The Counties of Peterborough and Lennox and Addington are the closest in terms of budget and payroll. Both exceed the number of finance staff at the County of Frontenac.

Municipality	# employees	Municipal Budget	Comments re comparability	Clerks	Management	Finance Clerk LTC
County of Frontenac	400	\$42 million	Payroll provided by Finance for both County and Frontenac Islands. All LTC	4	2	0
Frontenac Islands	26	\$3.3 million				
County of Peterborough	275	\$55 million	Payroll administration performed by HR (not included in staffing totals)	4	4	0
County of Lennox & Addington	229 FT/221 PT	\$63.8 million	a finance clerk in LTC and business analyst in Social Services	5	2	1

Information Services

General Overview of Information Services:

Information Technology is a rapidly changing field. Items and issues, which seem important or achievable today, may be either obsolete or unimportant in the near future. Also, technology issues, which are not even visible on the horizon at present, will arise in the near future.

The Information Services Master Plan provides guidelines that allow a high degree of flexibility in the rapidly changing technological environment. The plan relies on linkages between the information technology planning process and the annual County wide budget process.

Information Services supports all County Departments through the effective delivery of IS services, which includes the planning for and management, maintenance and troubleshooting of technology across the operating departments at the County of Frontenac:

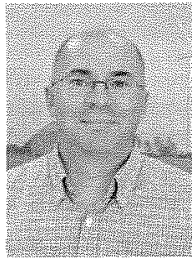
- County-wide network comprised of **eight local area networks** providing internet access at the County offices and Fairmount Home, six ambulance bases and the Frontenac-Howe Islander Ferry
- Data Centre comprised of **16 physical servers**

1. Email and File Server	9. Citrix Server #1
2. Blackberry Manager Server	10. Citrix Server #2
3. Intranet and Helpdesk System	11. File Server
4. Great Plains – Financial System and Staff Scheduling System	12. Electronic ACR Fax Server and IT Service
5. Electronic ACR Database Server	13. GoldCare Server
6. Electronic ACR Web Server	14. GIS Data Server
7. Electronic ACR Report Server	15. GIS Web Server
8. Data Backup Server	16. Document Management Server
- **125 computers** – laptops, desktops, thin clients and ambulance tablets
- **Nine network printers** and **three network photocopier/fax/scanners**
- **Three websites:** www.frontenaccounty.ca, www.directionsforourfuture.ca, and www.frontenacmaps.ca
- Voice communication systems – both landline and cellular
- Fairmount Nurse Call and Resident Wander Guard System
- Fairmount Resident Phone System
- Fairmount Resident Television System
- Electronic ambulance call record system
- Building security systems

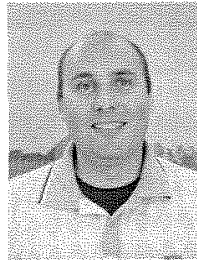
In addition to the support of these systems, the IS group:

- Ensures data security systems are in place
- Provides services to the Townships through Geographic Information Systems (GIS) work
- Provides support for the Township of Frontenac Islands' financial system and website
- Liaises with community agencies/organizations working to coordinate GIS initiatives
- Provides centralized GIS which allows us to view, question, understand, interpret, and visualize *geographically-referenced* data sets that reveal relationships, patterns and trends in the form of maps and reports. This assists municipalities in solving everyday problems relating to utilities, social programming and emergency response.

Overview of Staffing – Current staffing and rationale:



David Millard, Information
Systems Manager



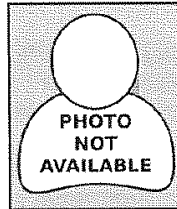
Ryan Dixon, IS Technician
Fairmount and County
Administration



David Herrington, Systems
Technician Emergency and
Transportation Services



Kevin Farrell,
GIS Specialist



Summer Student, GIS
Field Work and Data
Collection

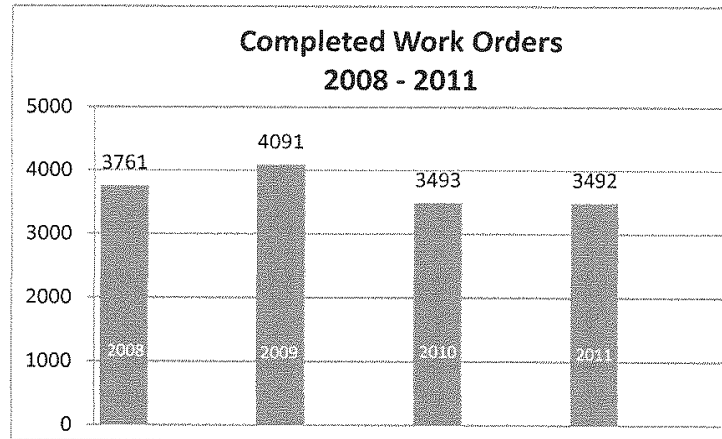
Legislative Framework:

- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Accessibility for Ontarians with Disabilities Act (AODA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Ambulance Act, R.S.O. 1990:*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_07l08_e.htm
- *Occupational Health & Safety Act*
www.labour.gov.on.ca/english/hs/

Funding and Revenue Streams:

The majority of the County of Frontenac's annual budget expenditures are allocated to its main operations – Fairmount Home, Emergency & Transportation Services, and Finance/Administration. As a group that supports all operations, most funding received by Information Services comes from those main operating budgets.

Limited revenue is also obtained through the creation, printing and sale of hard copy maps through the GIS function. Occasionally, the GIS Specialist completes projects for external organizations, the time spent on which is billed at cost-recovery to the outside organization.

Year Over Year Trends:

County staff uses the "Work Order" system to submit requests for IS support. On average, the IS group completes 3,709 work orders per year.

Achievements in Current Year:

- Document Management System
- Corporate Website Redevelopment
- Update Fairmount Nurse Call System

Plans for the Next Budget Year(s):

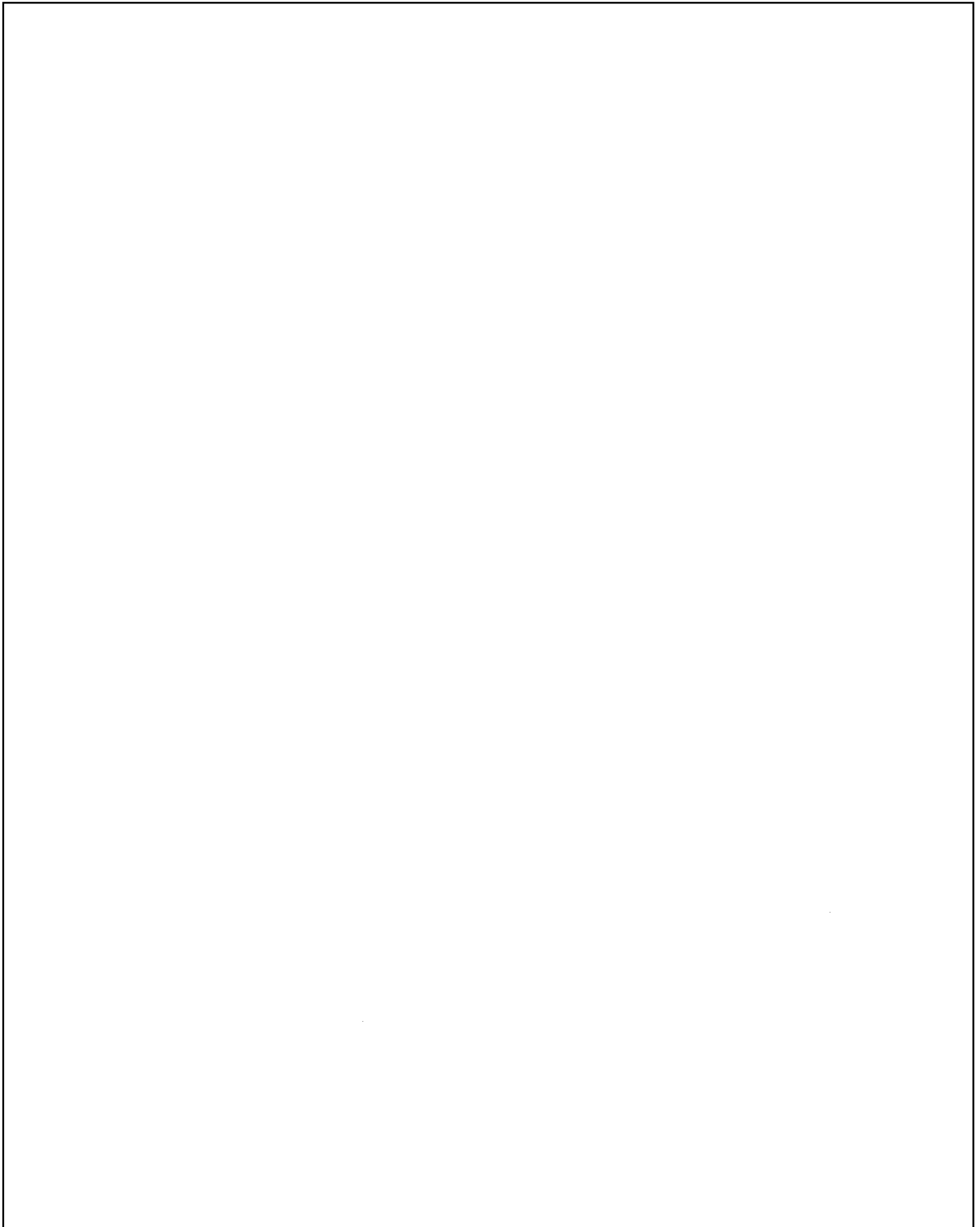
- Update electronic ambulance call record system (review of service)
- Electronic Payroll Advice Slips
- Preparatory steps to address a telephony refresh in 2014

Staffing – *Proposed increase and rationale:*

- In 2013 the IS group anticipates expanding the Summer Student's employment period from 12 to 16 weeks in order to complete projects outlined as per Townships' staff. Townships' staff has identified the need for inventories of cemeteries, streetlights and signposts. Hiring a summer student is the most cost-effective way to undertake the field work, the analysis of which is completed in-house by the GIS specialist.

Pressures - Risks Inherent in Budget(s):

- Technology forces, both internal and external to the County, are changing the way business is conducted and consistently pressure the County's information management practices. Organizations that do not equip themselves to meet this changing demand will quickly find themselves with obsolete information systems that are costly to replace, and unable to do business with partners and stakeholders in an efficient manner.



Human Resources

General Overview of Human Resources (HR):

Human Resources delivers effective and strategic services to approximately 400 employees in both unionized and non-unionized work environments for the County of Frontenac:

- Administers collective bargaining for three unionized groups
- Administers compensation for four labour groups – three unionized and one non-unionized
- Assists management and makes recommendations regarding employee relations
- Manages grievances and Dispute Resolution process
- Develops and reviews HR Policies and Procedures
- Manages recruitment process for all County positions
- Develops and facilitates the delivery of corporate training
- Maintains all employee records through electronic systems and manual files
- Co-manages employee benefits (shared responsibility with Finance Department)
- Directs the performance management and appraisal process
- Handles employee HR inquiries and concerns
- Conducts internal HR investigations
- Provides consultation to Townships as requested
- Undertakes special projects for Townships as resources permit

Current Staffing and Rationale:



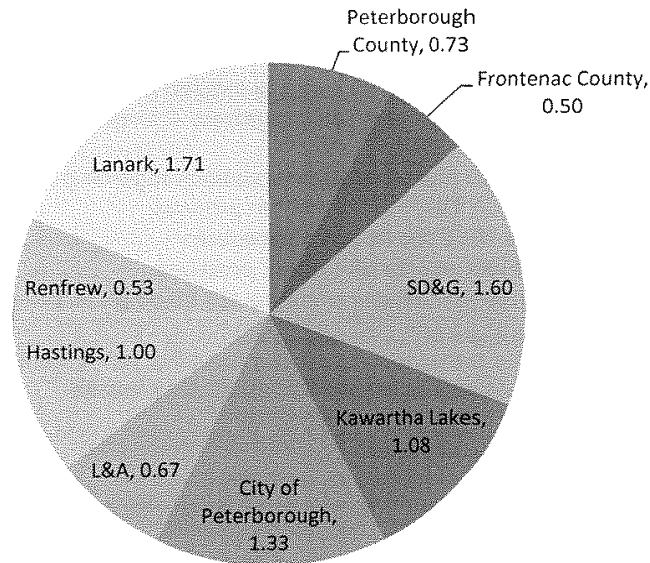
Colleen Hickey,
Human
Resources
Specialist/Labour
Relations



Krista Vandewal,
Human
Resources
Generalist/
Researcher

- Currently, the County of Frontenac employs two full-time HR staff members who provide all of the above services to approximately 400, primarily unionized, employees.

Average # of HR Staff per 100 Employees



- Of the municipalities listed in the chart above the average number of Human Resources staff per 100 employees is 1.09. Frontenac currently has 0.50 HR staff for every 100 employees.

Legislative Framework:

Human Resources must adhere to all applicable Federal and Provincial legislation to ensure rules and regulations are followed and implemented through County policies and procedures. Some of the Acts governing Human Resources are as follows:

- *The Occupational Health and Safety Act 1990 (OHSA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm
- *Employment Standards Act, 2000 (ESA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm
- *Workplace Safety and Insurance Act, 1997*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm
- *Labour Relations Act, 1995*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
- *Hospital Labour Disputes Arbitration Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h14_e.htm
- *Ambulance Services Collective Bargaining Act, 2001*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm
- *Ambulance Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm

- *Accessibility for Ontarians with Disabilities Act, 2005*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Highway Traffic Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h08_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_07l08_e.htm
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Pay Equity Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
- *OMERS ACT*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06o02_e.htm

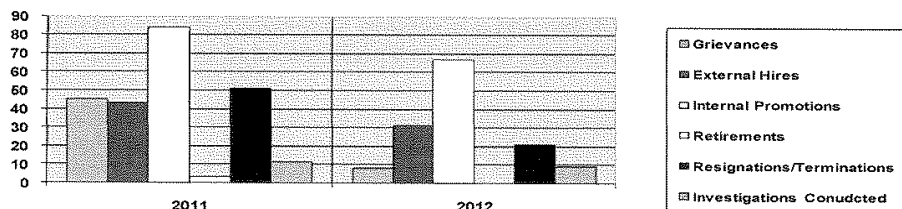
Funding and Revenue Streams:

The majority of the County of Frontenac's annual budget expenditures are allocated to its main operations – Fairmount Home, Emergency & Transportation Services and Corporate (Finance/Administration). As a unit that supports all operations, most funding received by Human Resources comes from those main operating budgets.

At times, funding is also obtained through:

- Consultation projects completed for Townships (i.e. Frontenac Islands HR Review)
- Federal Government Special Projects (i.e. summer student positions)

Year Over Year Trends:



**All 2012 statistics are year-to-date to July 31, 2012*

Achievements in Current Year:

- Reached settlements for three collective agreements – CUPE 109 & OPSEU 462 (through negotiations) and CUPE 2290 (through interest arbitration). These agreements were reached over a series of meetings and months – on average, it took 7 meetings to reach agreements; each meeting took approximately 10 hours. Similar municipalities average the same number of days and length of meetings to reach similar agreements.
- Successfully recruited for over 90 positions through internal promotions and external hires. The average time to fill a position through external hiring is one month. In 2012 recruitment activity increased by 23.6%, the majority of the increase is due to turnover of casual positions within Fairmount Home.

- Created a new recruitment process for Wolfe Island Volunteer Paramedics, providing Frontenac Paramedic Services with a skilled bank of candidates to draw from in future career postings, which could reduce recruitment time.
- Completed the Frontenac Islands HR Review project, providing up-to-date job descriptions and two performance management appraisal forms. Also conducted a remuneration comparison for Council members.
- Developed/revised several HR related policies, including the Surveillance Policy, Code of Conduct, Driver's License Policy, CPIC Policy, Attendance Management Policy, Policy Direction, Time Off Requests and Overtime Policy.
- Developed three training presentations and facilitated training workshops to County staff. Training modules were: *Respect in the Workplace*; *Electronic Time Off Requests*; and *Workplace Violence and Harassment (Bill 168)*. Health and Safety Investigation policy and procedure training was facilitated to approximately 400 employees.
- Provided labour and recruitment support to Townships as requested.
- Conducted an internal work flow analysis with non-union staff to determine the amount of work and effort staff spent on various needs. The information supports the request in the 2013 budget for additional staff resources to meet current needs.
- Development of Corporate Employee Education & Development (CEED) Training Guide, which allows training to be organized centrally and planned annually. Will ensure the County continues to meet all legislative training requirements and invest in staff development to enhance employee performance. This guide will also allow Townships' staff to participate in training, with costs shared.
- Council approved two full-time positions for County Administration – a non-unionized Communications Officer and a unionized Community Planner (transition of a contract to permanent position). These two positions have added value to the County and Townships.

Plans for the Next Budget Year(s):

- Implement CEED Guide which will include training on Accessibility, Workplace Investigations, Respect in the Workplace, Conflict Resolution
- Develop New Hire Orientation Program
- Complete Annual Pay Equity Reviews (Non-Union, CUPE 2290, CUPE 109)
- Complete new Performance Management System
- Introduce developed/revised policies as required

Staffing – Proposed increase and rationale:

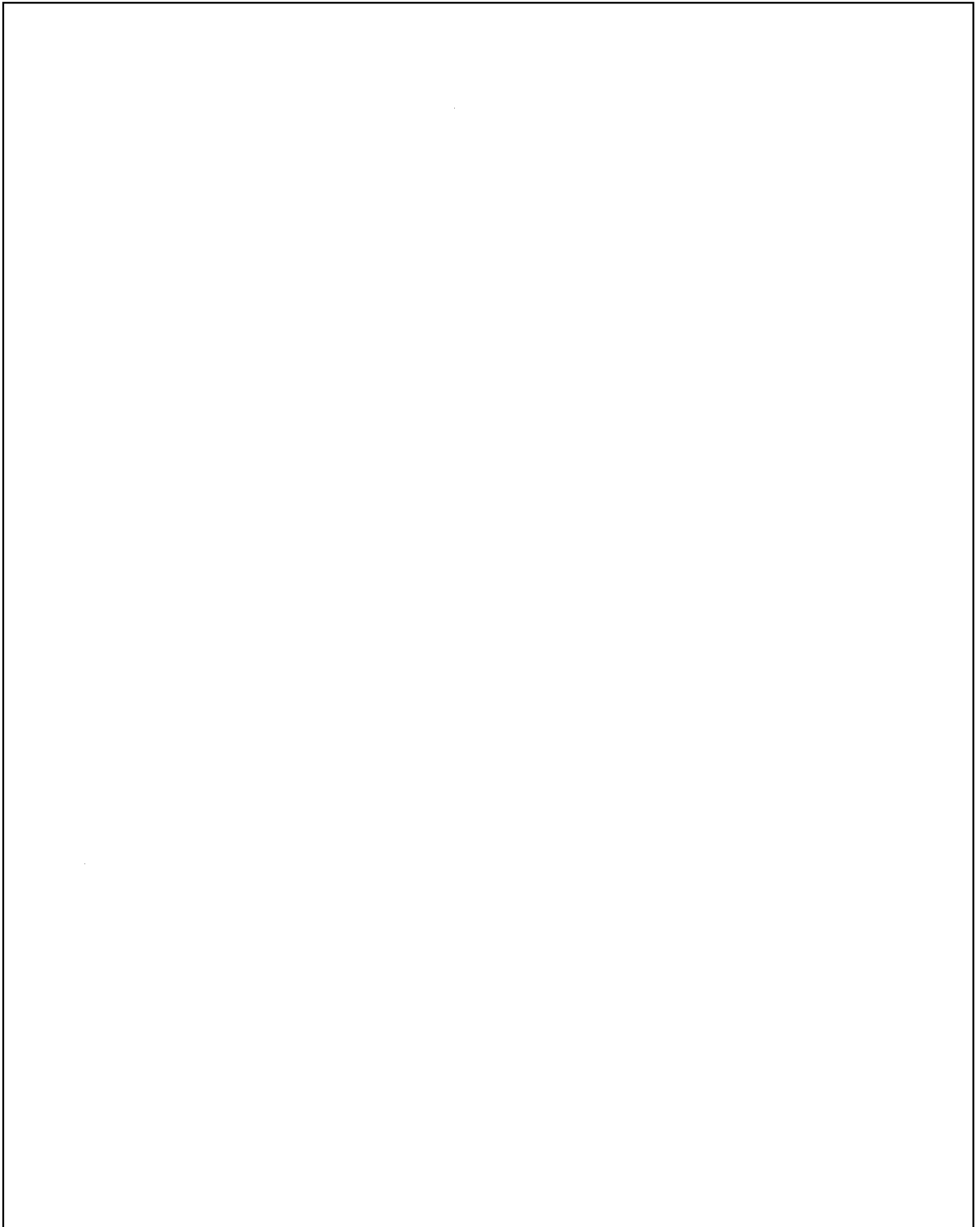
- Staff deal with day-to-day issues and long term/visionary planning for HR needs while balancing volume and demand. HR has identified an ongoing increase in the workload; work is being reprioritized and in some areas delayed due to understaffing. HR will require a part-time staff person to assist with the excess workload, which will allow the department to assess the ongoing need for a full-time staff member. The increase of a 0.5 FTE will increase the ratio of HR staff to total employees from 0.5 to 0.625, still well below the average shown in the chart above.

Pressures – Risks Inherent in Budget(s):

- Austerity measures have been identified by the provincial and federal governments which could have an effect on County operations as they have currently identified

long term care as an area for these measures.

- Introduction of new provincial legislation which would require staff training to ensure compliance.
- Provincially mandated *Workplace Violence and Harassment* (Bill 168) investigations can have an impact on budgets as the costs of investigations can be substantial. This is an unknown variable as the legislation is too new to predict.
- CUPE 2290 bargaining will commence in 2013. Constraints could lead to further Fairmount staff reductions.
- In 2012, 13% of the workforce left employment with the County. The majority of this turnover is due to casual hires in Nursing and Support Services at Fairmount Home.



Occupational Health**General Overview of Occupational Health:**

Occupational Health is dedicated to the relationship between the worker and his/her work environment. The role of the Occupational Health Nurse (OHN) is to keep workers well through prevention, treatment and recovery programs. The provision of health, wellness, safety and rehabilitation programs and services supports the recruitment and retention of healthy, purposeful employees. The OHN provides employer and employee education, training and auditing for the County and Townships (on request) to ensure all requirements under the legislation are met, due diligence is accomplished and recognized best practices are followed.

Prevention:

- Conducts pre-employment medical clearances
- Oversees contracts with Hotel Dieu Hospital, Kingston Injury Management and Employee Assistance Program service providers
- Coordinates Physical Demands Analysis
- Manages wellness initiatives – Wellness Team, Wellness Fair and Wellness Room
- Holds wellness/health check clinics for County and Townships on request
- Develops and delivers a variety of training: health & safety legislated requirements, WHMIS, workplace violence prevention, young worker orientation, back care, safe work processes, ergonomic work practices, etc.
- Holds flu shot clinics for County staff
- Ensures new workstations are ergonomically correct and provides advice and guidance for ad hoc requests
- Provides training and audits for Infection Prevention and Control (IPAC)
- Provides expert advice to three internal Health & Safety Committees (County, FPS & Fairmount) and Township Representatives to ensure ongoing compliance with legislation (i.e., Frontenac Islands Health & Safety program 2011)
- Reviews and develops policies and procedures as required
- Collects data and conducts research on wellness, injury, illness, accident trends independently and with community partners (Queen's, SLC)

Treatment & Recovery:

- Offers confidential primary care and counselling appointments and referrals to other health care professionals for staff: 80 (2011), 59 (2012 to July 31)
- Works in conjunction with Workplace Safety & Insurance Board (WSIB), health care practitioners and the County's Insurance Carriers to facilitate successful returns to work 48 claims (2009), 40 claims (2010), 30 claims (2011), 51 (2012 – to July 31)
- The WSIB and Ministry of Labour's most recent legislative changes put increased responsibility on employers to retain their injured employees in the workplace. Each return of an employee from an occupational injury/illness requires:
 - Analysis of the incident
 - Primary care and/or referral for treatment
 - Design of modified/alternate work based on health care provider's orders
 - Meeting and review of return to work plan with employee and management
 - Coordination with scheduling department for placement and hours
 - Ongoing communication with health care provider, employee, WSIB/Insurance Carrier, and management regarding employee's progress
 - Continual updating of work plan as physical conditioning changes
 - Continued provision of counselling and treatment referrals if required
 - Provision of clearance to return to full duties
- Each return of an employee from a non-occupational injury/illness requires:
 - Assessment of employer's ability to offer alternate work
 - If LTD, collaboration with Insurance Carrier to design work plan, schedule and financing for the return to work period

- Ongoing communication with employee, employer and Insurance Carrier as plan progresses towards return to full duties
- Analyzes incidents to identify risks, recommend improvements in processes, equipment and practices for Senior Management Team 155 incidents (2009), 143 incidents (2010), 107 incidents (2011), 104 (2012 to July 31)
- Assists with outbreak management and post exposure follow-up for infectious diseases (IPAC education provided to township Fire & Rescue in past years)

Current staffing and rationale:



Bonnie Carter,
Occupational
Health Nurse

An Occupational Health Nurse is a Registered Nurse with an additional degree/licence in Occupational Health. An OHN has advanced diagnostic skills, may perform hearing tests, basic vision tests, electrocardiograms (ECG), pulmonary function tests, phlebotomy and basic physical examinations. OHNs have additional training in epidemiology, emergency planning and ergonomics. These qualifications are required to access information from allied health care professionals and provide the expertise to design workplace accommodation plans.

Legislative Framework:

Occupational Health & Safety Act
www.labour.gov.on.ca/english/hs/

Ministry of Labour
www.labour.gov.on.ca/english/

Workplace Safety & Insurance Act
www.e-laws.gov.on.ca/html/statutes/.../elaws_statutes_97w16_e.htm

Ontario Human Rights Code
www.ohrc.on.ca/en/ontario-human-rights-code

Accessibility for Ontarians with Disabilities Act
www.aoda.ca/

Funding and Revenue Streams:

The majority of the County of Frontenac's annual budget expenditures are allocated to its four main operations – Fairmount Home, Emergency & Transportation Services, the Frontenac-Howe Islander Ferry and Finance/Administration. As a support to all four operations, most funding received by Occupational Health comes from those main operating budgets.

Additional revenue is generated from Wellness Room membership fees. Membership fees are reinvested to cover cleaning, maintenance and improvements to the Wellness Room.

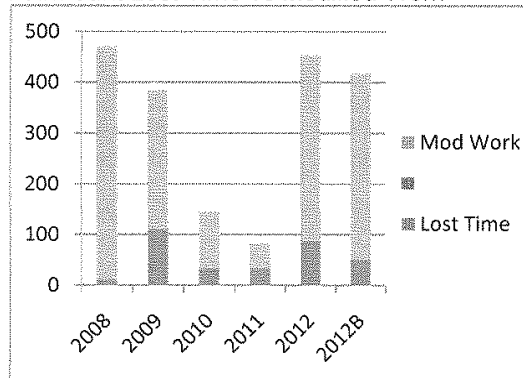
Year Over Year Trends:

- Oversees approximately 30 pre-employment assessments annually
- Coordinates approximately 30-45 WSIB claims annually
- Coordinates approximately 5 LTD return-to-work plans annually 5 (2010), 6 (2011), 5 (2012 to July 31)
- Conducts ongoing ergonomics workstation assessments (averaging 10 per year for the past five years) and provides individual instruction to users of common workstations and selects ergonomic product purchases.
- Provides orientation to Health & Safety (including workplace violence, WHMIS), Infection Prevention & Control (IPAC) Back Care Training & Young Worker orientation to County and Township staff (Frontenac Islands, Central Frontenac, and South Frontenac in 2012) (Central Frontenac and Frontenac Islands in 2011)

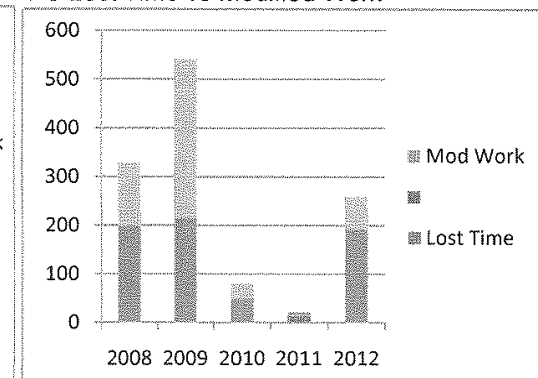
Achievements in Current Year:

- **Formation of a County/Township Safety Group** – work collaboratively to ensure all townships are compliant with legislated requirements, share resources and cost efficiency for training
- **Supervisor Health & Safety training** completed for 75% of County staff, all Administration, FPS, and Senior Management Team at Fairmount have completed the training. Approximately 50% of Fairmount registered staff have been trained
- **Renegotiated Hotel Dieu Contract** – Reduced the cost of Hotel Dieu Hospital pre-employment physicals. Previously paid \$250 for each complete physical which contained data that was not required. Amended to include only necessary components at a cost of \$85.00 per physical for a cost savings of \$165 for each new recruit. (A total cost savings of \$5,115 for 2012)
- **Mentorship** – Provided placement to 3rd year Registered Nursing students each semester in partnership with St. Lawrence College program.
- **Pandemic Plan** – first meeting and real time tabletop exercise completed for Fairmount staff, working groups formed and goals identified
- **Bill 160 training** completed for County Health & Safety teams, Senior Management Team and Township Safety Group on new legislation and organizational requirements
- **Healthy Eating Initiative** – electronic weekly tips distributed to County and Townships' staff; three sessions of *Weight Watchers at Work* completed
- **Wellness Team** hosted several small contests and the annual Wellness Fair which was well attended
- **Staff Injuries & Illness** – continue to minimize lost time of occupational and non-occupational injuries and illness through support of treatment, referral and modified work design

Fairmount Lost Time vs Modified Work



FPS Lost Time vs Modified Work



Plans for the Next Budget Year(s):

- **Physical Demands Analysis (PDA)** – In 2013, eight positions at Fairmount will require PDAs (PSW, R.N., Dietary Aide, Laundry Aide, Housekeeping Aide, Maintenance, Recreationist and update RPN). Once accomplished, this work brings the County's PDA requirements up-to-date. The OHN will liaise with an outside firm contracted to complete all eight PDAs.
- **Workplace Violence Prevention Plan & Code White** – Continue to assist in the development of response procedures and source electronic devices/panic button systems in collaboration with Information Services and Senior Management Team. Collaborate with Human Resources on related training initiatives.
- **Safety Training** – Expand Health & Safety training program to include all front line and new staff on general Health & Safety.
- **Health & Safety Committees** – Assist the County and Township Committees to share training and expenses of new and ongoing requirements.
- **County/Township Safety Group** – Continue to lead this team to share knowledge, training, best practices and policies. Will move forward with identified opportunities for cost sharing and efficiencies through collaborative efforts.
- **Wellness Promotion** – Select annual topic and gather information for Weekly Wellness Tips. Provide wellness literature and promotions throughout year; install brochure racks in staff lounges. Continue Wellness Team initiatives and promotion of Wellness Room. Evaluate opportunity to mobilize the Wellness Fair to include Township participation.
- **Mental Health Support Program** – Implement this additional component of Wellness Program. Research supports that one quarter of the workforce has some type of mental health illness (anxiety and depression are most common) and health care workers are additionally vulnerable to compassion fatigue and/or posttraumatic stress disorder. In 2013, these concepts will be introduced through education and awareness training.

Staffing - Proposed increase and rationale:

- With confidential support in place to assist with administrative tasks, the OHN could spend more time performing professional level tasks for the County and Townships. While the budget text captures the full need for an additional administrative support person, Occupational Health would benefit from a portion of that person's time.

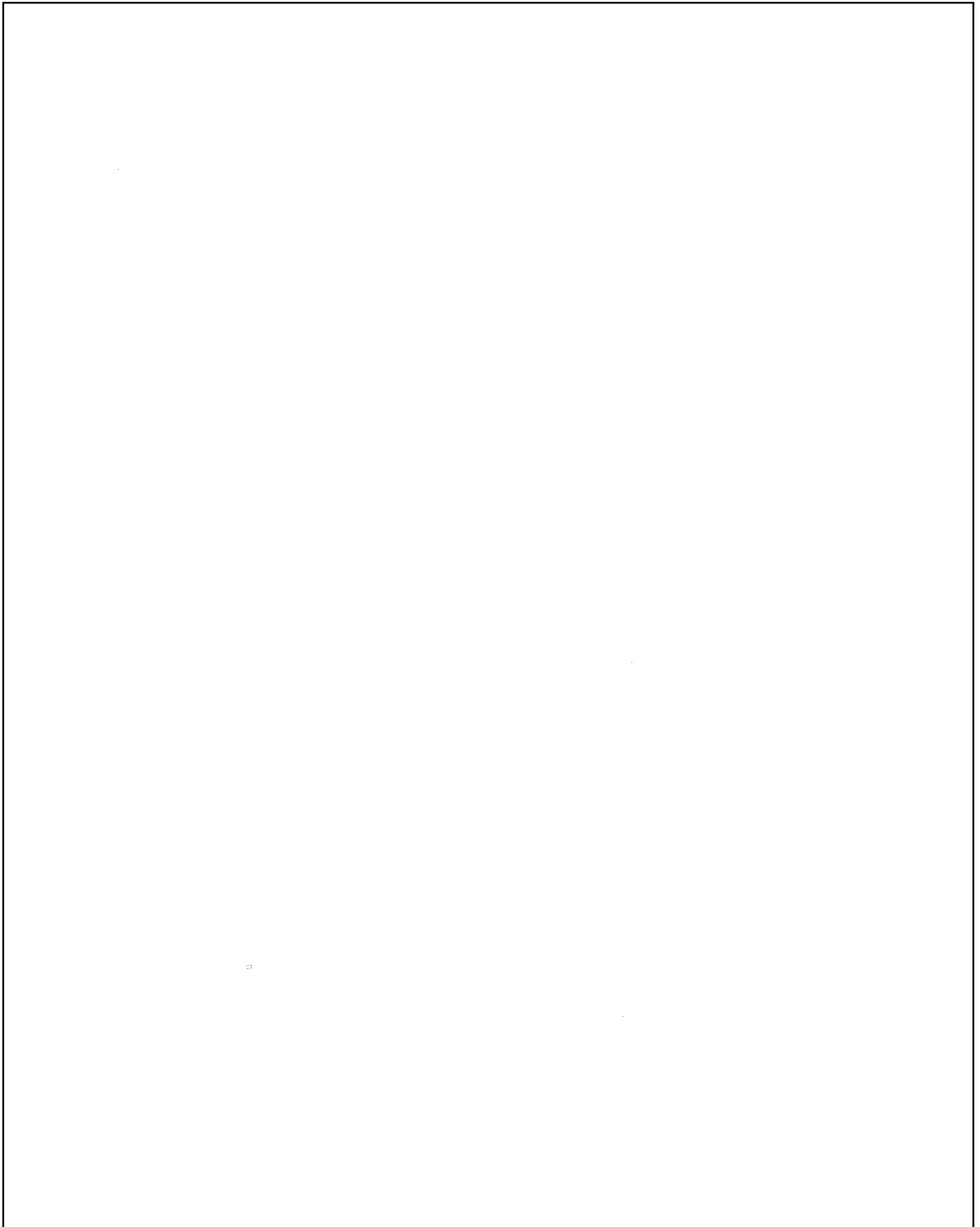
Pressures - Risks Inherent in Budget(s):

- Injury frequency and severity rates have increased significantly at Fairmount. This may affect our NEER* assessment this year and potentially our surcharge.

*NEER is the rating scale utilized by WSIB to calculate annual refunds/surcharges. The length and severity of each staff injury contributes to this calculation. Permanent injuries (when the employee requires retraining) are the most expensive claims. In 2009 there were two such cases at the County and in 2010 there was only one. Two other potential cases were avoided through lengthy modified work plans.

**County of Frontenac
2013 DRAFT Budget
Corporate**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	25,000	15,000	10,000	66.67%	977
Other Revenue	24,000	24,000	0		748
Recoveries	106,626	66,066	40,560	61.39%	65,697
TOTAL REVENUE	155,626	105,066	50,560	48.12%	67,422
Transfer from Reserves	54,000	0	54,000		0
TOTAL REVENUE AND RESERVE TRANS	209,626	105,066	104,560	99.52%	67,422
EXPENSE					
Salaries	713,376	612,564	100,812	16.46%	582,627
Benefits	186,143	171,705	14,438	8.41%	140,669
Office Supplies and Repair	18,150	20,969	-2,819	-13.44%	16,015
Equipment Supplies and Repair	25,775	24,725	1,050	4.25%	8,695
Public Relations	3,000	4,600	-1,600	-34.78%	2,905
Travel, Training, Conference fees	60,934	55,775	5,159	9.25%	33,617
Professional, Contracted Service, Insurance	135,585	94,355	41,230	43.70%	56,807
Communications Supplies, Service and Equ	67,184	70,388	-3,204	-4.55%	53,519
Vehicle Service and Supplies	4,500	4,500	0		7,467
Rentals, Leases, Penalties and Interest	4,310	15,283	-10,973	-71.80%	5,220
Utility Costs	22,000	22,750	-750	-3.30%	16,513
External Transfers	745,681	740,979	4,702	0.63%	740,873
Internal Transfers	22,081	25,000	-2,919	-11.68%	15,118
Prior Year projects committed	9,000	0	9,000		0
Other	500	2,410	-1,910	-79.25%	146
Depreciation	222,217	196,046	26,171	13.35%	153,330
TOTAL OPERATING EXPENSE	2,240,436	2,062,049	178,387	8.65%	1,833,521
TOTAL OPERATING LESS NON CASH DEI	2,018,219	1,866,003	152,216	8.16%	1,680,191
NET OPERATING EXPENSE	1,808,593	1,760,937	47,656	2.71%	1,612,769
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	1,808,593	1,760,937	47,656	2.71%	1,612,769
LONG TERM DEBT					
REQUISITION	1,808,593	1,760,937	47,656	2.71%	1,612,769
To Levy	1,808,593	1,760,937	47,656	2.71%	1,612,769



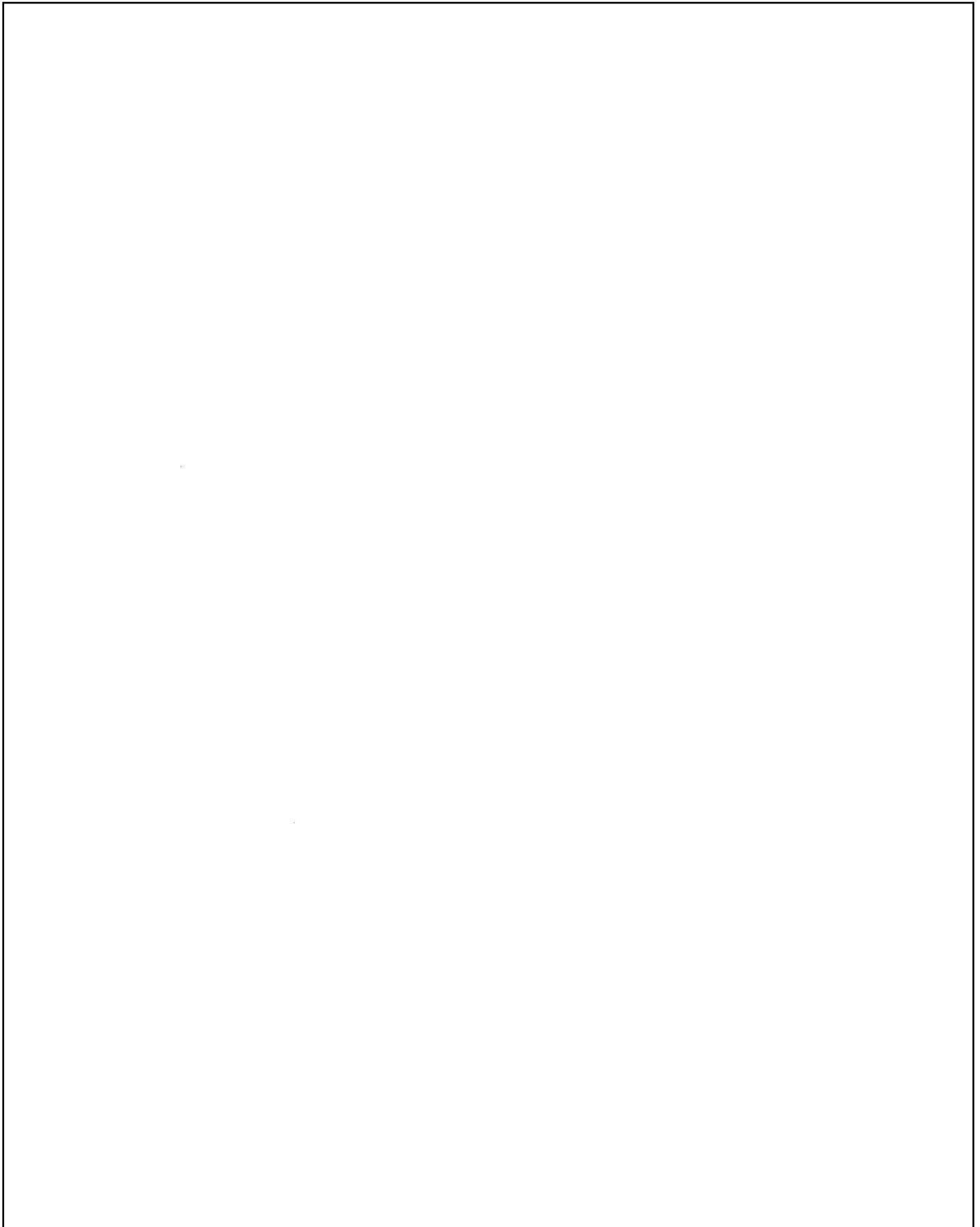
Emergency and Transportation Services

- Emergency Management
- Marine
- Land Ambulance



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenacounty.ca



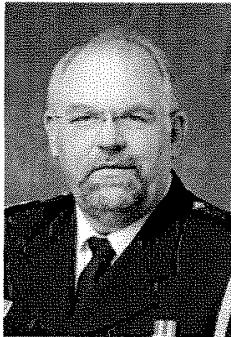
Emergency Management

General Overview of Emergency Management:

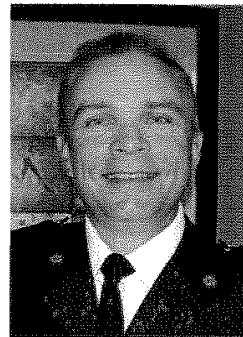
The Emergency Management and Civil Protection Act R.S.O. 1990, CHAPTER E.9 states that, "every municipality shall develop and implement an emergency management program and the council of the municipality shall by by-law adopt the emergency management program. 2002, c. 14, s. 4". This includes:

- designation of a Community Emergency Management Coordinator (CEMC) and alternates,
- establishment of an Emergency Management Program Committee,
- establishment of a Municipal Emergency Control Group,
- establishment of an Emergency Operations Centre (EOC) and alternative EOC,
- designate an Emergency Information Officer
- formulation of an Emergency Response Plan

Current Staffing and Rationale:



Paul J.
Charbonneau,
Director of
Emergency and
Transportation
Services/Chief of
Paramedic Services,
Primary Community
Emergency
Management
Coordinator (CEMC)



David Gemmill,
Alternate Community
Emergency
Management
Coordinator
(ACEMC)



Mark Podgers,
Alternate Community
Emergency
Management
Coordinator
(ACEMC)

The staff working in the Emergency Management group assumes the duties as part of their primary job functions within the Emergency and Transportation Services.

Administrative Staffing Support Team

The **Executive Assistant** (1 full-time) provides confidential and effective administrative and executive support to the Director/Chief in his role of CEMC and to the Alternate CEMCs. Examples of the duties include office management, maintenance of filing systems, preparation of documents, event coordination, and recording meeting minutes.

The **Administrative Assistant** (1 full-time) provides a variety of secretarial and administrative support services to ETS including answering telephones, greeting and directing visitors, preparing purchase orders, managing uniform ordering and inventory, and developing and maintaining forms. The Administrative Assistant is also a back up to the

Administrative Clerk.

The **Administrative Clerk** (1 full-time) is mainly solely responsible for the scheduling of our paramedic and marine services staff. Other duties also include general administrative duties. The Clerk also acts as a back up to the Administrative Assistant.

The **Logistics Clerk** (1 full-time) is responsible for ensuring that all ETS operations have essential supplies and equipment required to operate the paramedic and marine services. In a declared emergency the Logistics Clerk is utilized to move supplies and equipment necessary for the operations of the County EOC.

The **Director of Emergency & Transportation Services/ Chief of Paramedic Services** (1 full-time) is responsible for the operation of the Emergency and Transportation Services (ETS) Department and it's three (3) divisions; FPS, Marine Services and Emergency Management. The position ensures communication and collaboration with County Council, RULAC, external stakeholders and legislative bodies.

Legislative Framework:

Emergency Management is governed by the:

Emergency Management and Civil Protection Act R.S.O. 1990, CHAPTER E.9
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90e09_e.htm

and

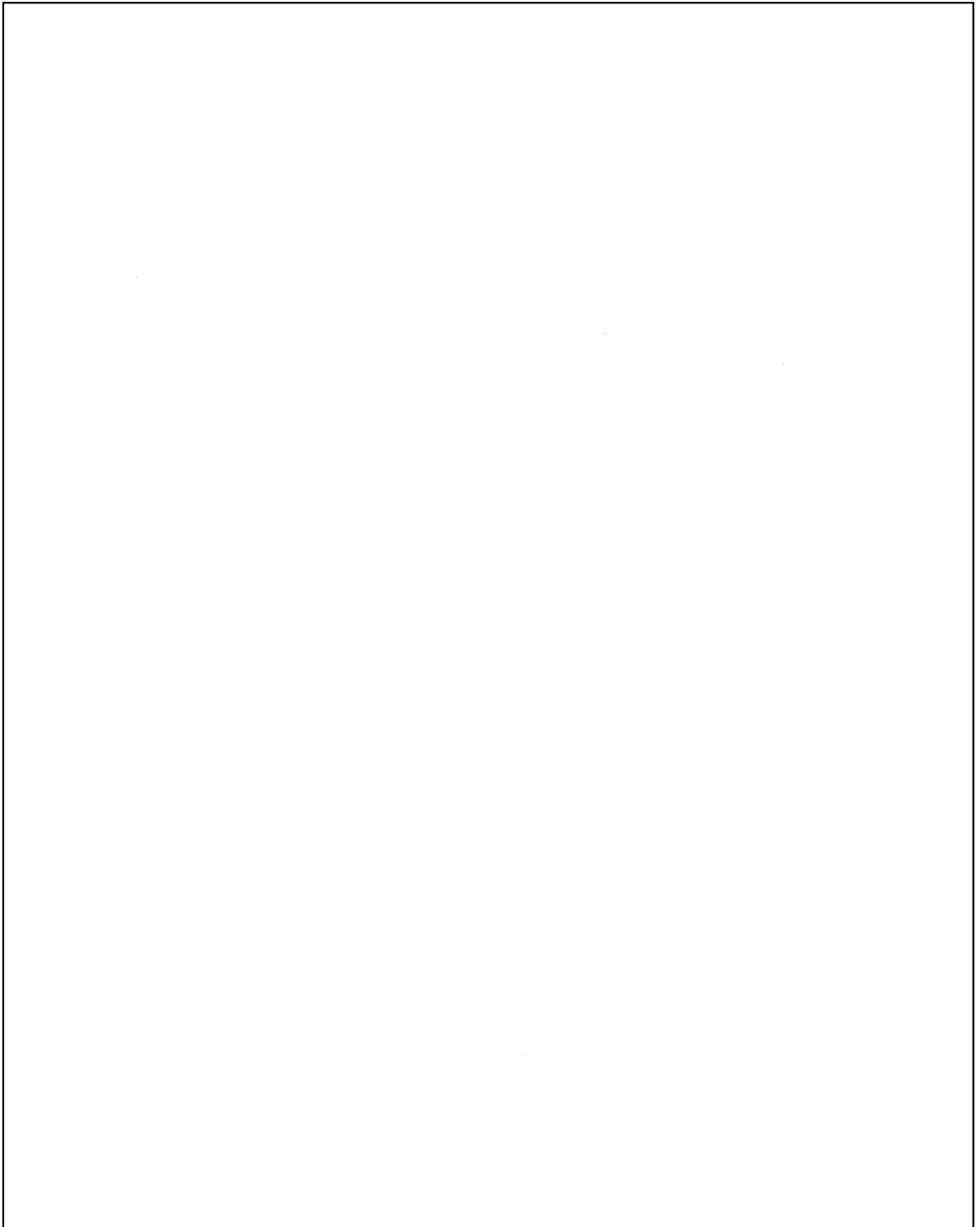
Ontario Regulation 380/04 – STANDARDS
http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_040380_e.htm

Funding and Revenue Streams:

The majority of the County of Frontenac's annual budget expenditures are allocated to its main operations – Fairmount Home, Emergency & Transportation Services and Finance/Administration. As Emergency Management relates to all four operations, funding received comes from those main operating budgets.

**County of Frontenac
2013 DRAFT Budget
Emergency Management**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	3,623	5,510	-1,887	-34.25%	1,780
Recoveries	0	0	0		1,975
TOTAL REVENUE	3,623	5,510	-1,887	-34.25%	3,755
Transfer from Reserves	4,427	6,735	-2,308	-34.27%	0
TOTAL REVENUE AND RESERVE TRANS	8,050	12,245	-4,195	-34.26%	3,755
EXPENSE					
Office Supplies and Repair	1,200	1,200	0		0
Equipment Supplies and Repair	500	500	0		975
Professional, Contracted Service, Insurance	3,200	3,950	-750	-18.99%	3,199
Building Maintenance	2,700	2,700	0		0
Funded Projects	8,050	12,245	-4,195	-34.26%	0
Other	2,000	2,500	-500	-20.00%	3,681
TOTAL OPERATING EXPENSE	17,650	23,095	-5,445	-23.58%	7,855
TOTAL OPERATING LESS NON CASH DEI	17,650	23,095	-5,445	-23.58%	7,855
NET OPERATING EXPENSE	9,600	10,850	-1,250	-11.52%	4,100
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	9,600	10,850	-1,250	-11.52%	4,100
LONG TERM DEBT					
REQUISITION	9,600	10,850	-1,250	-11.52%	4,100
To Levy	9,600	10,850	-1,250	-11.52%	4,100



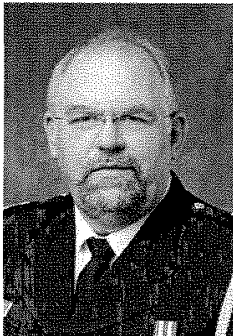
Marine Services

General Overview of Marine Services:

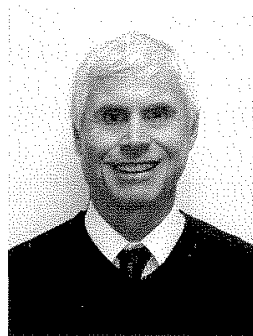
Marine Services provides the operational components of the County ferry from the bottom of Howe Island Drive to Howe Island. This ferry operates on-demand. The vessel is owned by the Province of Ontario and has a capacity of fifteen (15) cars.

County Council sets the fees and fares, which are shared with the Township of Frontenac Islands, through a bylaw each year. The fees and fares must account for 20% of the operation revenue for this division.

Current Staffing and Rationale:



Paul J.
Charbonneau,
Director of
Emergency and
Transportation
Services/Chief of
Paramedic Services



Campbell Dailey,
Marine Supervisor

There is one (1) Working Foreman, eight (8) full time ferry operators and seven (7) part-time/casual ferry operators for backfill purposes (i.e., vacation, training and sick time coverage). The ferry operators are members of CUPE Local 109. The staffing hours in 2012 for this group were 17,520 hours.

Direct Operations Care Delivery

Ferry operators provide the only 24 hour per day, 7 days per week, 365 days per year on-demand ferry service in the region.

Operations

The **Marine Supervisor** (1 full-time) has daily responsibility for overseeing the frontline activities of FPS.

Support Team

The **Executive Assistant** (1 full-time) provides confidential and effective administrative and executive support to the Director/Chief, Deputy Chief of Operations and Deputy Chief of Performance Standards. Examples of the duties include office management, maintenance of filing systems, preparation of documents, event coordination, and recording meeting minutes.

The **Administrative Assistant** (1 full-time) provides a variety of secretarial and administrative support services to ETS including answering telephones, greeting and directing visitors, preparing purchase orders, managing uniform ordering and inventory, and developing and maintaining forms. The Administrative Assistant is also a back up to the Administrative Clerk.

The **Administrative Clerk** (1 full-time) is mainly solely responsible for the scheduling of our paramedic and marine services staff. Other duties also include general administrative duties. The Clerk also acts as a back up to the Administrative Assistant.

The **Logistics Clerk** (1 full-time) is responsible for ensuring that all ETS operations have essential supplies and equipment required to operate the paramedic and marine services.

The **Director of Emergency & Transportation Services/ Chief of Paramedic Services** (1 full-time) is responsible for the operation of the Emergency and Transportation Services (ETS) Department and its three (3) divisions; FPS, Marine Services and Emergency Management. The position ensures communication and collaboration with County Council, RULAC, external stakeholders and legislative bodies.

Legislative Framework:

Marine Services is primarily governed by the Canada Shipping Act and Regulations and Orders Pursuant to the Act
<http://laws-lois.justice.gc.ca/PDF/C-10.15.pdf>

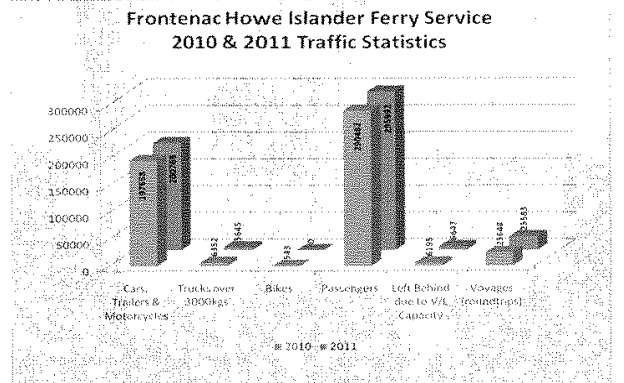
Funding and Revenue Streams:

Marine Services receives revenues from two main sources:

- Ministry of Transportation Grant
- Fees and fares collected and shared by the County and the Township of Frontenac Islands

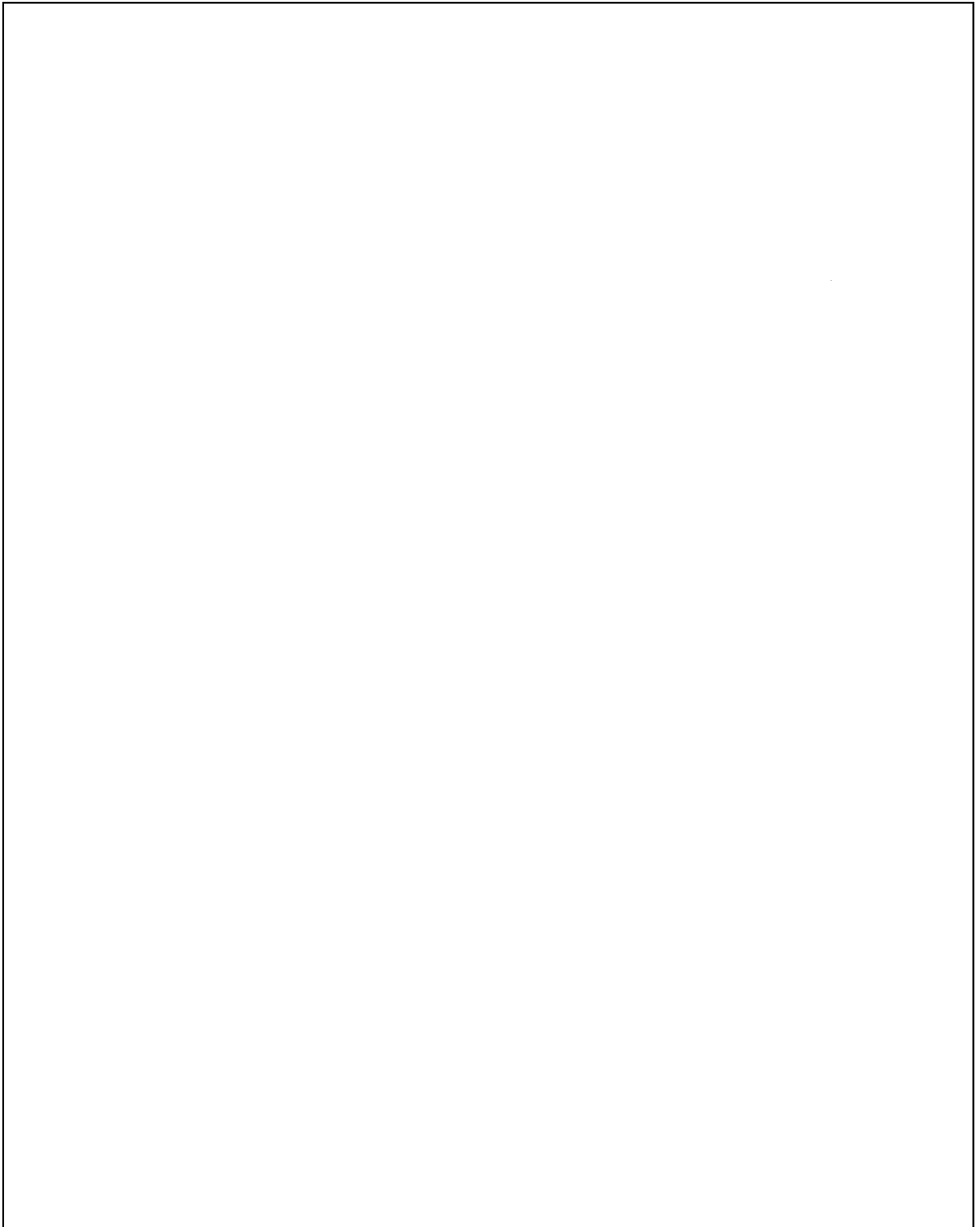
Year Over Year Trends:

A small increase of 1.5% in cars, trailers & motorcycles as well as passengers is seen between 2010 and 2011. Conversely, there is significant reduction of 10.5% in truck traffic between 2010 and 2011. Total voyages are down by 65 between 2010 to 2011. Left behind due to the V/L capacity is up 7.5% between 2010 to 2011.



**County of Frontenac
2013 DRAFT Budget
Ferry**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	727,519	730,732	-3,213	-0.44%	548,631
User Fees	181,880	182,683	-803	-0.44%	217,944
City of Kingston Contribution	0	674,774	-674,774	-100.00%	674,774
TOTAL REVENUE	909,399	1,588,189	-678,790	-42.74%	1,441,349
TOTAL REVENUE AND RESERVE TRANS	909,399	1,588,189	-678,790	-42.74%	1,441,349
EXPENSE					
Salaries	634,249	619,296	14,953	2.41%	560,723
Benefits	200,001	196,832	3,169	1.61%	171,280
Office Supplies and Repair	10,700	10,500	200	1.90%	9,459
Equipment Supplies and Repair	9,900	12,850	-2,950	-22.96%	4,570
Public Relations	100	0	100		265
Travel, Training, Conference fees	5,500	7,500	-2,000	-26.67%	6,034
Professional, Contracted Service, Insurance	11,986	12,532	-546	-4.36%	9,312
Building Maintenance	1,500	1,500	0		1,674
Communications Supplies, Service and Equ	7,638	9,249	-1,611	-17.42%	5,610
External Transfers	0	674,774	-674,774	-100.00%	674,774
Internal Transfers	17,825	18,016	-191	-1.06%	0
Other	10,000	25,139	-15,139	-60.22%	0
TOTAL OPERATING EXPENSE	909,399	1,588,188	-678,789	-42.74%	1,443,701
TOTAL OPERATING LESS NON CASH DE	909,399	1,588,188	-678,789	-42.74%	1,443,701
NET OPERATING EXPENSE	0	-1	1	-100.00%	2,352
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	0	-1	1	-100.00%	2,352
LONG TERM DEBT					
REQUISITION	0	-1	1	-100.00%	2,352
To Levy	0	-1	1	-100.00%	2,352



Land Ambulance

General Overview of Land Ambulance:

Our Mission

Frontenac Paramedic Service (FPS) will deliver excellent service to our communities. We will always strive to provide patient care and response that meets or exceeds objective and measurable standards and increase public awareness of health risks and injury prevention, with efficiency and accountability.

Our Vision

We envision a dynamic cohesive team built upon a strong foundation of quantified patient care, effective communication and supportive processes who, with trust and respect, build and maintain solid relationships within our communities.

What We Value

The core beliefs and philosophy of Frontenac Paramedic Service are:

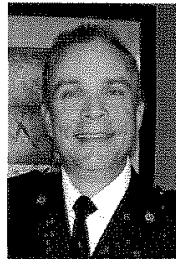
- *treating all individuals with compassion, respect, and integrity*
- *developing and supporting well trained, highly skilled staff that display initiative, innovation, and objective reasoning*
- *promoting a healthy and safe work environment*
- *communicating in a timely manner to ensure our communities are aware of matters that will affect them*
- *appreciating our communities' needs so that we can increase the effectiveness with which we provide service.*

Frontenac Paramedic Services is a certified land ambulance service, responsible for the provision of service to the County of Frontenac and the separated municipality of the City of Kingston.

Current Staffing and Rationale:



Paul Charbonneau,
Director of ETS/Chief
of Paramedic
Services



David Gemmill,
Deputy Chief
Operations



Gale Chevalier,
Deputy Chief of
Performance
Standards



Jennifer Dawson,
Executive Assistant



Lisa Moreland,
Administrative Clerk



Carolyn Whitworth,
Quality Assurance



Kathryn Aldrich,
Admin Assistant

There are 82 full time paramedic positions and 53 part-time paramedics for backfill purposes (i.e., vacation, training and sick time coverage). The paramedics are members of OPSEU Local 462. The staffing hours in 2012 for this group were 179,496 hours.

There are ten volunteer paramedics in our Wolfe Island operation, providing land ambulance coverage 24 hours per day, seven days per week, 365 days per year. The staffing hours in 2012 for this group were 17,420 hours.

A total of seventeen non-union staff provide management, supervisory and administrative support to the front line activities of the paramedics.

Direct Patient Care Delivery

Paramedics respond to 911 calls for ambulance service; assess, treat and transport patients to appropriate health care facilities.

A unique characteristic of FPS is that we have volunteer Emergency Medical Attendants (EMAs), in addition to career Primary Care Paramedics (PCPs) and Advanced Care Paramedics (ACPs).

Measurement of service efficiency and effectiveness is achieved utilizing many tools, one of which is the Unit Hour Utilization (UHU). UHU ratio is the measurement of productivity for an ambulance service, calculated by dividing the number of unit hours (fully equipped ambulance for one hour) by the total calls occurring during that time period. Typically, paramedic organizations strive for the highest utilization rates possible, while maintaining the best response times possible. Generally speaking, a utilization rate of 0.25 - 0.35 is considered average utilization, 0.35 - 0.45 above average utilization and 0.15 - 0.25 below average utilization.

The impact of increasing UHU ratio is inversely proportional to the ability to maintain response time reliability. The closer to the UHU full utilization, the more difficult it will be to meet response time levels. Obviously the converse of this is that the lower the UHU the greater the availability to respond. In rural areas call volumes and UHU ratios are low.

UHU Report for Frontenac Paramedic Services	
January to December 2011	
	All Bases
Total Priority 1-4 Responses	20457
Total Staff Hours	78840
UHU	0.26

UHU in the City of Kingston stations is 0.33; UHU in the rural Frontenacs is 0.06

Administrative Staffing – Operations:

The **Deputy Chief of Operations** (1 full-time) has daily responsibility for overseeing the frontline activities of FPS.

Through the **Supervisor of Operations** (6 full-time, 1 part time), paramedic staff are supported 24/7 with decision-making command personnel. They also ensure legislative obligations under the Acts and Regulations, particularly the *Occupational Health & Safety Act* are abided by.

Administrative Staffing – Performance Standards:

The **Deputy Chief of Performance Standards** (1 full-time) has daily responsibility for overseeing paramedics' compliance with all applicable legislation, departmental policies and service performance standards and to the legislated "Scope of Practice" and BLS/ALS Standing Orders.

Through the **Supervisor of Performance Standards** (1 full-time), paramedic staff performance is monitored with chart audits, training and Ministry mandated Continuing Medical Education (CME) through the year.

The **Performance Standards Assistant** (1 full-time) provides support to departmental operations, design and budgetary decisions through performance reporting, and systems needs analysis.

Support Team

The **Executive Assistant** (1 full-time) provides confidential and effective administrative and executive support to the Director/Chief, Deputy Chief of Operations and Deputy Chief of Performance Standards. Examples of the duties include office management, maintenance of filing systems, preparation of documents, event coordination, and recording meeting minutes.

The **Administrative Assistant** (1 full-time) provides a variety of secretarial and administrative support services to FPS including answering telephones, greeting and directing visitors, preparing purchase orders, managing uniform ordering and inventory, and developing and maintaining forms. The Administrative Assistant is also a back up to the Administrative Clerk.

The **Administrative Clerk** (1 full-time) is mainly solely responsible for the scheduling of our 135 paramedic staff. Other duties also include general administrative activities. The Clerk also acts as a back up to the Administrative Assistant.

The **Logistics Clerk** (1 full-time) is responsible for ensuring that all medical & office supplies and equipment required to operate the paramedic and marine services are in place.

The **Director of Emergency & Transportation Services/ Chief of Paramedic Services** (1 full-time) is responsible for the operation of the Emergency and Transportation Services (ETS) Department and its three (3) divisions: FPS, Marine Services and Emergency Management. The position ensures communication and collaboration with County Council, RULAC, external stakeholders, the public and legislative bodies.

Legislative Framework:

Frontenac Paramedic Services is primarily governed by the *Ambulance Act* R.S.O. 1990 Chapter A.19
(http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm)

The Ambulance Services Collective Bargaining Act, 2001
(http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm)

It is important to note that under these Acts the County is deemed to be the "Designated Delivery Agent (DDA)" of the land ambulance service, and responsible for its compliance with the Act. The services' compliance with the legislation is audited by the Ministry of Health & Long-Term Care, Emergency Health Services Branch through its inspection process every three years.

Other legislation and standards that affects the operations of Frontenac Paramedic Services include:

Occupational Health & Safety Act
www.labour.gov.on.ca/english/hs/
Pay Equity Act
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
Labour Relations Act
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
Employment Standards Act
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm
Ambulance Services Collective Bargaining Act
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm
 Ambulance Service Documentation Standards
http://www.ambulance-transition.com/pdf_documents/standards_amb_service_documentation.pdf
 Ambulance Service Patient Care and Transportation Standards
 Ambulance Service Patient Care & Transportation Standards - Oct 2007 (pdf 60KB)
 Ambulance Service Communicable Disease Standards
 Ambulance Service Communicable Disease Standards (Rev Oct 2002) (pdf 19KB)
 Deceased Patient Standards
<https://www.rpceo.ca/document/documentpop/id/c86a03c5cd1e652ec5164b881501bbb088e28491>
 Land Ambulance Service Certification Standards
 Land Ambulance Service Certification Jun 2008 (pdf 37KB)

Funding and Revenue Streams:

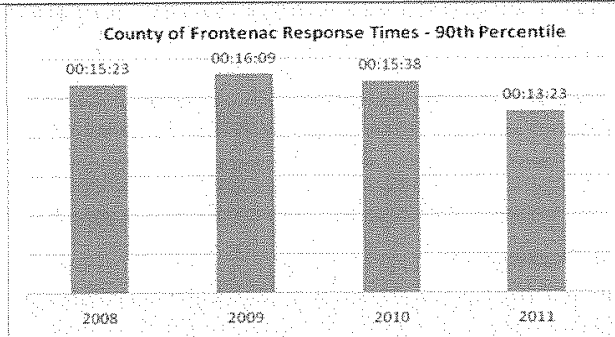
FPS receives revenues from two main sources:

1. Ministry of Health and Long-Term Care (MOHLTC) Grant
2. Municipal contributions shared by the County and the City of Kingston based on weighted assessment which varies annually

Year Over Year Trends:

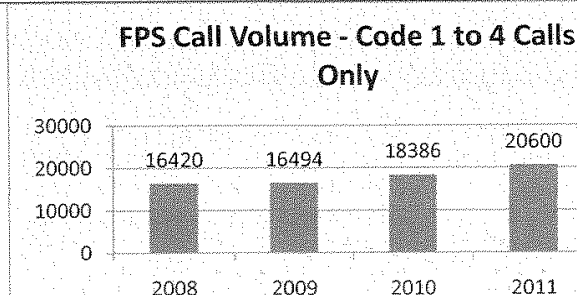
Response Time (90th Percentile) as per Ambulance Act:

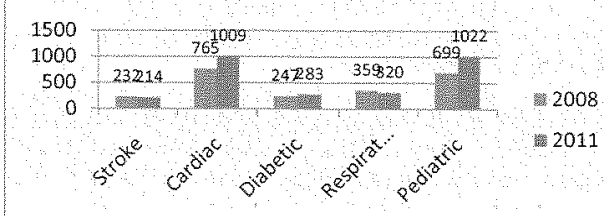
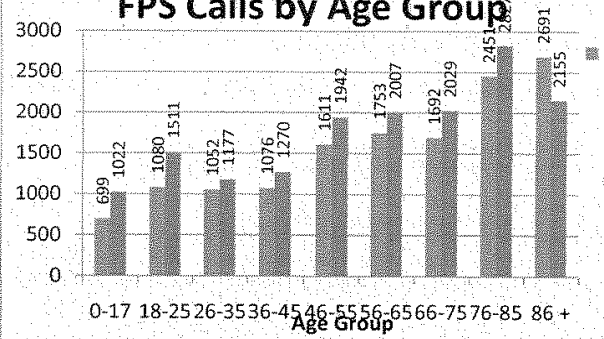
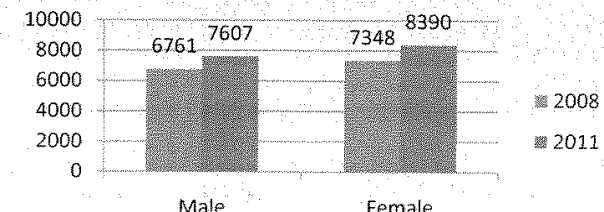
The County, through past investment in additional land ambulances resources, has achieved a reduction in the legislative response time. The new "Response Time Standard" will be introduced for fiscal 2013.



Annual Call Volume:

Call volumes are increasing, year over year since 2009, by an average of 11.75%



<u>Calls by Primary Medical Code:</u>	FPS Calls by Type <table><tr><th>Medical Code</th><th>2008</th><th>2011</th></tr><tr><td>Stroke</td><td>232</td><td>214</td></tr><tr><td>Cardiac</td><td>765</td><td>1009</td></tr><tr><td>Diabetic</td><td>242</td><td>283</td></tr><tr><td>Respirat...</td><td>358</td><td>20</td></tr><tr><td>Pediatric</td><td>699</td><td>1022</td></tr></table>	Medical Code	2008	2011	Stroke	232	214	Cardiac	765	1009	Diabetic	242	283	Respirat...	358	20	Pediatric	699	1022												
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Pediatric	699	1022																													
<u>Calls by Age Group:</u>	FPS Calls by Age Group <table><tr><th>Age Group</th><th>2008</th><th>2011</th></tr><tr><td>0-17</td><td>699</td><td>1022</td></tr><tr><td>18-25</td><td>1080</td><td>1511</td></tr><tr><td>26-35</td><td>1052</td><td>1177</td></tr><tr><td>36-45</td><td>1076</td><td>1270</td></tr><tr><td>46-55</td><td>1611</td><td>1942</td></tr><tr><td>56-65</td><td>1753</td><td>2007</td></tr><tr><td>66-75</td><td>1692</td><td>2029</td></tr><tr><td>76-85</td><td>2451</td><td>2828</td></tr><tr><td>86+</td><td>2691</td><td>2155</td></tr></table> 2008: Total # of calls 14105	Age Group	2008	2011	0-17	699	1022	18-25	1080	1511	26-35	1052	1177	36-45	1076	1270	46-55	1611	1942	56-65	1753	2007	66-75	1692	2029	76-85	2451	2828	86+	2691	2155
Age Group	2008	2011																													
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86+	2691	2155																													
<u>Calls by Gender:</u>	FPS Calls by Gender <table><tr><th>Gender</th><th>2008</th><th>2011</th></tr><tr><td>Male</td><td>6761</td><td>7607</td></tr><tr><td>Female</td><td>7348</td><td>8390</td></tr></table>	Gender	2008	2011	Male	6761	7607	Female	7348	8390																					
Gender	2008	2011																													
Male	6761	7607																													
Female	7348	8390																													
<u>Achievements in Current Year (2012):</u>																															
<u>Ambulance and Response Vehicle Conspicuity Program</u>																															
																															
From this... ... to this																															
<u>Public outreach</u> – 26 community events, 147.75 hours, 9257 public attendees (to end of July)																															
<u>FPS Policy & Procedure Manual revised</u>																															

Fleet upgrades – ECORUN Modules to improve “greening of the fleet” and carbon offset

Grand Opening of Wolfe Island Accommodation Building – Officially celebrated the opening of the accommodation building, which was a joint effort between the governments of Canada and Ontario (through the Infrastructure Stimulus Fund) and the County of Frontenac.

Expanded employee recognition program – Letters recognizing paramedics responsible for cardiac saves and baby delivers were sent out to 64 paramedics early in the year. A media release garnered local media attention.

Peer Support Program

Provincial Stroke Study (research)

Plans for the Next Budget Year(s):

Construction of a new facility in the northern area of the County

Electronic Ambulance Call Report (eACR) software replacement leading to improved Key Performance Indicators (KPIs) reporting

Community Paramedicine Initiatives

Overview of Staffing – *Proposed increase and rationale:*

There is one proposal to increase staffing for 2013. The proposed staffing increase is for a part time (0.06 FTE) Logistic Clerk to improve our support to the front line paramedics. This position will ensure supplies and materials are delivered in a more timely and efficient manner.

As well, this position will assist the full time logistics position in maintaining our facilities and ensuring a comprehensive preventative maintenance program is in place to avoid costly repairs to stations. In the same manner that we have a robust preventative maintenance program for our fleet, a similar program for our facilities is “Best Practice” and will be more economical as we currently pay an outside contractor to perform this service now for simple lighting, plumbing and electrical issues at trade prices.

In addition, this position will assume the responsibility for legislated equipment testing that is currently performed by a paramedic, thus decreasing wage costs as well as utilizing the right resource to do the right job.

Pressures - Risks Inherent in Budget(s):

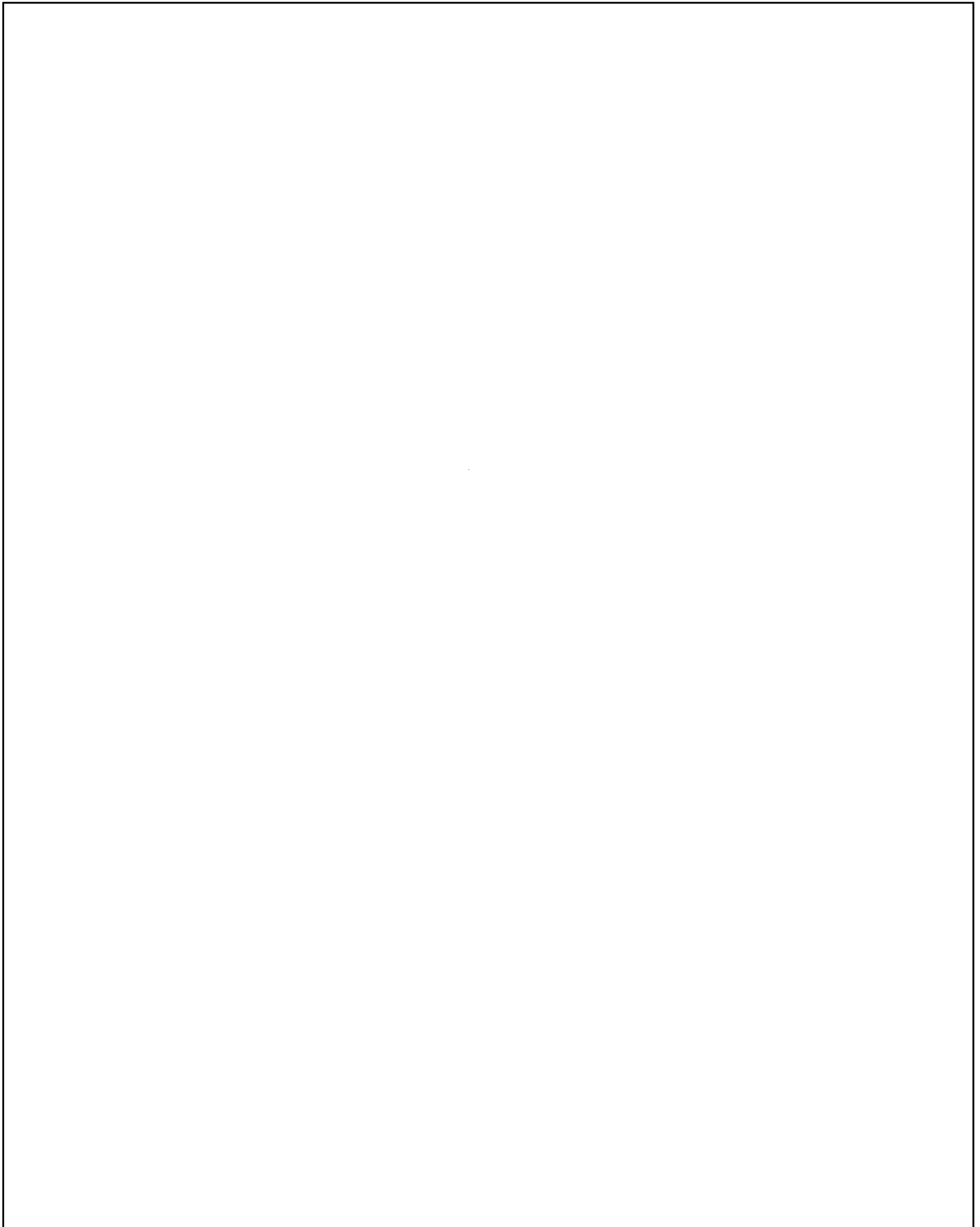
The Provincial Government commitment to a 50/50 percent grant for land ambulance continues to be a risk in estimating revenues. The grant is distributed in the following year as it is a retrospective calculation and in the past, it has been as low as 37%. The grant is based on prior year approved budget plus an economic increase, decided solely by the Emergency Health Services Branch (EHSB).

FPS’s collective agreement with OPSEU 462 expires on December 31, 2013. No specific direction has been given by the province to freeze wages and benefits for paramedic staff however; there is indication that the Broader Public Sector (BPS) will have pressure from government to hold wages to a “reasonable” level. While the government’s correspondence does indicate that they are prepared to propose necessary administrative and legislative measures to ensure agreements are consistent with the government’s direction, it is not clear what the outcome will be therefore we must anticipate a wage and benefit increase resulting as a result of arbitration.

Paramedics perform a physically demanding job and despite many advances in patient lifting and carrying equipment (much of which is utilized in our service), workplace injuries do occur. When these workplace injuries increase there is the risk that the Workplace Safety and Insurance Board will impose a New Experimental Experience Rating (NEER) Program assessment on our premium. In addition, wage budgets may be impacted by modified work, non-occupational illness, pregnancy accommodation, etc. The County Occupational Health Nurse (OHN) has been a value-added service to help reduce the length of 'lost time occurrences'. The OHN works closely with the employee and our health care teams to return the worker to full duties as quickly as possible. In addition, the OHN assists with pre-employment physical evaluations to ensure we are mitigating any future risk for increased occupational injury.

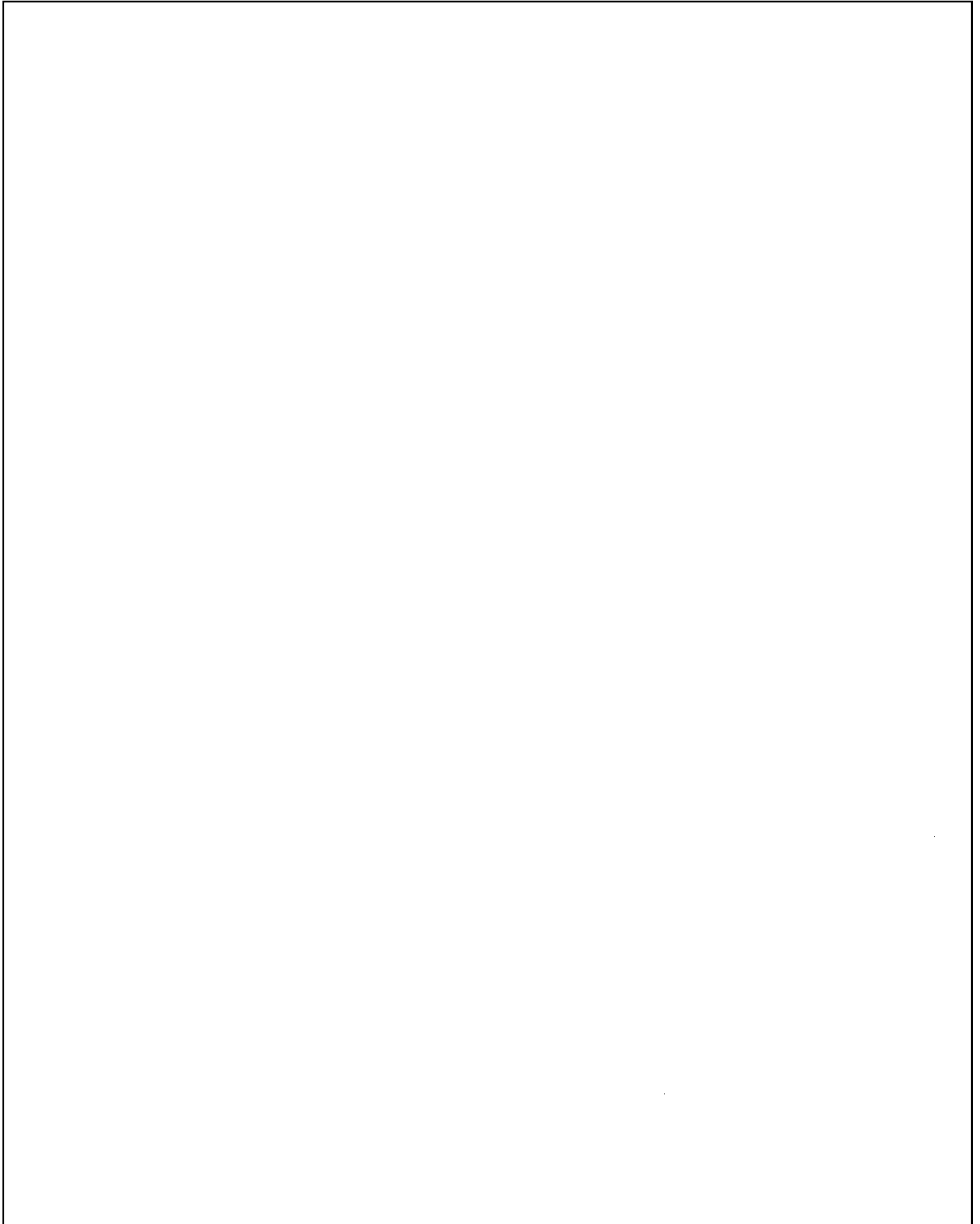
The "Aging Tsunami" is bearing down on the health care system, which puts tremendous pressure on the paramedic services - 58% of the 2011 current call volume was directly related to 30.1% of the population over 55 years of age. In ten years, the population over 55 will represent 34.5% of the total population. In addition, the County's population is aging slightly more rapidly than the Province as a whole; between 1981 and 2006 the proportion of population within the County 55 years of age and older increased from 22% to 30%.

Over the next twenty five years this trend is expected to continue as the "babyboomers" continue to age. From 2011 to 2036, the percentage of the County population aged 55+ will increase from 30% to 34%. The evolving role of "Community Paramedicine" and the new "Aging at Home" strategies will have a positive effect in mitigating the increase in 911 responses and be proactive, versus reactive, in disease management.



**County of Frontenac
2013 DRAFT Budget
Frontenac Paramedic Service Summary**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	7,541,964	7,170,118	371,846	5.19%	6,623,776
User Fees	0	67,000	-67,000	-100.00%	9,975
Other Revenue	0	28,000	-28,000	-100.00%	6,555
City of Kingston Contribution	5,987,310	6,033,823	-46,513	-0.77%	5,588,195
Recoveries	0	0	0		3,084
TOTAL REVENUE	13,529,274	13,298,941	230,333	1.73%	12,231,585
Transfer from Reserves	0	0	0		200,348
TOTAL REVENUE AND RESERVE TRANSFER	13,529,274	13,298,941	230,333	1.73%	12,431,933
EXPENSE					
Salaries	9,115,868	9,172,658	-56,790	-0.62%	8,512,434
Benefits	2,883,643	2,677,745	205,898	7.69%	2,421,149
Office Supplies and Repair	101,000	112,865	-11,865	-10.51%	88,433
Medical Supplies and Repair	317,000	370,000	-53,000	-14.32%	236,276
Equipment Supplies and Repair	92,900	115,400	-22,500	-19.50%	77,765
Public Relations	13,100	20,600	-7,500	-36.41%	12,459
Travel, Training, Conference fees	69,500	84,500	-15,000	-17.75%	71,395
Professional, Contracted Service, Insurance	180,022	207,943	-27,921	-13.43%	177,120
Building Maintenance	150,875	147,875	3,000	2.03%	135,849
Communications Supplies, Service and Equipment	230,336	246,092	-15,756	-6.40%	165,290
Vehicle Service and Supplies	628,740	597,493	31,247	5.23%	648,894
Rentals, Leases, Penalties and Interest	232,074	180,700	51,374	28.43%	156,533
Utility Costs	79,960	76,335	3,625	4.75%	53,257
External Transfers	233,768	160,250	73,518	45.88%	170,054
Other	5,500	1,000	4,500	450.00%	5,009
Internal Transfers - Reserve	737,275	637,263	100,012	15.69%	0
Depreciation	561,052	532,470	28,582	5.37%	495,961
TOTAL OPERATING EXPENSE	15,632,613	15,341,189	291,424	1.90%	13,427,878
TOTAL OPERATING LESS NON CASH DEPRECIATION	15,071,561	14,808,719	262,842	1.77%	12,931,917
NET OPERATING EXPENSE	1,542,287	1,509,778	32,509	2.15%	499,984
CAPITAL					
CAPITAL REVENUE					
City contribution to capital	31,557	62,389	-30,832	-49.42%	0
City contribution to capital - prior year	11,998	0	11,998		0
Reserve transfer	1,078,362	528,660	549,702	103.98%	0
TOTAL CAPITAL REVENUE AND RESERVE TRANSFER	1,121,917	591,049	530,868	89.82%	0
CAPITAL EXPENSE	1,130,046	606,660	523,386	86.27%	188,086
NET CAPITAL EXPENSE	8,129	15,611	-7,482	-47.93%	188,086
NET OPERATING AND CAPITAL LEVY	1,550,416	1,525,389	25,027	1.64%	688,070
LONG TERM DEBT					
REQUISITION	1,550,416	1,525,389	25,027	1.64%	688,070
To Levy	1,550,416	1,525,389	25,027	1.64%	688,070



Health Unit



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenacounty.ca

Kingston Frontenac Public Health Unit:

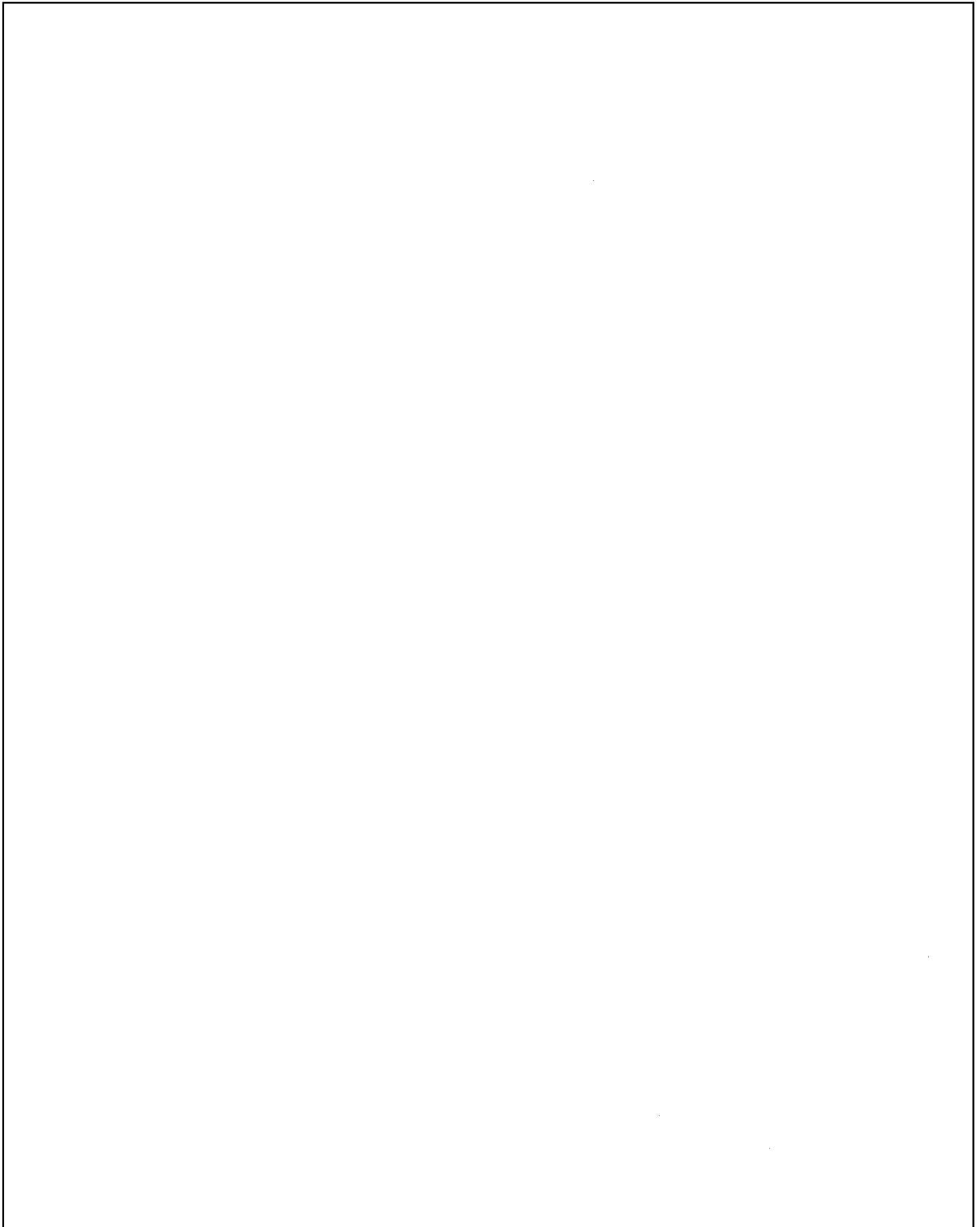
General Overview

The County of 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 1.89% increase to the municipal contribution in its 2013 budget. The Ministry of Health and Long Term Care continues to fund some programs at 100%. These costs are not included.

**County of Frontenac
2013 DRAFT Budget
Health Unit**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
EXPENSE					
External Transfers	690,736	677,951	12,785	1.89%	621,187
TOTAL OPERATING EXPENSE	690,736	677,951	12,785	1.89%	621,187
TOTAL OPERATING LESS NON CASH DE	690,736	677,951	12,785	1.89%	621,187
NET OPERATING EXPENSE	690,736	677,951	12,785	1.89%	621,187
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	690,736	677,951	12,785	1.89%	621,187
LONG TERM DEBT					
REQUISITION					
	690,736	677,951	12,785	1.89%	621,187
To Levy	690,736	677,951	12,785	1.89%	621,187

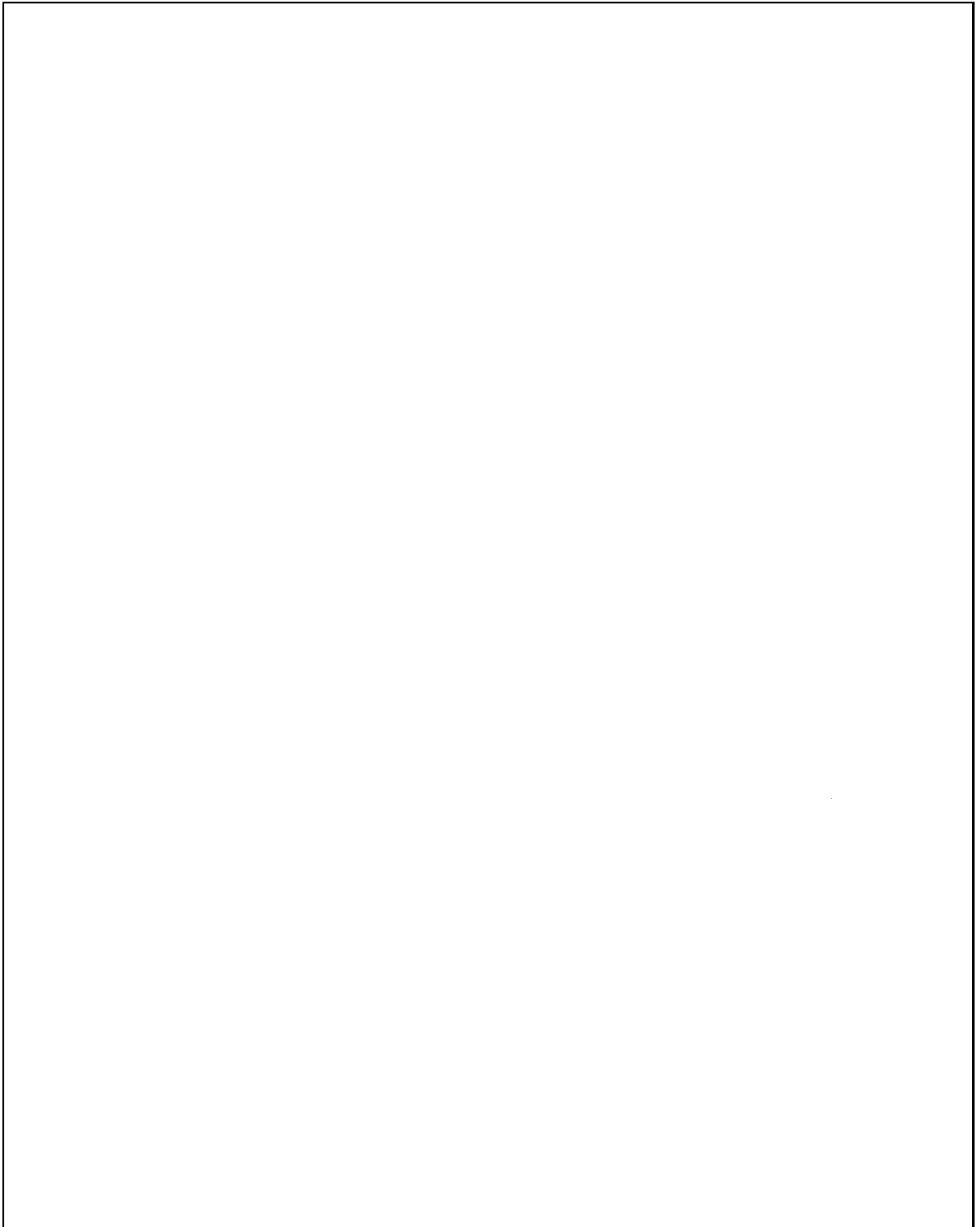


Fairmount Home



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenaccounty.ca



Fairmount Home

General Overview of Fairmount Home:

Our Vision

Fairmount is recognized as a home of choice thanks to our Gentlecare™ philosophy; the dedication of staff, volunteers, students and community partners; our sustainable practices and our quest for continuous quality improvement.

Our Mission

Members of the Fairmount community are treated with dignity and respect in a creative and responsive environment in which all members are dedicated to promoting the individual strengths and abilities of each other.

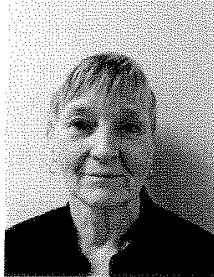
Fairmount Home is an accredited 128-bed long-term care home providing services through seven different departments: programming, dietary, housekeeping, laundry, maintenance, nursing and administration.

At Fairmount we practice the Gentlecare™ Philosophy which empowers residents to make as many choices as possible. Staff knows each resident and responds to their social as well as psychological and physical needs. They put the resident first, before the task at hand and acknowledge that risk is a normal part of life. Most importantly, they treat the residents as they would wish to be treated.

Current staffing and rationale:



Julie Shillington,
Administrator



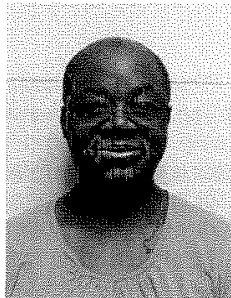
Mary Lake,
Director of Resident Care



Gail Williams,
Assistant Director of Care



Tom Mercer,
Manager of Environmental
Services



Rose Mary Christian Jones,
Manager of Food Services



Deb Crawford,
Executive Assistant

There are 168 staff working at Fairmount home with the Administrator, Director of Resident Care, Assistant Director of Care and Executive Assistant being non-union. The remaining staff are members of CUPE Local 2290. The Manager of Food Services, the Manager of Environmental Services and the Dietitian are contracted through Sodexo. Physiotherapy services are contracted through Centric Health. Social Work services are contracted through K3C. There are two attending physicians contracted through the Bagot Street Medical Center, one acting as Medical Director.

We also have about 120 active volunteers who provided over 7,000 hours in 2011.

Programming & Support Services

The **Recreationist** (2 full-time) assesses, plans, facilitates and evaluates recreation interventions to meet the needs of the resident. The Recreationist ensures that programs are tailored to the residents' abilities, needs, leisure interests and values. The education requirements of the Recreationist are set out in the *LTC Homes Act*.

The **Rehabilitation Assistant** (1 full-time) assists in the development and implementation of therapeutic, evaluative and instructional programs which will directly or indirectly improve or maintain the resident's level of function (i.e., adaptive devices, surfacing). The Rehabilitation Assistant also maintains the Home's inventory of rehabilitation and occupational therapy supplies such as mattresses, roho cushions, wheelchairs, etc.

The **Occupational Therapist** (1 part-time) oversees the delivery of Occupational Therapy services to the residents of Fairmount Home as well as providing support to the Rehabilitation Assistant. This includes activities such as seating and mobility and authorizing applications to the Assistive Devices Program.

The **Volunteer & Special Event Coordinator** (1 full-time) oversees the Volunteer Service to ensure that volunteers receive a positive experience at the Home and that the annual recruitment needs are met. The Coordinator provides assistance in the planning, coordination and evaluation of the homes special events and researches and presents ideas for grants and fundraising. The *LTC Homes Act* requires every home to have a volunteer program.

Nursing & Personal Care

The **Director of Resident Care** (1 full-time) is accountable for planning, organizing, directing, supervising, coordinating, controlling and evaluating the nursing services within the Home. This position is required under the *LTC Homes Act*.

The **Assistant Director of Care** (1 full-time) performs work of considerable difficulty in supervising and providing professional and technical guidance to subordinate nursing staff.

The **Nurse Practitioner** (1 full-time) works within her legislated scope of practice which includes the ordering of laboratory and diagnostic imaging; prescribing of medications and treatments; wound care; etc.

The **Registered Nurse** (5 full-time, 5 part-time) is responsible for the planning, directing and coordinating of activities necessary for the daily management of the nursing units. The RN is directly responsible for the Nursing care of residents whose condition is not stabilized. The RN assists the Medical Director and Nurse Practitioner in diagnostic and therapeutic measures. The RN ensures that incident and injury reports are investigated and completed and assumes the responsibility for directing activities in the Home in the absence of senior management. The RN schedules nursing staff in the absence of the Administrative Clerk. The *LTC Homes Act* required that there be an RN in the building 24 hours a day.

The **Registered Practical Nurse** (8 full-time, 8 part-time) provides nursing care to residents with short or long term illnesses whose needs are stabilized and may assist the Registered Nurse with care of residents whose needs are not stabilized. At Fairmount Home, the majority of an RPN's time is spent administering medications and treatments.

The **Health Care Aide/Personal Support Worker** (33 full-time, 33 part-time) is the primary caregiver to the resident. HCA duties include, but are not limited to, bed-making, serving meals, feeding, toileting, dressing, transferring, personal hygiene, skin care, nail care, taking and recording weights, bathing, transporting to activities and incontinence care. The *LTC Homes Act* sets out the education requirements for the PSW.

The **Documentation Assistant** (2 full-time) ensures all nursing documentation is completed to meet RAI-MDS and other documentation requirements. The Assistant is responsible for providing training and follow-up to staff regarding RAI-MDS and other documentation requirements. As required by the Ministry of Health and Long-Term Care, one of the Documentation Assistants has been designated by the Home to be our RAI Coordinator. One of these positions is fully funded by MOHLTC.

The **RPN–Restorative Nurse** (1 full-time) assists in the development and implementation of therapeutic, evaluative and instructional restorative care programs which will directly or indirectly improve or maintain the resident's level of function. This position is fully funded by MOHLTC.

Other Accommodation

The contracted **Manager of Food Services** (1 full-time) is generally responsible for the day-to-day activities of the dietary department in keeping with appropriate departmental standards and guidelines and in accordance with the *LTC Homes Act*. This position is required under the *Act*.

The **Cook** (2 full-time, 2 part-time) prepares meals in accordance with Hazard Analysis Critical Control Points (HACCP) guidelines and ensures they are served according to HACCP guidelines and Home policies. The Cook orders product according to menu requirements and ensures rotation of inventory and cleanliness of the main kitchen. The Cook schedules environmental staff in the absence of the Administrative Clerk. The educational requirements for the Cook are set out in the *LTC Homes Act*.

The **Dietary Aide** (5 full-time, 8 part-time) is generally responsible for the transportation and serving of meals to the residents. The Aide ensures meals are served according to the diet list and that portions are appropriate. The Aide sets and clears the tables, prepares the nourishment carts and does the dishes. The Aide is responsible for the cleanliness of the serveries and back kitchens. The *LTC Homes Act* sets out the dietary aide required hours per week as well as the educational requirements of the Aide.

The contract **Dietitian** (15 hours weekly) is generally responsible for the nutritional care of all residents and ensures the optimum nutritional status is achieved and maintained while respecting each resident's rights and wishes and in keeping with appropriate departmental standards and guidelines and in accordance with the *LTC Homes Act*. The Dietitian must sign off on all diet and menu changes; respond to all Dietitian referrals and complete a regular quarterly assessment of each resident. The *Act* sets out a minimum of 30 minutes per resident per month for Dietitian hours.

The contract **Manager of Environmental Services** (1 full-time) is responsible for the day-to-day activities of the housekeeping, laundry and maintenance departments in keeping with appropriate departmental standards and guidelines and in accordance with the *LTC Homes Act*.

The **Housekeeping Aide** (6 full-time, 3 part-time) is generally responsible for the cleanliness of the Home including walls, floors, carpets, windows, curtains, furniture, etc. The Aide also assists nursing staff in feeding residents at meal times.

The **Laundry Aide** (2 full-time, 2 part-time) is generally responsible for providing laundry services to the residents, including the labelling of clothing, as well as laundering the Home's linens.

The **Lead Hand** (1 full-time) leads the maintenance, laundry and housekeeping areas in quality and timeliness of their duties. In addition, the Lead Hand is responsible for the work order system, preventative maintenance system, inventory system and the assignment of

work to the applicable areas. The Lead Hand is also responsible for the integrity of the Home's water testing system according to provincial legislative, regulatory and guideline requirements.

The **Maintenance Assistant** (2 full-time) is generally responsible for all aspects of the building services including the heating, ventilation, air conditioning, electrical and plumbing systems of the Fairmount Home, including the Fair House as well as the maintenance of the buildings, grounds and other equipment.

The **Administrator** (1 full-time) is responsible for the operation of the Home and ensuring communication and collaboration with external stakeholders and legislative bodies. This position is required under the *Long-Term Care Homes Act* which also sets out the educational requirements of the position.

The **Executive Assistant** (1 full-time) provides effective and confidential executive and administrative support and research assistance to the Administrator and other members of the management team. Examples of the duties include the maintenance of the paper and electronic filing systems, preparation of agendas and recording of meeting minutes.

The **Receptionist** (1 full-time) provides a variety of secretarial and administrative support services to Fairmount Home including answering telephones; greeting and directing visitors; preparing purchase orders; receipting cash received; booking tours; developing and maintaining forms; and taking admission photographs of residents. The Receptionist is also a back up to the Administrative Clerk.

The **Administrative Clerk** (1 full-time) is generally responsible for the scheduling all of our staff and other general administrative duties. The Clerk also acts as a back up to the Receptionist.

The **Interdisciplinary Assistant** (1 part-time) is responsible for the production of the Home's monthly newsletter, resident activity calendars and large print newsletter and assists in the coordination of accreditation activities including the tracking of performance indicators.

Legislative Framework:

Fairmount is primarily governed by the *Long-Term Care Homes Act* (http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_07108_e.htm) which came into force in 2010. This legislation and its regulations set out:

- The Resident Bill of Rights
- Requirements for mission statements
- Requirement to provide a safe and secure home
- Required programs including care and services to be provided and timelines for review
- The duty to protect residents from abuse and neglect
- The reporting and complaint procedure
- The requirement to minimize restraints
- The resident admission process
- The roles and responsibilities of Residents' Council and Family Council
- Required staffing and staff qualifications
- Orientation and training requirements for staff and volunteers
- Requirement for continuous quality improvement and infection prevention and control programs
- Timelines for review and testing of emergency plans
- Funding including resident accommodation fees
- Licensing
- Compliance and enforcement

It is important for Council members to understand that under this Act they are deemed to be the "licensee" of the home and ultimately responsible for its compliance with the Act. The home's compliance with the legislation is audited by the Ministry of Health & Long-Term Care through its inspection process.

Other legislation affecting the operations of the home includes:

- *Occupational Health & Safety Act*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm
- *Pay Equity Act*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
- *Labour Relations Act*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
- *Employment Standards Act*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm

The home also has a signed Long-Term Care Service Accountability Agreement (L-SAA) with the South-East Local Health Integration Network which sets out the terms on which the LHIN will provide funding to the home and the performance obligations of the home in return for that funding. The current L-SAA expires the end of March, 2013.

Funding and Revenue Streams:

The Home receives revenues from two main sources before the municipal contribution is calculated and considered:

1. Resident Accommodation Fees
2. Ministry of Health and Long-Term Care (MOHLTC)

We also receive donations from time to time which are retained by the Home in a general donations fund and used to improve the quality of life of the residents.

Resident accommodation fees are established by MOHLTC and are subtracted from the total envelope funding prior to MOHLTC making its monthly subsidy payment to the home. However, the home is permitted to retain a portion of the preferred accommodation fees. There are three types of accommodation:

- a) Private – currently \$2,221.64 per month, per private bed occupied by a resident admitted prior to July 1, 2012, of which the home retains \$18.00 per day and \$2,274.86 per month per private bed occupied by a resident admitted on or after July 1, 2012 of which the home retains \$19.75 per day.
- b) Semi-private – currently \$1,917.47 per month, per semi-private bed occupied by a resident admitted prior to July 1, 2012 of which the home retains \$8.00 per day and \$1,947.89 per month per semi-private bed occupied by a resident admitted on or after July 1, 2012 of which the home retains \$9.00 per day.
- c) Basic – currently \$1,674.14 per month

Revenue received from MOHLTC is allocated into four funding envelopes:

- a) Program & Support Services – currently \$8.35 per resident per day
- b) Raw Food – currently \$7.68 per resident per day
- c) Nursing & Personal Care – currently \$86.05 per resident per day
- d) Other Accommodation – currently \$52.17 per resident per day

MOHLTC establishes a "per diem" for each envelope. It is important to note that the nursing per diem is adjusted by a Home's annual case mix index (CMI) which is supposed to reflect the level of care required by its residents. The CMI is applied to the base per diem and the Home is funded based on the result. In the past, Homes underwent an annual classification exercise

using the Alberta Classification Tool. MOHLTC has moved all of its Homes to the RAI MDS 2.0 assessment tool which required a new funding formula for the nursing envelope. Currently our CMI is .9926 which means we get 99.26% of the nursing base funding.

Other funding provided to the home by the Ministry includes:

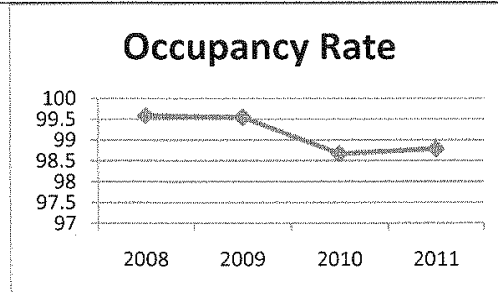
- a) Nurse Practitioner - \$61,247
- b) RAI Coordinator - \$70,777
- c) RPN - \$2.03 (CMI adjusted) per resident per day
- d) Physician On Call - \$12,804
- e) High Wage - \$67,944
- f) Pay Equity - \$37,932
- g) Accreditation - \$0.33 per resident per day

It is extremely hard to budget revenue year to year as homes are not notified of their CMI until February of the budget year. Even a slight drop in CMI can make a significant impact on the home. For example, at a CMI of 100, the home would receive \$4,020,256 in nursing funding in 2012. With a decrease of only one point to .99, the home would receive \$3,980,077 which is a decrease in funding of \$40,179 for the budget year. For 2013, we have assumed that our CMI will remain constant at 99.26.

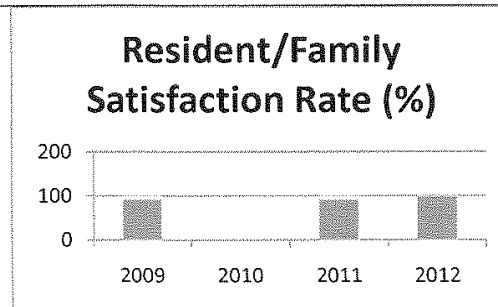
In addition, base envelope funding is not usually announced until the summer months. While this funding increased quite substantially in 2010 and 2011, in part due to the introduction of the requirements under the *LTC Homes Act*, it is anticipated that this trend will not continue. For 2013 we budgeted a 1% increase across all envelopes recognizing the government has made reference to the fact that it will not be providing increased funding for wages and benefits.

Year Over Year Trends:

Our occupancy rate, demonstrated in the following chart, is consistently over 97% which ensures we receive our base funding:

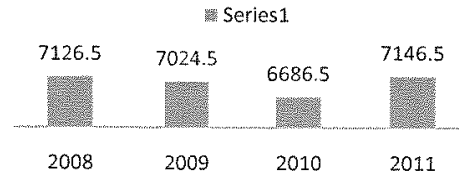


Resident/Family Satisfaction Rate is consistently high as demonstrated by the following chart (please note the timing of the survey was changed in 2010 from the fall of 2010 to the spring of 2011):



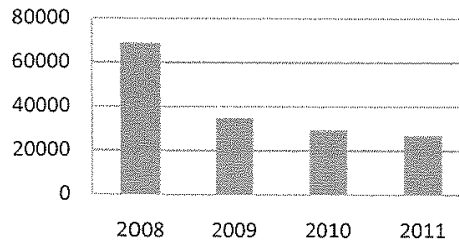
Hours provided by volunteers remain consistent. We did have an outbreak in 2010 which resulted in the cancellation of volunteer programs.

Volunteer Hours



It is hard to anticipate modified work expenditures from year to year. While we budget a % of wages in most departments, in the largest department, nursing, we budget based on trends in the past years. It is important to note that at November 30, 2012 we had already expensed over \$55,000 in modified worker salaries due to an unanticipated increase in injuries and illnesses requiring accommodation.

Modified Work \$\$



The following chart provides some information on the modified work expenditures for the home over the past few years:

We submit an annual staffing report to the Ministry of Health & Long-Term Care focusing on the breakdown between Ministry funded and municipally funded nursing and personal care positions.

% Nursing DC Funded by Municipality



Achievements in Current Year:

- Required programs evaluated
- Operational Policy & Procedure manual revised
- New well drilled & connected
- Lobby elevator repaired
- Carpet replaced on 2South
- New flooring installed in 1South dining & activity rooms
- Wall protection installed in 1South dining room
- Replaced steamer
- Replaced lawn tractor
- High resident/family satisfaction rate
- Auditorium fundraising campaign and committee established with almost 65% of total goal achieved before year-end
- Five -year strategic plan approved by Council
- Received three-year Accreditation with Commendation from Accreditation Canada
- Dietary workflow review completed
- Introduced a new mandatory education format for staff

Plans for the Next Budget Year(s):

- Maintenance workflow review to be conducted by Manager of Environmental Services
- Complete furnishings and equipment inventory update
- Nursing software replacement leading to point of care and Electronic Medication Records (e-MARs)
- Auditorium renovation
- Replacement of office carpeting
- Replacement of dining room flooring in 1North dining room
- Internet access for residents in their rooms (for a fee)

Overview of Staffing - Proposed increase and rationale:

There is no proposal to increase staffing for 2013. It is important to note that at some point in the future, the section of the *LTC Homes Act* requiring the development and evaluation of staffing plans for the nursing and personal care department will be implemented. We are unsure at this time whether or not the Ministry will legislate staffing levels in the nursing department at the same time but anticipate that if they should do so that the levels may reflect the Sharkey Report which recommended the establishment of provincial guidelines to support annual funding for enhanced capacity for resident care to achieve a provincial average of up to four hours of care per resident per day including up to 2.5 hours to be provided by PSWs, up to 1 hour to be provided by licensed Nurses and up to 0.5 hours to be provided by Therapists, Dietitians, Social Workers and other allied health professionals. Sharkey did note that each LTC home should have the flexibility to determine how to best align staff resources and determine staff mix to best meet the particular needs of their residents and local circumstances.

Our current hours of hands-on nursing care (NP, RN, RPN, PSW, Restorative Care RPN) per resident per day is 2.78. If we include the hours contributed by the Documentation Assistants, Director of Resident Care, Assistant Director of Care, Dietitian and Social Worker the result is 2.97.

Pressures - Risks Inherent in Budget(s):

Fairmount's collective agreement with CUPE 2290 expires on December 31, 2012. Direction has been given by the province to freeze wages and benefits for LTC staff for the next two years. While the correspondence does indicate that the government is prepared to propose necessary administrative and legislative measures to ensure agreements are consistent with the government's direction it is not clear that this would be successful, therefore we must anticipate a wage and benefit increase resulting from interest arbitration.

As already discussed under the revenue section, there is a risk in estimating an increase in envelope funding. The government has indicated that there will be no increase for wages and benefits however there has been no indication that homes won't receive an increase for other operational expenditures.

There is always the risk that the wage budgets may be impacted by workplace injuries, modified work, non-occupational illness, etc. We budget to include 2% of base wages for modified work (except in nursing where it is based on trends), 1% for training and 2% for sick time. In the nursing department we also budget for overtime in part due to vacant part-time positions that we have not been able to keep filled consistently.

Changes to the Ministry of Health & Long-Term Care High Intensity Needs Fund will result in additional pressures on our budget. We will receive \$0.12 per resident day (\$5,606 annually) in our raw food envelope for oral feeds, enteral nutrition and total parental nutrition and \$0.63 per resident day (\$29,434) in our nursing envelope for wound care, vital pain management, treatment and transfer, staff training, ostomy supplies, oxygen supplies and assessment. In addition we will have to pay 5% of costs for any other services that remain covered under the fund including supplementary staffing and exceptional wound care. From January 1, 2010 to June 30, 2012 our submissions to the fund averaged \$10,557 annually for enteral feeds and \$33,373 annually for wound care, oxygen and vital pain management. In addition we have

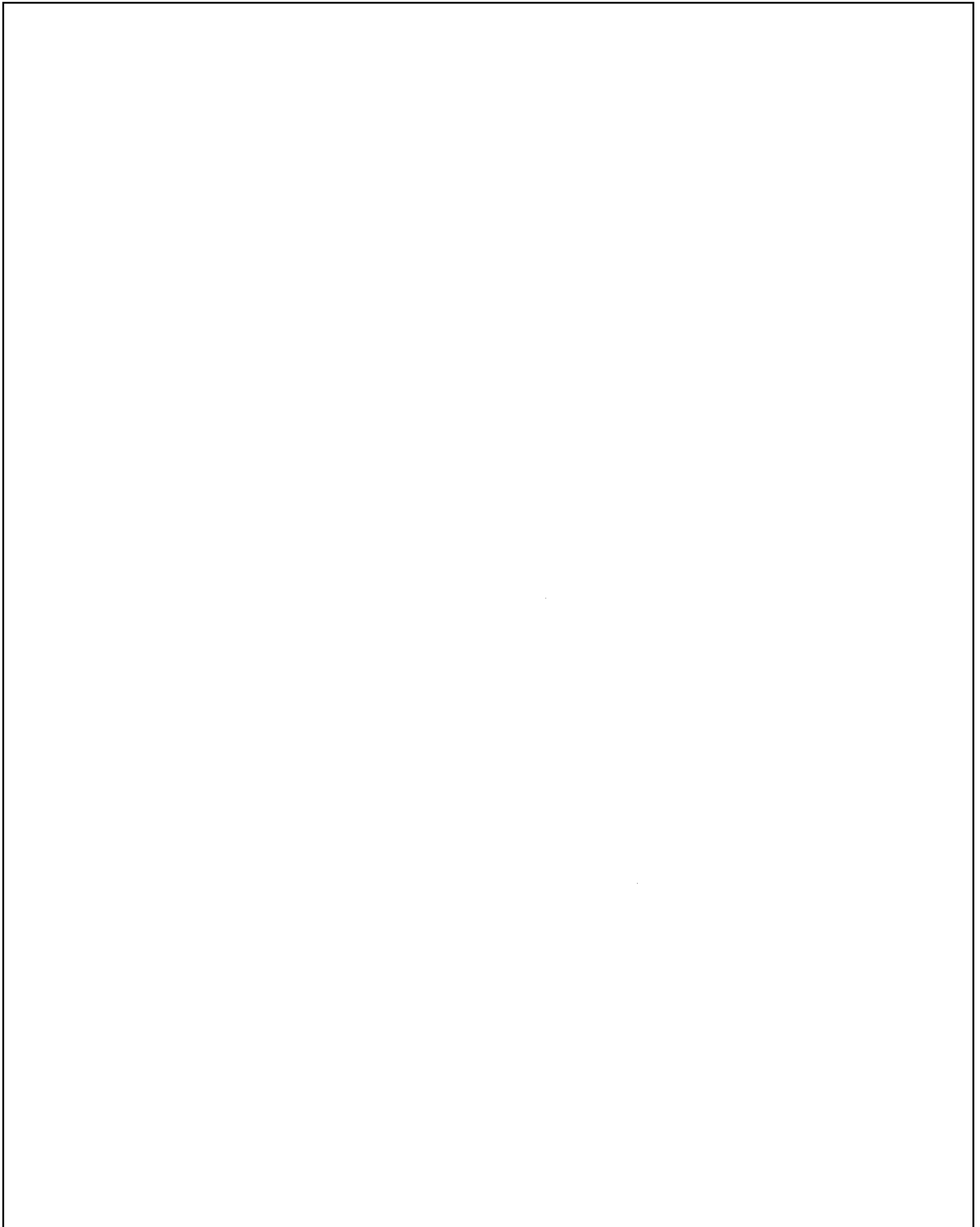
averaged an additional \$1,500 per year for supplementary staffing of which we will now have to pay 5%. Based on this history we will have a HIN funding shortfall on an annual basis. Additional funds in the nursing envelope for these needs are not available as our municipality already provides substantial funding to that envelope so this will be an additional burden on our taxpayers. It will be an ever increasing burden should we be forced through legislation to admit multiple residents with conditions requiring these specialized services.

The following presentation realigns the information for Council to review the operating levy increase before reserve transfers on which the direction was given to staff by the previous Council

	2013 Budget \$	2012 Budget \$	2012-2013 Variance \$	
REVENUE				
Provincial	5,239,885	5,155,401	84,484	1.64%
Residents - Accommodation Fees	2,967,670	2,883,105	84,565	2.93%
Other revenue	108,476	106,873		
Revenue Subtotal Before Municipal Contribution	8,316,031	8,145,379	170,652	2.10%
Transfers - Reserves/Reserve Funds	61,000	12,083	48,917	404.84%
EXPENSE				
Current				
Program and Support Services	422,134	401,810	20,324	5.06%
Nursing and Personal Care	6,155,477	5,810,859	344,618	5.93%
Raw Food	391,619	365,045	26,574	7.28%
Other Accommodation	3,813,620	3,833,426	-19,806	-0.52%
Depreciation	540,852	524,096	16,756	0.00%
less non-cash depreciation	-540,852	-524,096	-16,756	0.00%
TOTAL - Current Expense	10,782,850	10,411,140	371,710	3.57%
remove reserve allocations	39,000	39,000	0	
	71,169	34,010	37,159	52.21%
Total operating expense net of reserve transfers	10,672,681	10,338,130	334,551	3.24%
Net Operating	2,295,650	2,180,668	114,982	5.27%

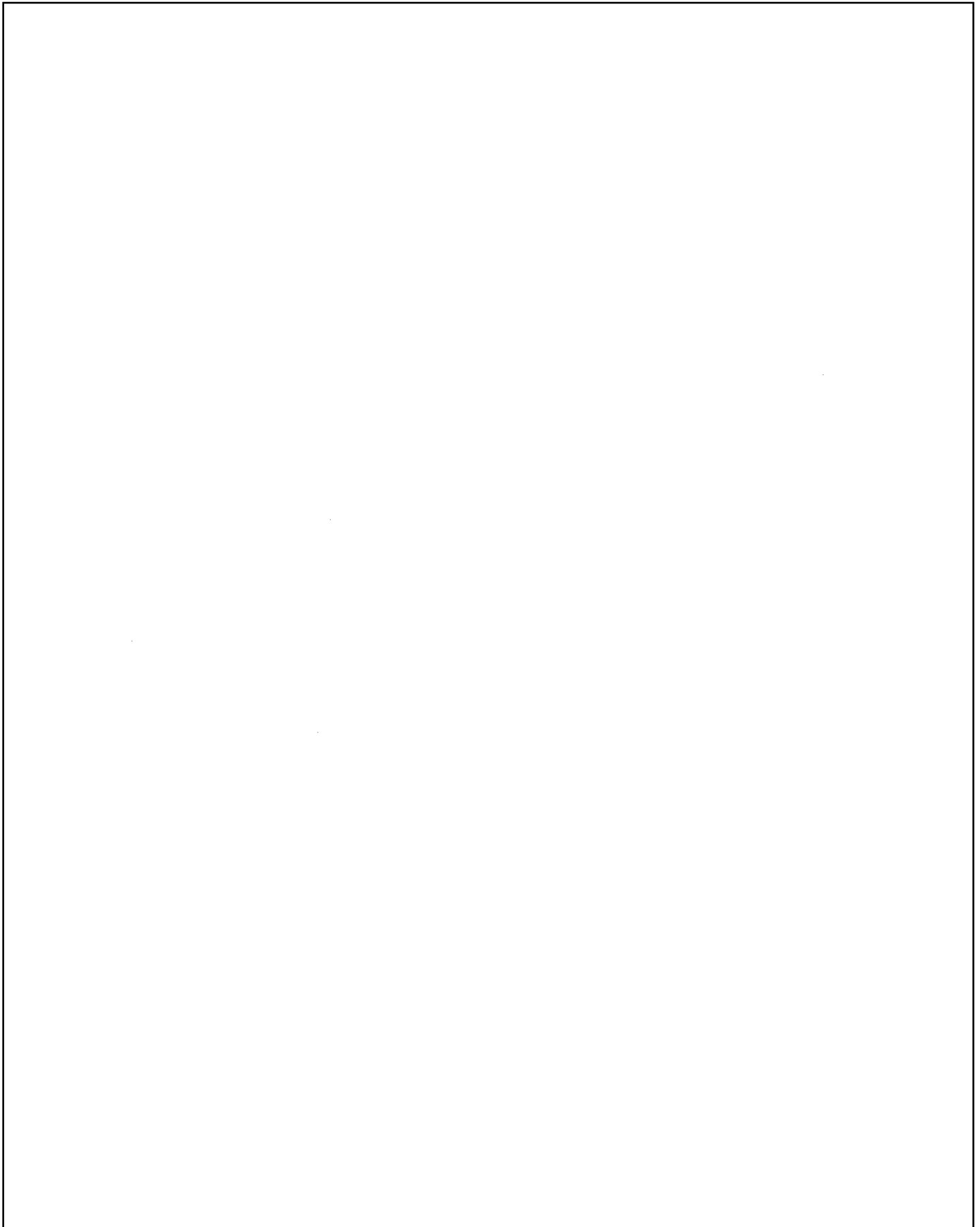
**County of Frontenac
2013 DRAFT Budget
Fairmount Summary**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	5,239,885	5,155,401	84,484	1.64%	4,912,916
User Fees	2,967,670	2,883,105	84,565	2.93%	2,510,998
Other Revenue	1,000	0	1,000		3,005
City of Kingston Contribution	1,587,562	1,509,375	78,187	5.18%	1,383,594
Recoveries	107,476	106,873	603	0.56%	87,303
TOTAL REVENUE	9,903,593	9,654,754	248,839	2.58%	8,897,816
Transfer from Reserves	61,000	12,083	48,917	404.84%	7,571
TOTAL REVENUE AND RESERVE TRANS	9,964,593	9,666,837	297,756	3.08%	8,905,387
EXPENSE					
Salaries	6,640,454	6,467,411	173,043	2.68%	6,030,342
Benefits	2,056,611	1,865,547	171,064	9.07%	1,653,716
Office Supplies and Repair	31,344	34,782	-3,438	-9.88%	23,408
Medical Supplies and Repair	110,040	64,200	45,840	71.40%	52,955
Equipment Supplies and Repair	803,438	798,605	4,833	0.61%	682,135
Public Relations	7,000	7,000	0		6,376
Travel, Training, Conference fees	44,720	43,020	1,700	3.95%	33,360
Professional, Contracted Service, Insurance	410,150	422,800	-12,650	-2.99%	399,293
Building Maintenance	189,024	198,488	-9,464	-4.77%	173,872
Communications Supplies, Service and Equ	71,965	69,965	2,000	2.86%	52,496
Vehicle Service and Supplies	8,400	6,400	0		4,987
Rentals, Leases, Penalties and Interest	16,500	17,379	-879	-5.06%	16,523
Utility Costs	244,500	243,000	1,500	0.62%	188,057
Prior Year projects committed	0	0	0		146,957
Other	40,534	79,534	-39,000	-49.04%	5,173
Internal Transfers - Reserve	39,000	39,000	0		0
County reserve transfers	71,169	34,010	37,159	109.26%	0
Depreciation	540,852	524,096	16,756	3.20%	446,827
TOTAL OPERATING EXPENSE	11,323,701	10,935,237	388,464	3.55%	9,914,477
TOTAL OPERATING LESS NON CASH DE	10,782,849	10,411,141	371,708	3.57%	9,467,650
NET OPERATING EXPENSE	818,256	744,304	73,952	9.94%	562,263
CAPITAL					
CAPITAL REVENUE					
City contribution to capital	1,504,794	312,052	1,192,742	382.23%	286,048
Capital Donations	200,000	0	200,000		0
City contribution to capital - prior year	61,200	61,200	0		0
Reserve transfer	519,136	175,648	343,488	195.55%	0
TOTAL CAPITAL REVENUE AND RESERV	2,285,130	548,900	1,736,230	316.31%	286,048
CAPITAL EXPENSE	2,302,932	548,900	1,754,032	319.55%	196,695
NET CAPITAL EXPENSE	17,802	0	17,802		-89,353
NET OPERATING AND CAPITAL LEVY	836,058	744,304	91,754	12.33%	472,910
LONG TERM DEBT					
County - Transfer to Long-Term Debt	863,703	812,510	51,193	6.30%	0
Debt Charges	667,647	718,840	-51,193	-7.12%	504,891
City Contribution to LT Debt FMT	-712,503	-712,503	0		-534,378
Provincial contribution to redevelopment	-483,552	-483,552	0		-444,570
Transfer from FRO reserve	-125,000	-125,000	0		0
NET CONTRIBUTION TO DEBENTURE	210,295	210,295	0		-474,057
REQUISITION	1,046,353	954,599	91,754	9.61%	-1,147
To Levy	1,046,353	954,599	91,754	9.61%	-1,147



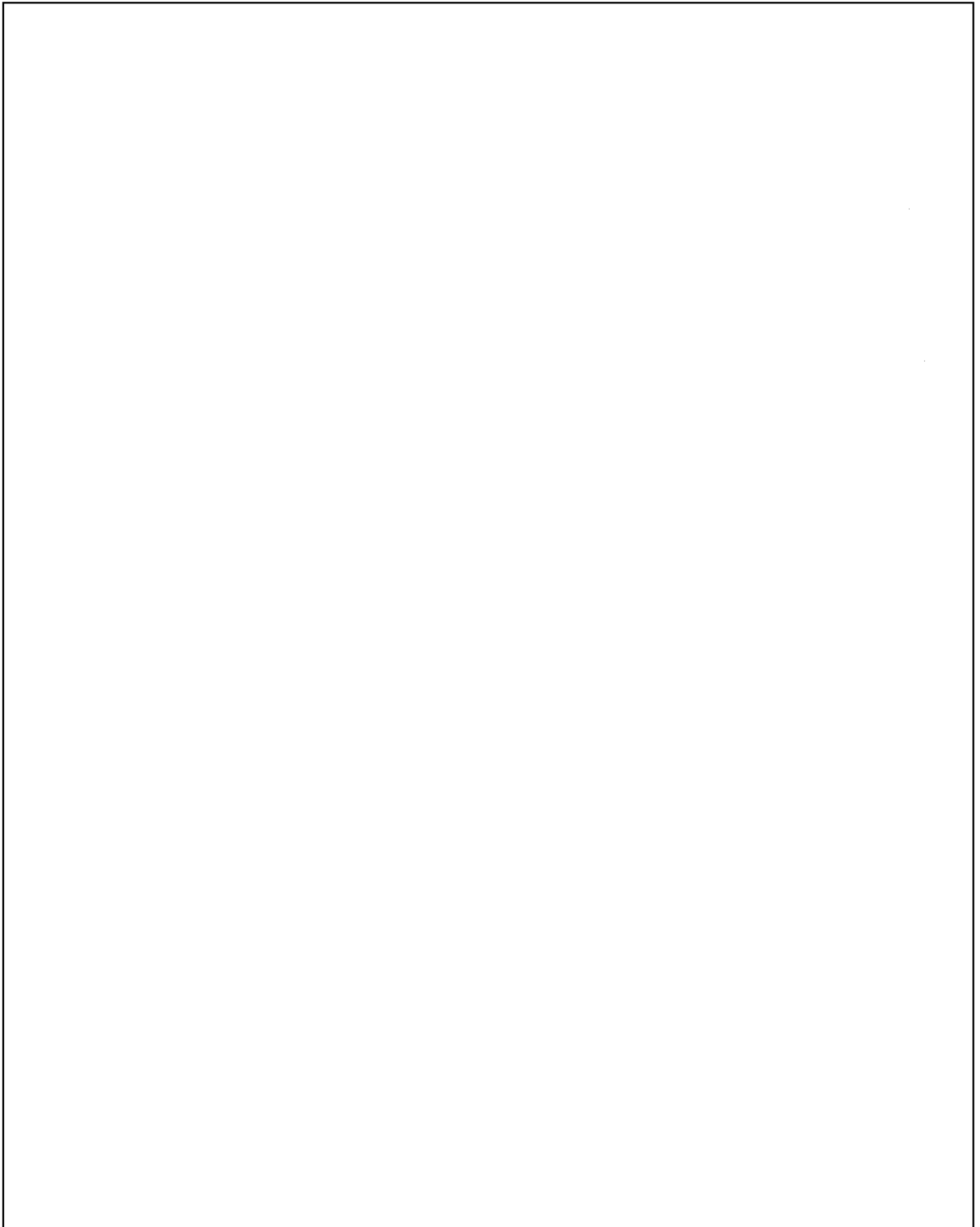
**County of Frontenac
2013 DRAFT Budget
Fairmount Home-Programming**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	401,489	403,602	-2,113	-0.52%	361,157
Recoveries	500	300	200	66.67%	4,124
TOTAL REVENUE	401,989	403,902	-1,913	-0.47%	365,281
TOTAL REVENUE AND RESERVE TRANS	401,989	403,902	-1,913	-0.47%	365,281
EXPENSE					
Salaries	245,264	240,455	4,809	2.00%	222,360
Benefits	91,281	82,203	9,078	11.04%	67,749
Office Supplies and Repair	0	0	0		11
Equipment Supplies and Repair	10,000	9,958	42	0.42%	6,553
Travel, Training, Conference fees	2,500	2,500	0		1,423
Professional, Contracted Service, Insurance	70,689	64,294	6,395	9.95%	58,190
Vehicle Service and Supplies	2,400	2,400	0		714
Prior Year projects committed	0	0	0		5,220
TOTAL OPERATING EXPENSE	422,134	401,810	20,324	5.06%	362,220
TOTAL OPERATING LESS NON CASH DEI	422,134	401,810	20,324	5.06%	362,220
NET OPERATING EXPENSE	20,145	-2,092	22,237	-1062.95%	-3,061
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	20,145	-2,092	22,237	-1062.95%	-3,061
LONG TERM DEBT					
REQUISITION	20,145	-2,092	22,237	-1062.95%	-3,061
To Levy	20,145	-2,092	22,237	-1062.95%	-3,061



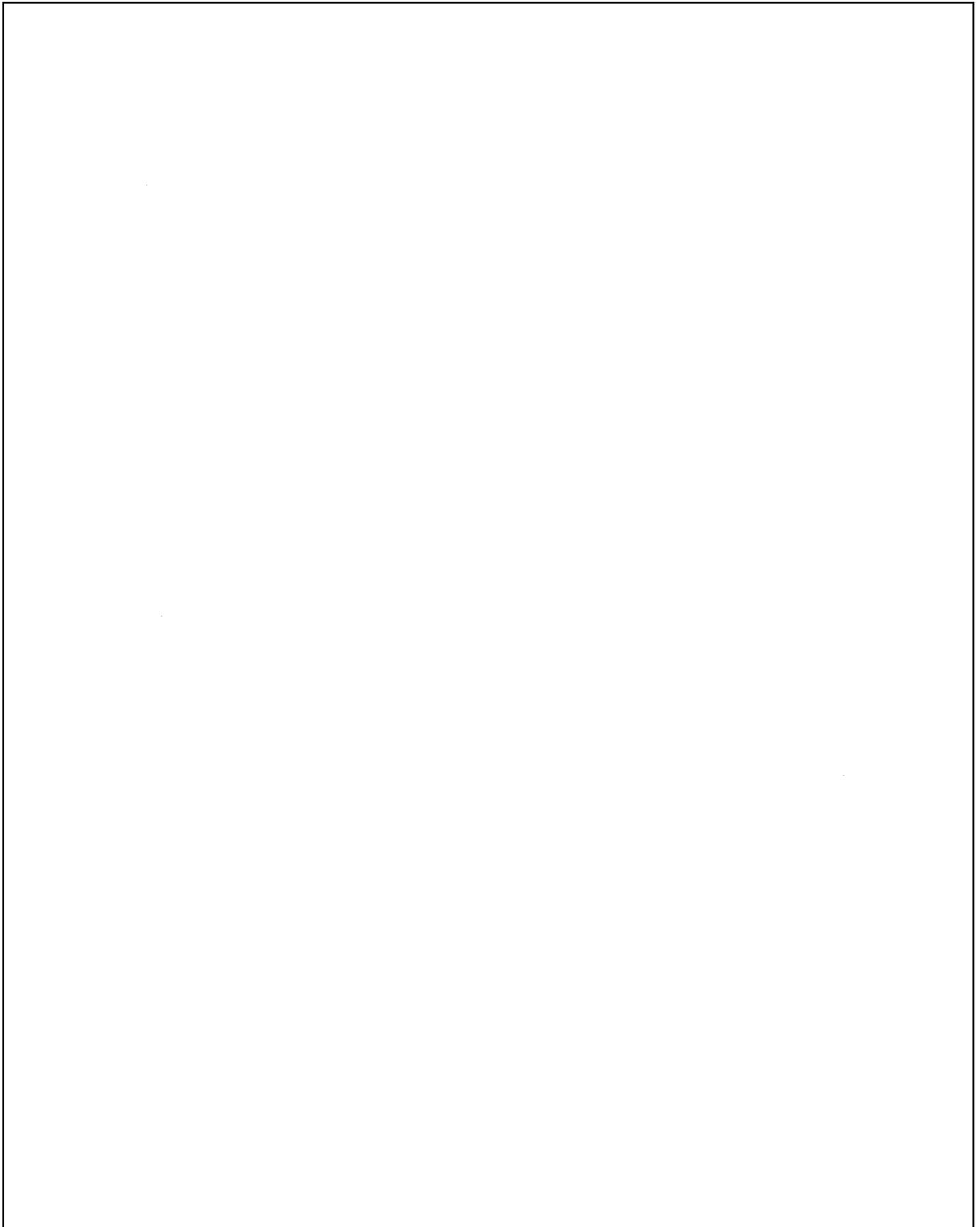
**County of Frontenac
2013 DRAFT Budget
Fairmount Home - Nursing and Personal Care**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	4,432,630	4,372,769	59,861	1.37%	4,120,999
Other Revenue	0	0	0		2,000
Recoveries	0	0	0		1,820
TOTAL REVENUE	4,432,630	4,372,769	59,861	1.37%	4,124,819
Transfer from Reserves	56,000	12,083	43,917	363.46%	0
TOTAL REVENUE AND RESERVE TRANS	4,488,630	4,384,852	103,778	2.37%	4,124,819
EXPENSE					
Salaries	4,523,576	4,366,010	157,566	3.61%	4,144,742
Benefits	1,369,056	1,231,783	137,273	11.14%	1,072,771
Office Supplies and Repair	750	1,500	-750	-50.00%	114
Medical Supplies and Repair	99,434	64,200	35,234	54.88%	52,955
Equipment Supplies and Repair	111,764	104,864	6,900	6.58%	71,998
Travel, Training, Conference fees	7,350	7,350	0		2,320
Professional, Contracted Service, Insurance	26,820	26,820	0		62,219
Communications Supplies, Service and Equ	11,193	2,798	8,395	300.04%	5,527
Prior Year projects committed	0	0	0		112,596
Other	5,534	5,534	0		1,223
TOTAL OPERATING EXPENSE	6,155,477	5,810,859	344,618	5.93%	5,526,465
TOTAL OPERATING LESS NON CASH DE	6,155,477	5,810,859	344,618	5.93%	5,526,465
NET OPERATING EXPENSE	1,666,847	1,426,007	240,840	16.89%	1,401,646
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	1,666,847	1,426,007	240,840	16.89%	1,401,646
LONG TERM DEBT					
REQUISITION	1,666,847	1,426,007	240,840	16.89%	1,401,646
To Levy	1,666,847	1,426,007	240,840	16.89%	1,401,646



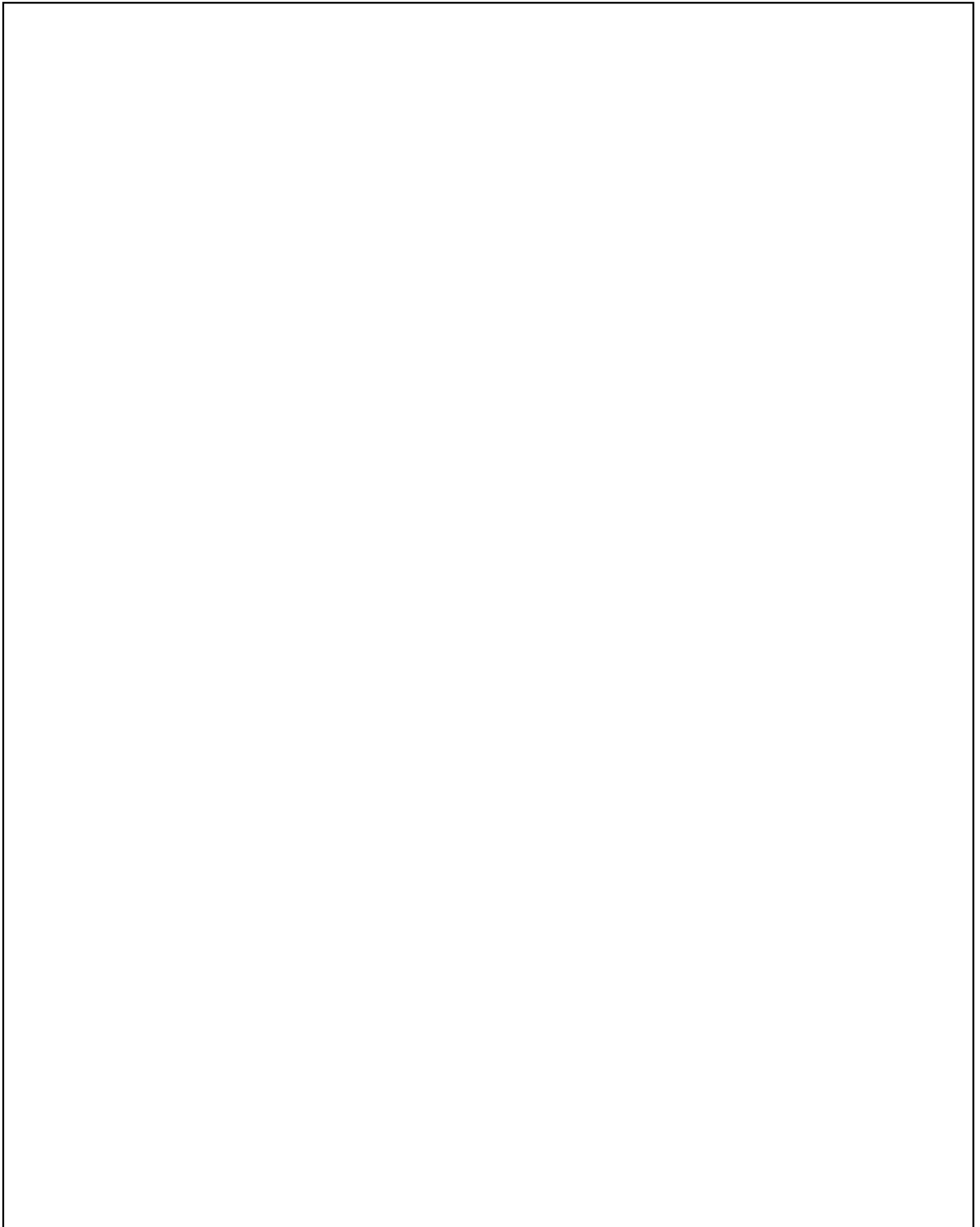
**County of Frontenac
2013 DRAFT Budget
Fairmount Home-Raw Food**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	367,119	345,469	21,650	6.27%	324,719
Recoveries	19,500	19,576	-76	-0.39%	14,417
TOTAL REVENUE	386,619	365,045	21,574	5.91%	339,136
TOTAL REVENUE AND RESERVE TRANS	386,619	365,045	21,574	5.91%	339,136
EXPENSE					
Medical Supplies and Repair	10,606	0	10,606		0
Equipment Supplies and Repair	381,013	365,045	15,968	4.37%	353,369
TOTAL OPERATING EXPENSE	391,619	365,045	26,574	7.28%	353,369
TOTAL OPERATING LESS NON CASH DE	391,619	365,045	26,574	7.28%	353,369
NET OPERATING EXPENSE	5,000	0	5,000		14,233
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	5,000	0	5,000		14,233
LONG TERM DEBT					
REQUISITION	5,000	0	5,000		14,233
To Levy	5,000	0	5,000		14,233



**County of Frontenac
2013 DRAFT Budget
Fairmount Home - Other Accommodation**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	38,647	33,561	5,086	15.15%	123,804
User Fees	2,967,670	2,883,105	84,565	2.93%	0
Other Revenue	1,000	0	1,000		0
Recoveries	87,476	86,997	479	0.55%	66,943
TOTAL REVENUE	3,094,793	3,003,663	91,130	3.03%	190,747
Transfer from Reserves	5,000	0	5,000		0
TOTAL REVENUE AND RESERVE TRANS	3,099,793	3,003,663	96,130	3.20%	190,747
EXPENSE					
Salaries	1,871,614	1,860,946	10,668	0.57%	1,663,240
Benefits	596,275	571,562	24,713	4.32%	513,196
Office Supplies and Repair	30,594	33,282	-2,688	-8.08%	23,283
Equipment Supplies and Repair	300,661	318,737	-18,076	-5.67%	250,215
Public Relations	7,000	7,000	0		5,873
Travel, Training, Conference fees	34,870	33,170	1,700	5.13%	29,617
Professional, Contracted Service, Insurance	312,641	331,686	-19,045	-5.74%	278,884
Building Maintenance	189,024	198,488	-9,464	-4.77%	173,872
Communications Supplies, Service and Equ	60,772	67,166	-6,394	-9.52%	46,969
Vehicle Service and Supplies	4,000	4,000	0		4,273
Rentals, Leases, Penalties and Interest	16,500	17,379	-879	-5.06%	16,523
Utility Costs	244,500	243,000	1,500	0.62%	186,057
Prior Year projects committed	0	0	0		29,141
Other	35,000	74,000	-39,000	-52.70%	3,950
Internal Transfers - Reserve	39,000	39,000	0		0
County reserve transfers	71,169	34,010	37,159	109.26%	0
Depreciation	540,852	524,096	16,756	3.20%	446,827
TOTAL OPERATING EXPENSE	4,354,472	4,357,522	-3,050	-0.07%	3,671,920
TOTAL OPERATING LESS NON CASH DE	3,813,620	3,833,426	-19,806	-0.52%	3,225,093
NET OPERATING EXPENSE	713,827	829,763	-115,936	-13.97%	3,034,346
CAPITAL					
CAPITAL REVENUE					
CAPITAL EXPENSE	0	0	0		-531
NET CAPITAL EXPENSE	0	0	0		-531
NET OPERATING AND CAPITAL LEVY	713,827	829,763	-115,936	-13.97%	3,033,815
LONG TERM DEBT					
County - Transfer to Long-Term Debt	863,703	812,510	51,193	6.30%	0
City Contribution to LT Debt FMT	-712,503	-712,503	0		-534,378
Provincial contribution to redevelopment	-483,552	-483,552	0		-444,570
NET CONTRIBUTION TO DEBENTURE	-332,352	-383,545	51,193	-13.35%	-978,948
REQUISITION	381,475	446,218	-64,743	-14.51%	2,054,867
To Levy	381,475	446,218	-64,743	-14.51%	2,054,867



Social Services



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenacounty.ca

Social Services:

General Overview

Social Services, Ontario Works and Child Care, are administered by the City of Kingston as the Consolidated Municipal Service Manager. Costs related to Social Housing are distributed on the basis of a Cost Sharing agreement.

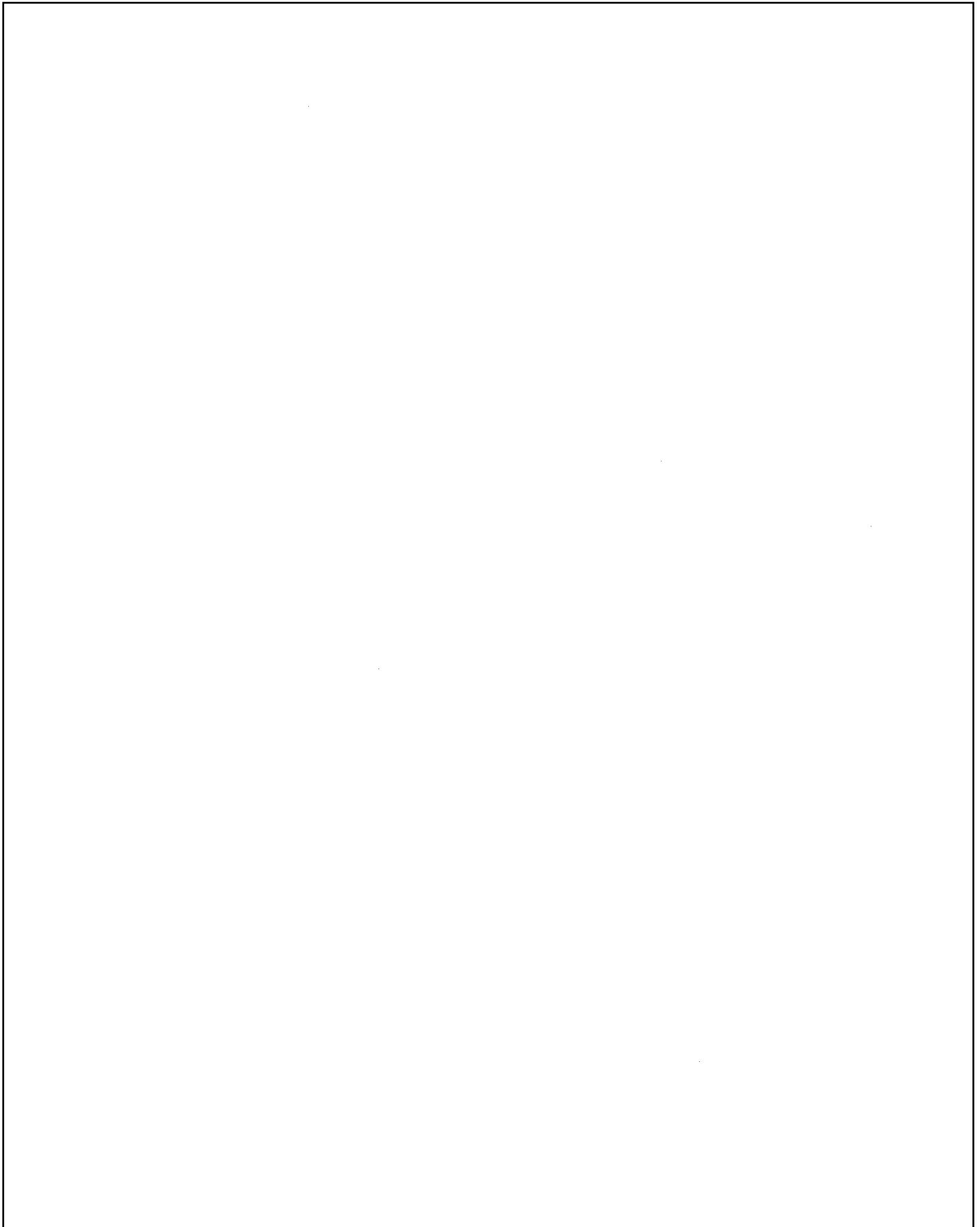
Administration costs are distributed based on weighted assessment.

Other Operating are distributed based on caseload.

In 2013 the Provincial funding formula has resulted in a reallocation of costs from Social Services to Social Housing related to Emergency Hostels.

**County of Frontenac
2013 DRAFT Budget
Ontario Works, Child Care**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
EXPENSE					
External Transfers	1,287,820	1,288,133	-313	-0.02%	986,497
TOTAL OPERATING EXPENSE	1,287,820	1,288,133	-313	-0.02%	986,497
TOTAL OPERATING LESS NON CASH DE	1,287,820	1,288,133	-313	-0.02%	986,497
NET OPERATING EXPENSE	1,287,820	1,288,133	-313	-0.02%	986,497
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	1,287,820	1,288,133	-313	-0.02%	986,497
LONG TERM DEBT					
REQUISITION	1,287,820	1,288,133	-313	-0.02%	986,497
To Levy	1,287,820	1,288,133	-313	-0.02%	986,497



Social Housing



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenaccounty.ca

Social Housing:

General Overview

Social Housing is administered by the City of Kingston as the Service Delivery Provider. Costs related to Social Housing are distributed on the basis of a Cost Sharing agreement.

In 2013 Emergency Hostels funding has been moved from the Ontario Works budget to the Social Housing budget.

Administration costs are distributed based on weighted assessment.

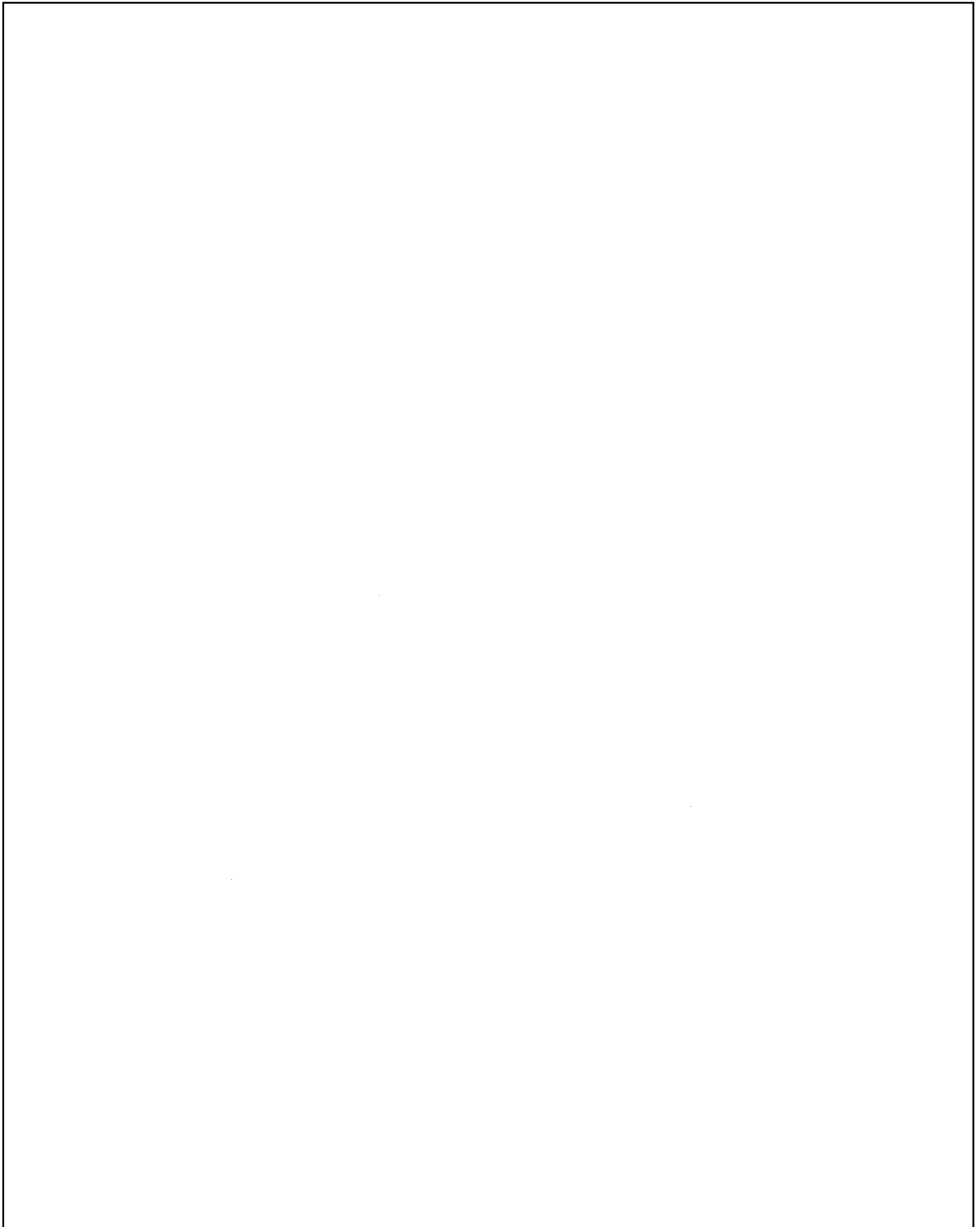
Other Operating and Capital requirements are distributed based on "location of units".

2013 Capital requirements 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.

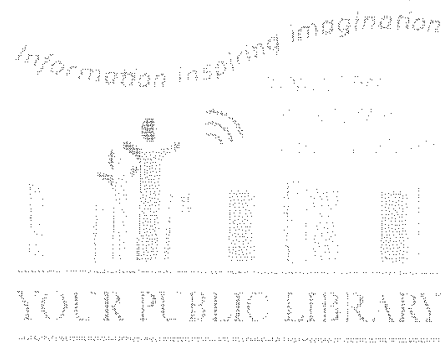
An annual allocation is made to the Social Housing – out of scope reserve to fund the County's share of capital requirements.

**County of Frontenac
2013 DRAFT Budget
Social Housing**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Transfer from Reserves	10,000	10,000	0		0
TOTAL REVENUE AND RESERVE TRANS	10,000	10,000	0		0
EXPENSE					
External Transfers	770,020	744,384	25,636	3.44%	674,856
Internal Transfers - Reserve	25,000	25,000	0		0
TOTAL OPERATING EXPENSE	795,020	769,384	25,636	3.33%	674,856
TOTAL OPERATING LESS NON CASH DEI	795,020	769,384	25,636	3.33%	674,856
NET OPERATING EXPENSE	785,020	759,384	25,636	3.38%	674,856
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	785,020	759,384	25,636	3.38%	674,856
LONG TERM DEBT					
REQUISITION	785,020	759,384	25,636	3.38%	674,856
To Levy	785,020	759,384	25,636	3.38%	674,856



Library



COUNTY OF FRONTENAC

2069 Battersea Road, Glenburnie, Ontario, Canada K0H 1S0 t. 613.548.9400 f. 613.548.8460 www.frontenaccounty.ca

Kingston Frontenac Public Library:

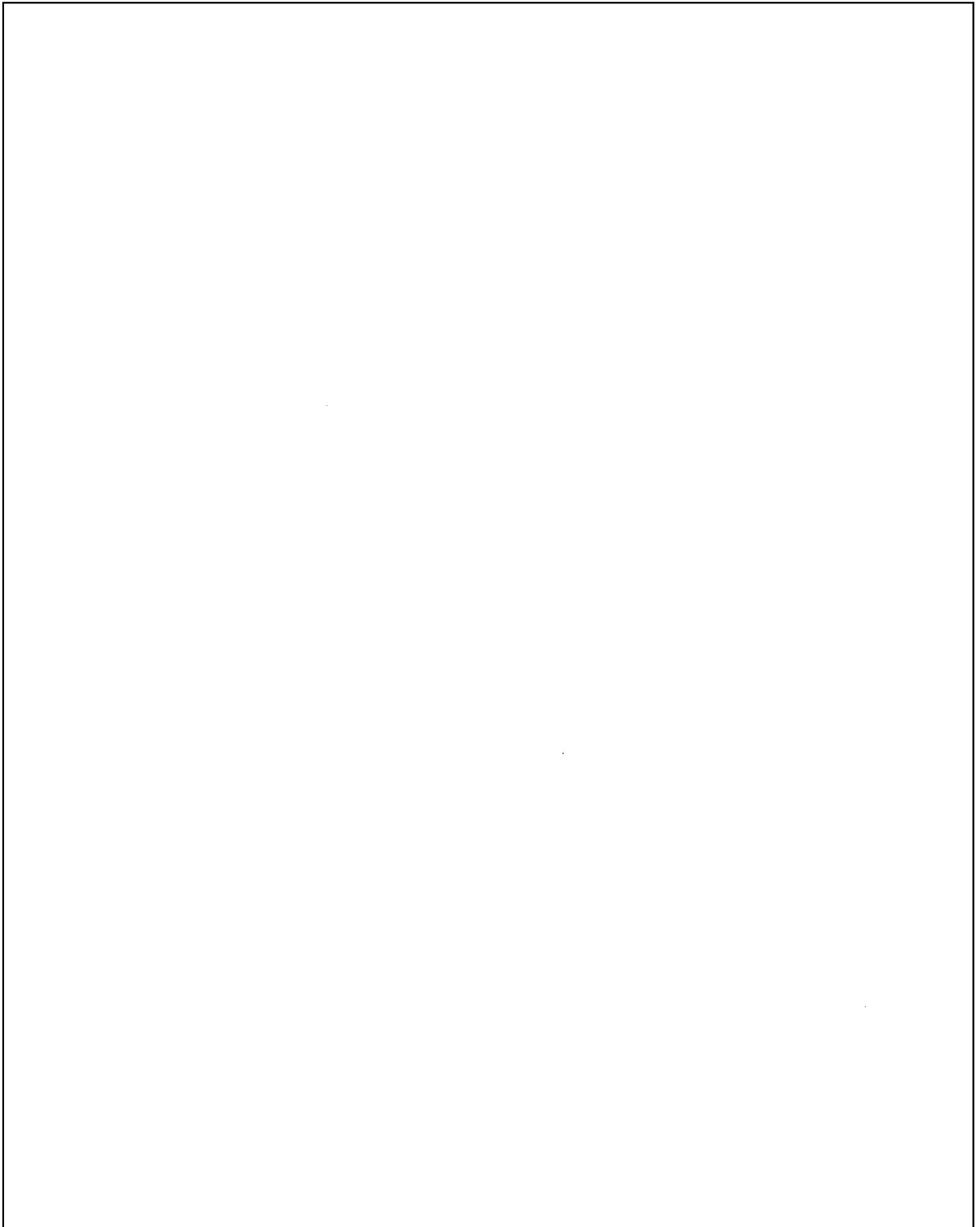
General Overview

The County of 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 \$734,796 for 2013. In addition, \$19,500 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.

**County of Frontenac
2013 DRAFT Budget
Library**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Transfer from Reserves	19,500	39,000	-19,500	-50.00%	0
TOTAL REVENUE AND RESERVE TRANS	19,500	39,000	-19,500	-50.00%	0
EXPENSE					
External Transfers	734,796	722,978	11,818	1.63%	662,730
Prior Year projects committed	19,500	38,700	-19,200	-49.61%	0
Internal Transfers - Reserve	31,000	31,000	0		0
Depreciation	0	0	0		38,293
TOTAL OPERATING EXPENSE	785,296	792,678	-7,382	-0.93%	701,023
TOTAL OPERATING LESS NON CASH DEI	785,296	792,678	-7,382	-0.93%	662,730
NET OPERATING EXPENSE	765,796	753,678	12,118	1.61%	662,730
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	765,796	753,678	12,118	1.61%	662,730
LONG TERM DEBT					
REQUISITION	765,796	753,678	12,118	1.61%	662,730
To Levy	765,796	753,678	12,118	1.61%	662,730



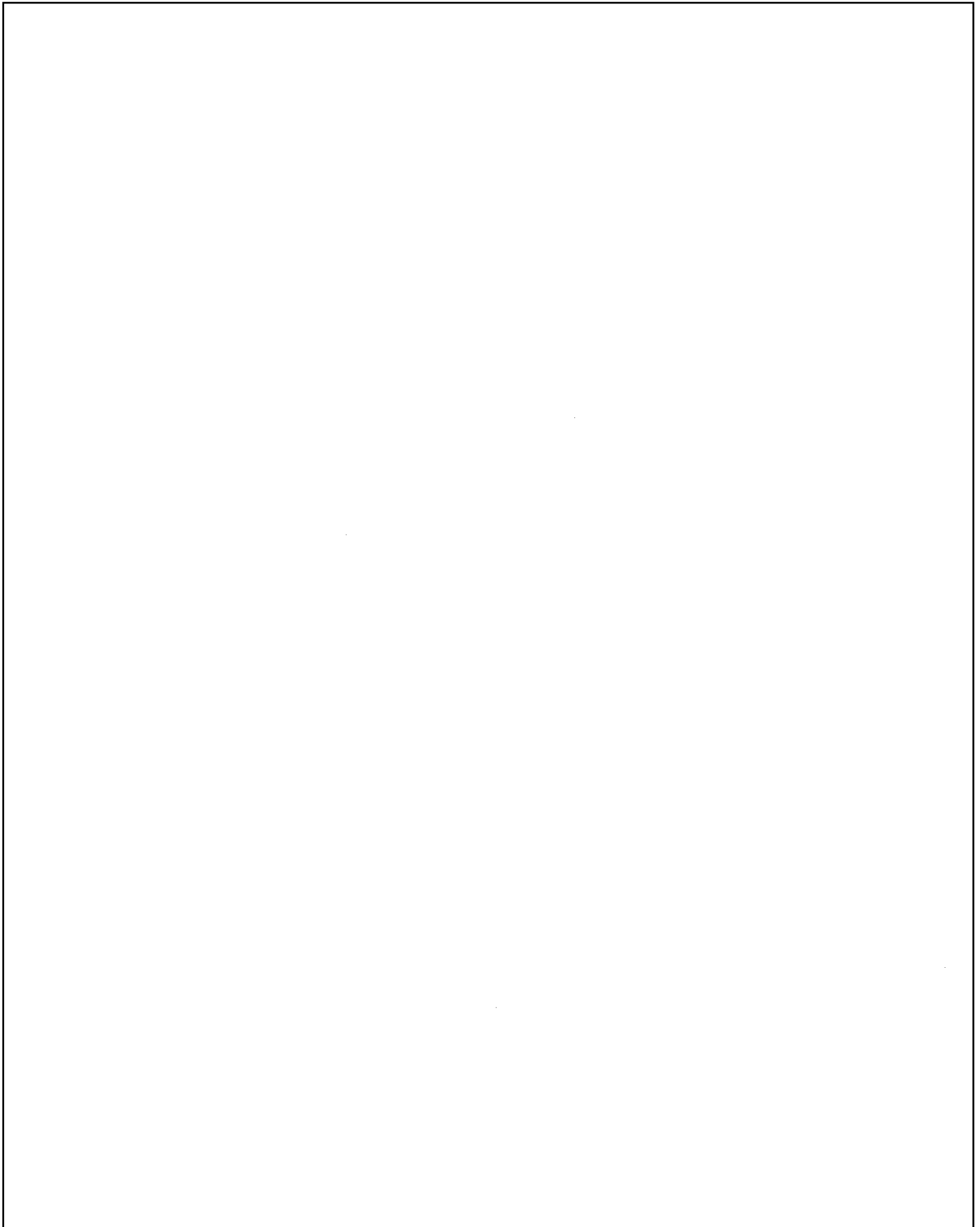
Sustainability - Economic Development - Planning

- Economic Sustainability
- Sustainability Planning



COUNTY OF FRONTENAC

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Economic Sustainability

General Overview of Economic Sustainability:

The County of Frontenac supports responsible and sustainable economic development in the region through its Economic Development Office and the Manager of Economic Sustainability works on behalf of the County and the four Townships that comprise the County.

Economic Development Mandate: To create and promote an environment that is attractive to new business development and investment.

Current Staffing and Rationale:



Anne Marie Young,
Manager of
Economic
Sustainability

- The Manager of Economic Sustainability is responsible for guiding and managing change to facilitate economic development throughout the County and is also responsible for raising the profile of the County through effective communications, public relations and marketing and promotions.

Legislative Framework:

- *The Municipal Act*
<http://www.mah.gov.on.ca/Page184.aspx>
- *The Planning Act*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p13_e.htm
- Townships' Official Plans and Zoning by-laws
[Frontenac Islands](#); [South Frontenac](#); [Central Frontenac](#); [North Frontenac](#)
- The Navigable Water Protection Program – Transport Canada
<http://www.tc.gc.ca/eng/marinesafety/oep-nwpp-menu-1978.htm>
- Ontario Regulatory Policy
<http://www.ontariocanada.com/registry/downloads/Ontario%20Regulatory%20Policy.pdf>
- *The Environmental Protection Act – Ontario*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90e19_e.htm
- *The Canadian Environmental Protection Act*
<http://www.ec.gc.ca/lcpe-cepa/default.asp?lang=En&n=26A03BFA-1>
- *The Expropriation Act – Ontario*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90e26_e.htm

- *The Highway Traffic Act – Ontario*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h08_e.htm
- Agriculture
<http://www.omafra.gov.on.ca/>
- Fisheries and Oceans Canada
<http://www.dfo-mpo.gc.ca/index-eng.htm>
- Conservation Authorities
[Cataraqui Region](#); [Quinte](#); [Rideau Valley](#); [Mississippi Valley](#)
- Ministry of Natural Resources – Canadian Forest Service
<http://cfs.nrcan.gc.ca/>

Funding and Revenue Streams:

- Federal Gas Tax (FGT) Funds: Carry-over any uncompleted projects under the Support for Smaller Scale Community Sustainability Initiatives (SSS SCI) from 2012
- EORN allocation: \$328,140
- FGT Funds: \$326,008
- Trans Canada Trail Funding: \$75,000 pending application approval
- Levy: \$10,000 for core economic development marketing activities

Year Over Year Trends:

- 8.1 kilometres of trail developed (to end of Aug)
- 15 kilometres of trail maintained (to end of Aug)
- 6 - SSS CSI projects supported (to end of October)
- \$35,600 invested in Verona CIP (to end of Aug)
- 4 outreach activities – Heritage Festival, West Devil's Lake AGM, Cattail Festival; Local Food BR+E Launch (to end of Aug)
- 4 marketing/promotion activities (to end of November)
- 20 business site visits (to end of October)
- 4 funding applications completed for the pending amounts of approximately \$ 1,350,000 to the first week of October
- 4 inquiries regarding available property for purchase (to end of July)

Achievements in Current Year:

- Implementation of the K&P Trail
 - Complied and executed a contract with Cataraqui Region Conservation Authority(CRCA) for the project management of the development of the K&P trail from Orser Road to Harrowsmith:\$5,000
 - Worked with CRCA to compile a Request for Quotation for the development of K&P trail from Orser Road to Harrowsmith. Negotiated and executed a contract with Crain Construction Limited for this development; \$219,930
 - Completed and officially opened the K&P from Orser Road to Hartington
 - Facilitated maintenance work and purchase of supplies as required: \$2,308
 - Facilitated the engineering work required for the Hardwood Creek reconstruction as well as the required permits for all remaining bridges: \$9,710
 - Organized and co-facilitated 2 open meetings for adjacent landowners
 - Completion of signage Orser Road to Graham Road: \$34,000
- Support for Smaller Scale Community Sustainability Projects: funds expended and/or allocated
- Coordinated local steering committee for the final recommendations for the Regional Local Food Business Retention + Expansion. The plan was completed in the spring and officially launched in the summer.

- Support to Community Improvement Plans: Verona, Sharbot Lake, Marysville

Plans for the Next Budget Year(s):

2013 Projects support the following Council Priorities:

- Implement an active program of communications with taxpayers, stakeholders, townships and other partners
- Target and achieve long-range sustainable development while maintaining consideration for the environment
- Complete and open the Frontenac K&P Trail (Boyce Road to Craig Road)
- Support efforts to develop the local food production and marketing system
- Strengthen direct and personal relationships with businesses to support their contribution to the economy

Trail Network Development:

- Frontenac K&P Trail – Construction of the bridge at Hardwood Creek in Verona; maintenance for the existing 12 km of developed trail; development of the next 3.5 km from Boyce Road to Craig Road; provisions for land acquisition
- New: Implementation Plan - Phase 2 – to address the discontinuity gap from Tichborne to Sharbot Lake to complete the Frontenac K&P Trail connection for the Trans Canada Trail: developed in house
- New: Concept Plan - the development of a Concept Plan for connecting local trails in North Frontenac and Frontenac Islands as well as the rest of the County to focus on making our communities more liveable and improving our economy through tourism and civic improvement

Small Events:

- Support to community events in each township. In the past, this has included the Central Frontenac Heritage Festival, Wolfe Island - War of 1812 Celebration and Verona Garlic Festival:

Youth Day/Trade Show:

Support an initiative that encourages youth retention; discussions have been ongoing with organizations within the County such as Frontenac Community Futures Development Corporation; Frontenac Federation of Agriculture; and area employment and entrepreneurial services

Support for Smaller Scale Community Sustainability Initiatives program:

- A continuation of existing program

Signage Strategy Implementation:

- A collaborative effort with all four townships in developing a signage strategy, this project will allow for the installation of signs.

Marketing & Promotion:

- Initiating and/or supporting partnerships for marketing initiatives that promote the County as a place to visit, live, work and play (examples: Land O' Lakes Tourist Association User Guide, Frontenac Arch Biosphere Trails Map, City of Kingston)

ICSP Initiatives:

- To be identified through *2012 Sustainable Actions*

Overview of Staffing - *Proposed increase and rationale:*

A summer student is required to patrol and promote the Frontenac K&P trail. An amount of \$6,500 is recommended for wages and benefits for a 10 week period. A subsidy will be sought from the Canada Summer Jobs program for an anticipated amount of \$1,232.

Pressures - Risks Inherent in Budget:

Frontenac K&P Trail – this is the high priority project for Economic Sustainability in 2013 and is where the most significant workload is expected to take place, as it is essential to maintain the work schedule in order for the project to be completed by 2015. Any cut to the budget or reduction of the plan will risk changing the goal of the project overall which is to use the trail to promote future development of trail-based tourism.

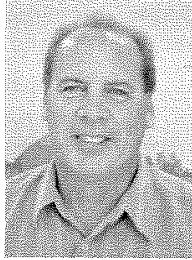
Support for Smaller Scale Community Sustainability Initiatives – this program enables community groups to complete projects that build community capacity. There is a growing recognition that these investments are needed to ensure a strong foundation for future sustainability. Thus, if discontinued many of the small projects that have started will not see fruition and the local economy could potentially become stagnant or decline.

Sustainability Planning

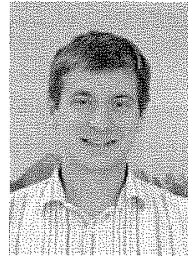
General Overview of Sustainability Planning:

Sustainability Planning is responsible for leading and encouraging sustainable land use planning projects that benefit the entire County. Provides County Council with land use planning advice on subdivision and condominium projects, as well as planning policy issues such as Community Improvement Plans, Growth and Settlement issues, and the County Official Plan project. Also provides land use planning services to the Township of Frontenac Islands, and offers services to the other three Townships.

Current Staffing and Rationale:



Joe Gallivan,
Manager of
Sustainability
Planning



Peter Young,
Community
Planner

The Manager of Sustainability Planning and the Community Planner were jointly involved in all sustainability planning projects in 2012. This will continue in 2013, with expected workload increases for the County Official Plan project. As has been the case for the other three Community Improvement Plans, the Community Planner will be responsible for leading the CIP for North Frontenac Township. It is expected that the Township of Frontenac Islands may request assistance in the preparation of a new comprehensive Zoning By-law. Workload in subdivision and condominium applications is expected to remain the same or possibly increase.

Legislative Framework:

Primary legislative framework for land use planning is the *Ontario Planning Act*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p13_e.htm

Primary policy document is the Ontario Provincial Policy Statement (2005)
<http://www.mah.gov.on.ca/Page1485.aspx>

Funding and Revenue Streams:

- **Federal Gas Tax** – carry-over remainder of \$30,000 from 2012 budget allocation for County Official Plan project
- **Federal Gas Tax** – \$95,000 for two projects (see below 'Plans for Next Budget Year')
- **Land Use Planning Fees** (*Subdivision, Condominium Reviews*) – \$10,000 (based on average revenues of past two years)
- **Frontenac Islands Planning Services** – \$5,000 (estimate based on 1st quarter 2012 planning fees)

Year Over Year Trends:

- **Official Plan** – Frontenac is one of the last Counties in Eastern Ontario to have a County Official Plan and, by the end of 2013, County Council will have a final draft for review and anticipated adoption in 2014.
- **Community Improvement Plans** – by 2013 three CIPs will be underway in the County – Verona, Sharbot Lake and Marysville. The fourth CIP will be recommended to begin in the Spring of 2013 for North Frontenac Township in order to have a County-supported CIP in place in each Township. A minimum of 15 privately-initiated CIP projects are expected per year for each CIP area.
- **Planning Services** (Frontenac Islands) – as of 2nd quarter 2012, land use planning reports have been considered at six of seven Township Council meetings. Expect continued regular attendance at Council and average of 2-4 reports per agenda.
- Approximately 20 to 25 public meetings expected on all three projects.

Achievements in Current Year:

- **County Official Plan** – County Council endorsement to begin the project was given in December, 2011. Council approved the *Basis Document* in May 2012. Presentations to each Township Council were made in June 2012. Public consultation through Open Houses in each Township, First Nations consultation and on-line survey, etc., conducted over the last half of 2012.
- **Natural Heritage Study** – A significant region-wide natural heritage study completed in Fall, 2012, with the most up to date information available across the County. Policy recommendations from the study will form the basis of the natural heritage policies for the new County Official Plan and will be helpful for each of the Township Official Plans.
- **Seniors Community Housing Pilot Project** – A specific County need that was highlighted in the Kingston/Frontenac 2011 Municipal Housing Study. The goal of this project was to look at creative ways of identifying housing choices that could allow seniors to stay close to their community and their families. A final report was presented to Council in September 2012.
- **Community Improvement Plans** – Three CIPs prepared by County and Township staff were in process during 2012. The Verona CIP was approved by South Frontenac Township Council in March and as of August 31st, more than a dozen properties have received funding for revitalization. Public meetings were held for the Sharbot Lake CIP in March and July and the final plan was adopted by Central Frontenac Township Council in August. Work on the Marysville CIP began in September and a draft plan is expected by January 2013, with Council approval expected in Spring 2013.
- **Township Planning Services** – For the Township of Frontenac Islands, Sustainability Planning provided timely planning services and met all Council deadlines for planning reports as of the end of 2nd quarter 2012. Also mediated and settled an Ontario Municipal Board appeal. Provided advice and drafted Municipal Capital Facilities By-law to allow for community medical clinic to have its tax assessment reduced. Prepared Terms of Reference and helped manage transportation study for Howe Island.
- **Homelessness study RFP – City of Kingston** – The City of Kingston has started work on a homelessness study that covers its entire service area which includes Frontenac County. Staff will be involved in monitoring and commenting on the study during its draft stage.

Plans for the Next Budget Year(s):

Official Plan – following extensive consultation in 2012, a draft of the first County Official Plan will be presented to Council in early 2013. Following an additional round of consultation and open houses in the summer of 2013, a second draft will be completed and reviewed with Council with the goal of adoption in early 2014. Staff expects that the carry-over from the \$30,000 approved in 2012 will be adequate to cover costs through 2013.

Community Improvement Plan #4 – recommendation for Council to endorse \$75,000 to prepare and implement a CIP for North Frontenac Township in 2013 to ensure each municipality has at least one CIP in place. This is the fourth CIP that County Council will have invested in.

Population, Housing and Employment Projections Update – Council endorsed this work prepared by Watson and Associates in April, 2011. It contains growth and employment projections by Township for the period 2011 to 2036. Staff is recommending an update to this work to incorporate the 2011 Census Canada data with an expected cost of \$20,000.

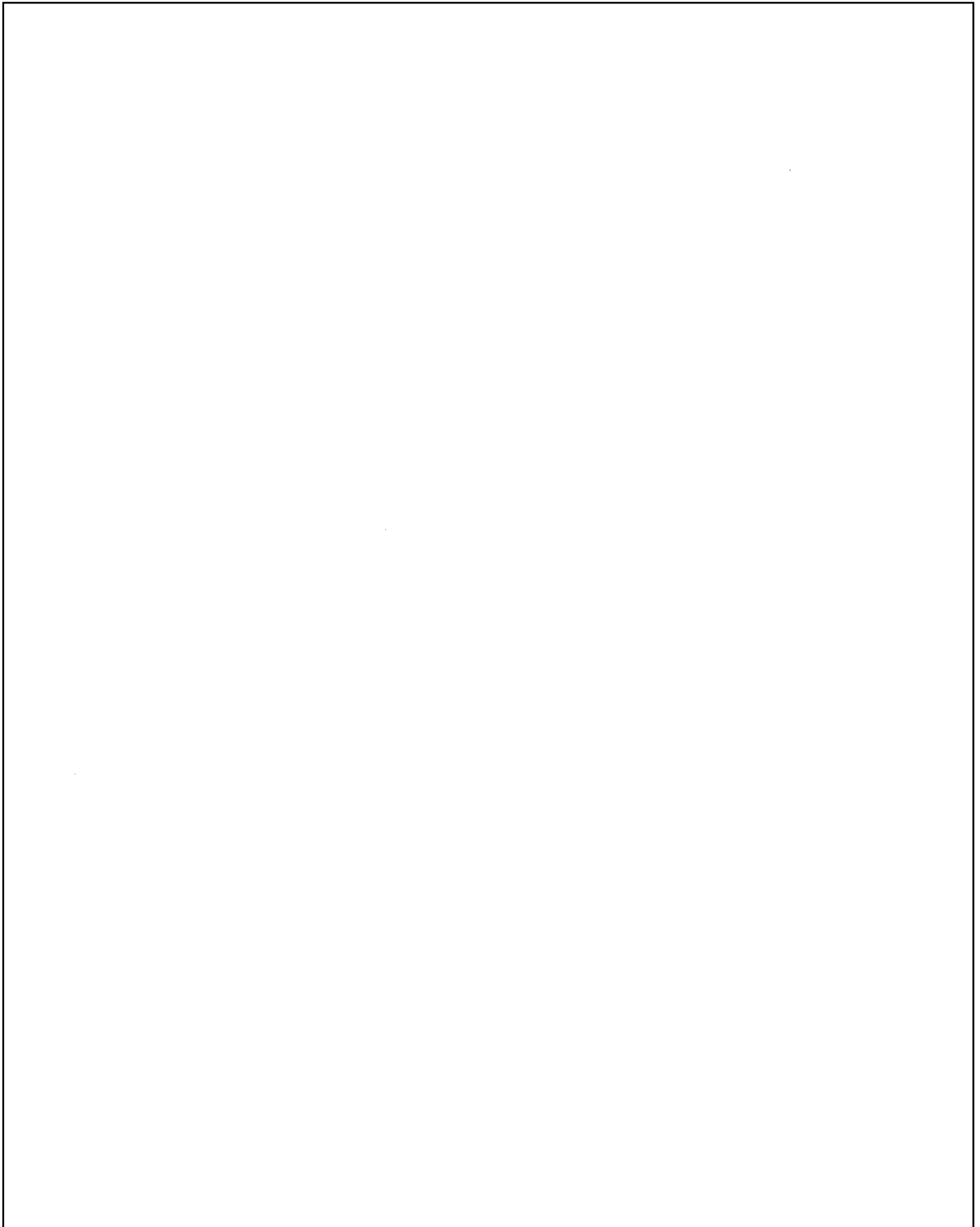
Overview of Staffing – Proposed increase and rationale:

- No new staff recommended.

Pressures - Risks Inherent in Budget(s):

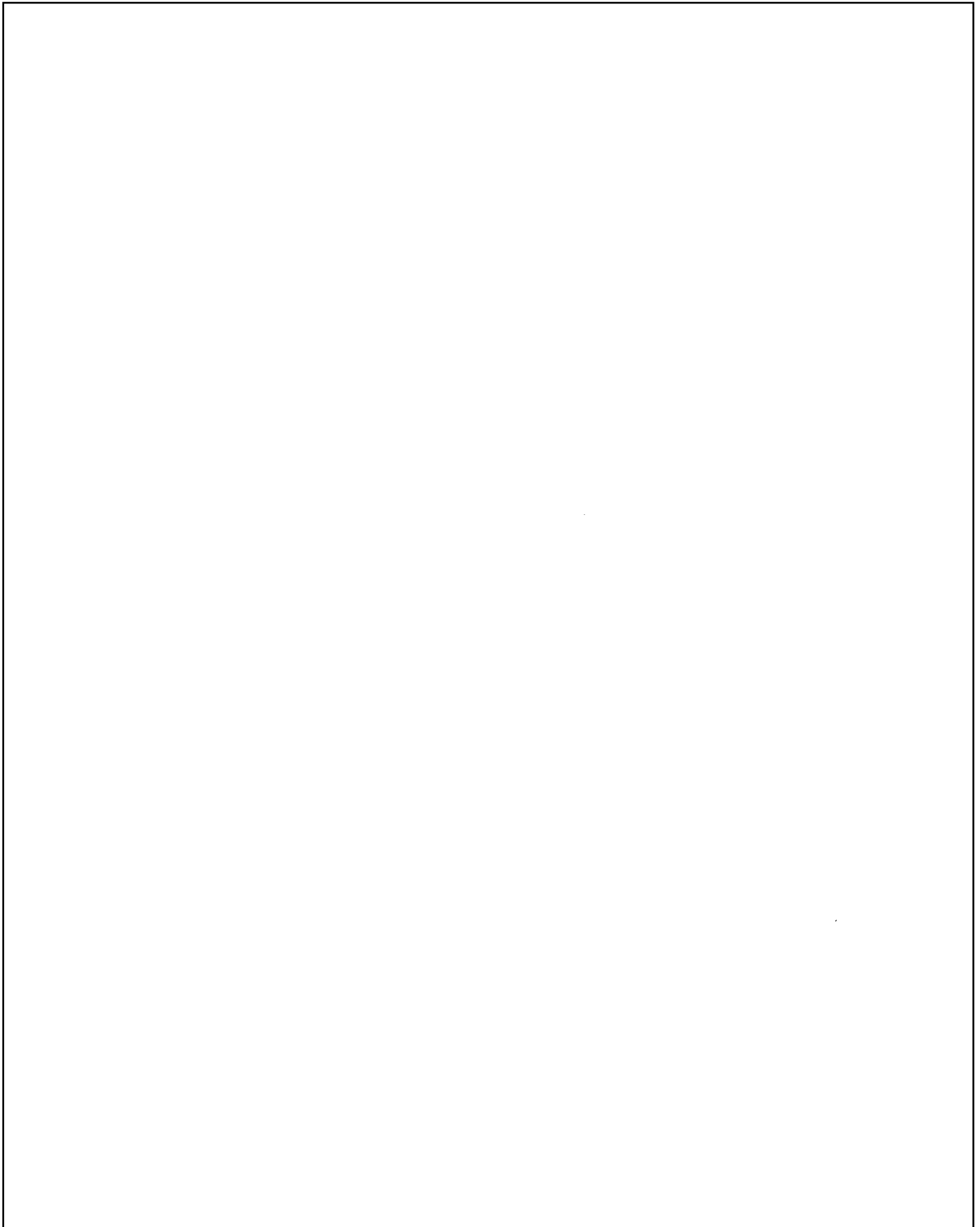
County Official Plan – this is the high priority project for Sustainability Planning in 2013 and is where the most significant workload is expected to take place, as it is essential to maintain the work schedule in order for County Council to be able to adopt an Official Plan in 2014. Delays may occur as part of the public process and the need to provide additional drafts of the plan. Also, the review of a draft plan by the Ministry of Municipal Affairs and Housing may result in significant delays which cannot be controlled by the County. In a recent development, the province has declared the adoption of the County Official Plan to be obligatory by 2015.

Population, Housing and Employment Projections Update – it is very important to have these projections and analysis updated with the 2011 Census data. This work will be one of the cornerstones of the legitimacy of the policies in the draft County Official Plan, particularly to comply with the Growth and Settlement policies as set out in the Provincial Policy Statement. This update will also be important should any appeals be filed once the Ministry approves the Plan. If the work goes ahead in 2013, it can be ready to be used prior to the 2nd draft of the Official Plan.



**County of Frontenac
2013 DRAFT Budget
Sustainability-Economic Development-Planning**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Provincial/Federal Funding	0	20,000	-20,000	-100.00%	0
User Fees	10,000	10,000	0		0
Other Revenue	328,140	328,140	0		300
Recoveries	500	500	0		2,281
TOTAL REVENUE	338,640	358,640	-20,000	-5.58%	2,581
Transfer from Reserves	712,331	589,771	122,560	20.78%	0
TOTAL REVENUE AND RESERVE TRANS	1,050,971	948,411	102,560	10.81%	2,581
EXPENSE					
Salaries	303,685	287,518	16,167	5.62%	262,241
Benefits	80,425	66,747	13,678	20.49%	66,000
Office Supplies and Repair	2,000	2,000	0		345
Public Relations	4,050	8,550	-4,500	-52.63%	1,120
Travel, Training, Conference fees	19,710	22,710	-3,000	-13.21%	7,208
Professional, Contracted Service, Insurance	11,500	12,000	-500	-4.17%	-8,067
Communications Supplies, Service and Equi	19,782	26,745	-6,963	-26.03%	21,088
Rentals, Leases, Penalties and Interest	0	0	0		837
Rural Broadband Project	0	0	0		300
Econ. Dev.-K&P Trail	0	0	0		15,002
Small Events	2,000	2,000	0		1,250
Small Scale Sustainability	50,000	50,000	0		10,904
Econ. Dev.- Reg. Green Vision & Strategy	0	25,000	-25,000	-100.00%	0
Rural Youth Day	3,000	3,000	0		0
Econ. Dev.- BR&E Project	0	40,000	-40,000	-100.00%	1,109
NF/FI Trails	41,912	67,600	-25,688	-38.00%	0
Land Fill Review	5,000	5,000	0		0
Signage Strategy	10,000	10,000	0		0
Marketing/Public Relations	10,000	10,000	0		2,647
EORN Project Allocation	328,140	328,140	0		0
Transportation	10,000	10,000	0		0
CIPs	292,573	224,000	68,573	30.61%	8,414
GIS	0	0	0		1,514
Population Modelling	20,000	0	20,000		0
Natural Heritage	0	60,000	-60,000	-100.00%	43,466
Seniors Housing Project	0	29,171	-29,171	-100.00%	20,316
ICSP Monitoring	5,000	8,000	-3,000	-37.50%	2,110
Official Plan	27,750	30,000	-2,250	-7.50%	2,249
County Signage Implementation	50,000	25,000	25,000	100.00%	0
Economic Dev. Projects	100,000	0	100,000		0
K&P Trail Phase 2 Concept Plan	30,000	0	30,000		0
Prior Year projects committed	39,096	0	39,096		0
Other	0	0	0		5
Internal Transfers - Reserve	81,000	81,000	0		0
TOTAL OPERATING EXPENSE	1,416,623	1,434,181	-17,558	-1.22%	460,058
TOTAL OPERATING LESS NON CASH DE	1,416,623	1,434,181	-17,558	-1.22%	460,058
NET OPERATING EXPENSE	365,652	485,770	-120,118	-24.73%	457,477
CAPITAL					
CAPITAL REVENUE					
Ontario Trails	75,000	50,000	25,000	50.00%	0
Transfer from Obligatory reserve	275,000	0	275,000		0
Reserve transfer	0	154,991	-154,991	-100.00%	0
TOTAL CAPITAL REVENUE AND RESERV	350,000	204,991	145,009	70.74%	0
CAPITAL EXPENSE	350,000	260,000	90,000	34.62%	0
NET CAPITAL EXPENSE	0	55,009	-55,009	-100.00%	0
NET OPERATING AND CAPITAL LEVY	365,652	540,779	-175,127	-32.38%	457,477
LONG TERM DEBT					
REQUISITION	365,652	540,779	-175,127	-32.38%	457,477
To Levy	365,652	540,779	-175,127	-32.38%	457,477



Transfers to Others



COUNTY OF FRONTENAC

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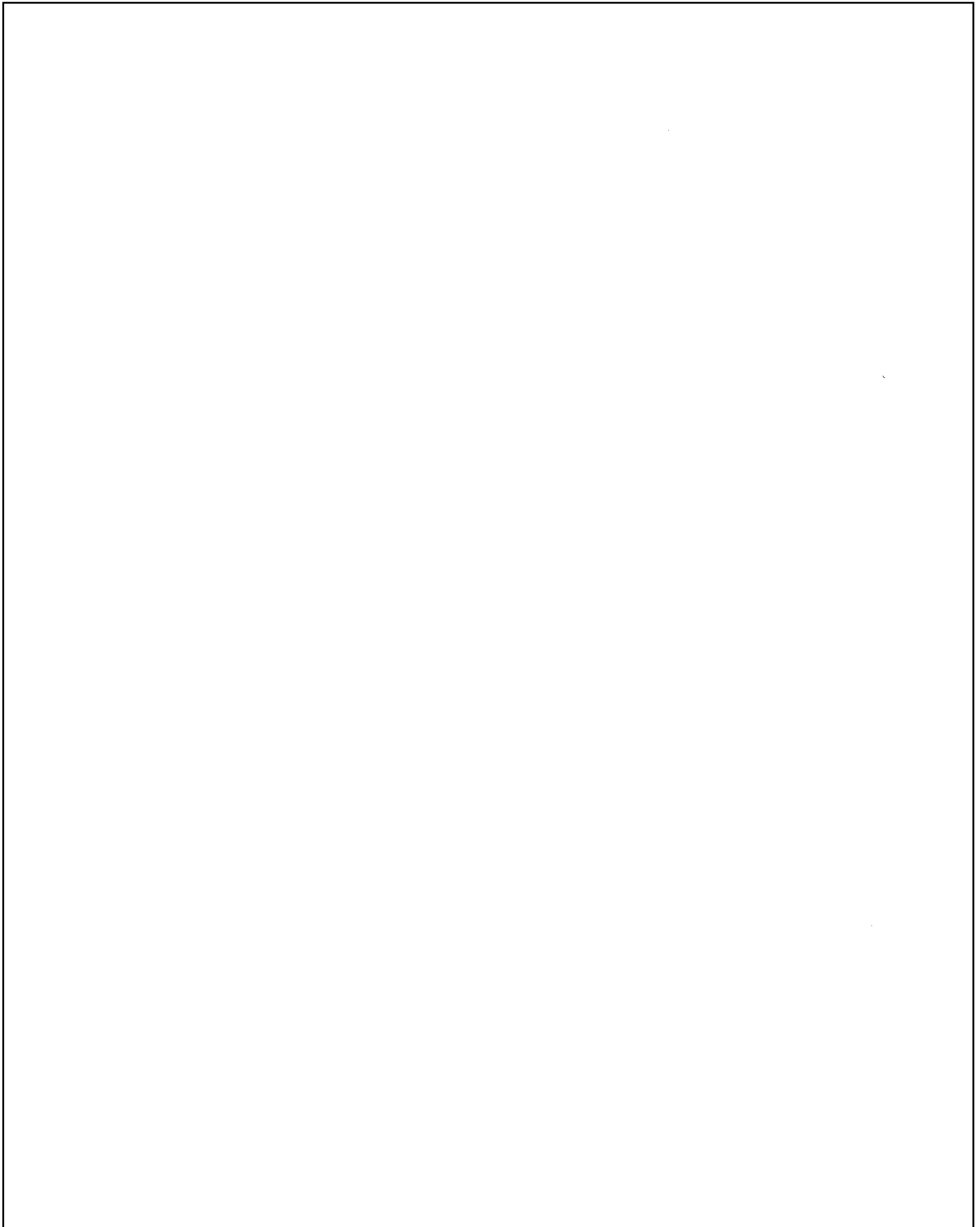
Transfer to Others:

General Overview

Grants: Includes the allocations made to the Hospital Foundations and to support Transportation. A small amount is transferred from a Trust account annually to support prizes for the Kingston Agricultural Fair.

**County of Frontenac
2013 DRAFT Budget
Transfers to Lower Tiers and Other Agencies**

	2013 Budget	2012 Budget	Budget Variance	% Budget Change	2012 Actuals to Nov. 30, 2012
	\$	\$	\$	%	\$
OPERATING					
REVENUE					
Other Revenue	300	300	0		0
TOTAL REVENUE	300	300	0		0
Transfer from Reserves	625,000	625,000	0		0
TOTAL REVENUE AND RESERVE TRANS	625,300	625,300	0		0
EXPENSE					
Grants	140,300	140,300	0		140,000
Funded Projects	625,000	625,000	0		625,000
TOTAL OPERATING EXPENSE	765,300	765,300	0		765,000
TOTAL OPERATING LESS NON CASH DE	765,300	765,300	0		765,000
NET OPERATING EXPENSE	140,000	140,000	0		765,000
CAPITAL					
CAPITAL REVENUE					
NET OPERATING AND CAPITAL LEVY	140,000	140,000	0		765,000
LONG TERM DEBT					
REQUISITION	140,000	140,000	0		765,000
To Levy	140,000	140,000	0		765,000



Capital



COUNTY OF FRONTENAC

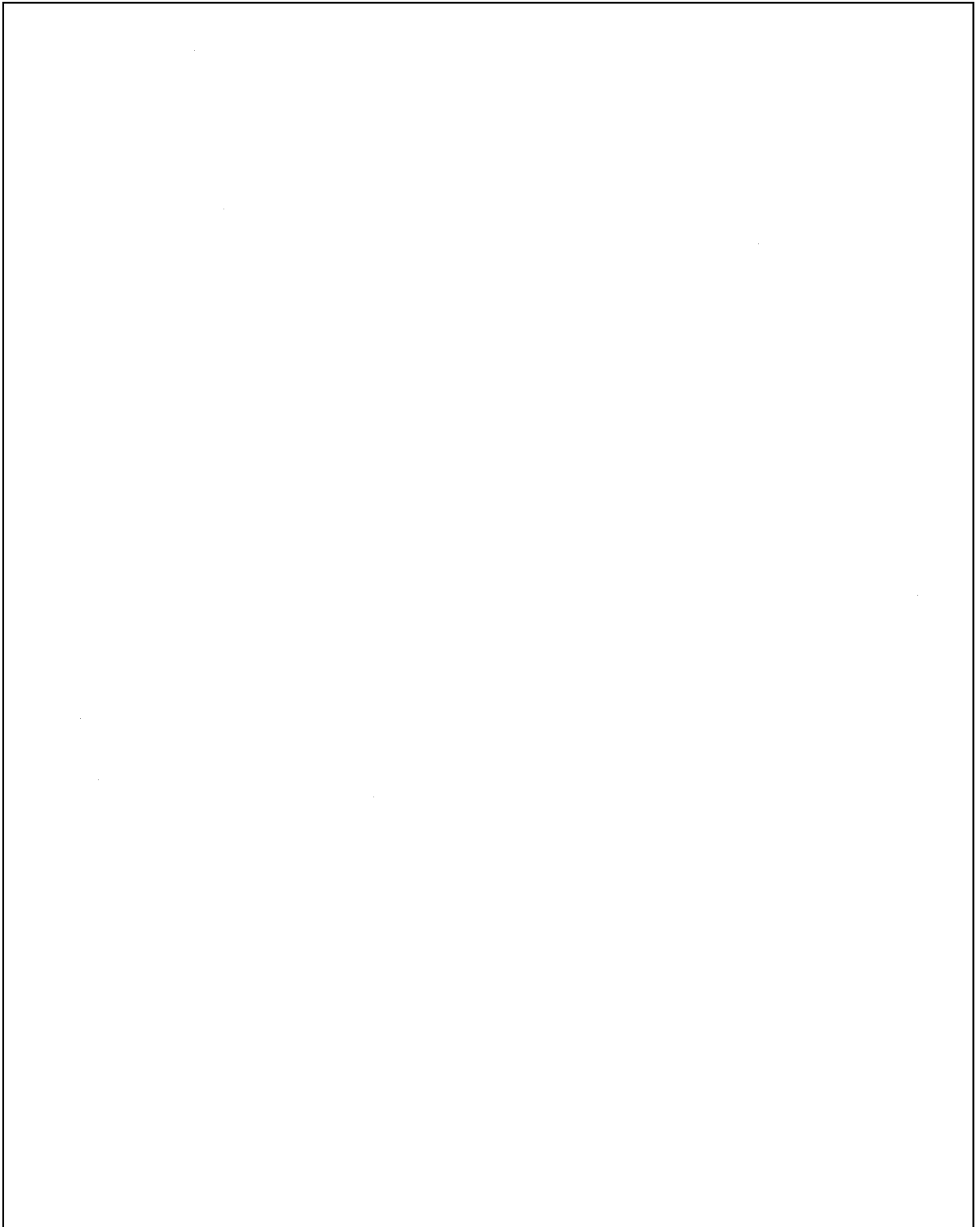
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COUNTY OF FRONTENAC 2013 DRAFT Budget

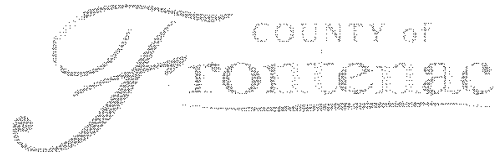
	2013 Budget \$	2012 Budget \$	2012-2013 Budget Variance	
			\$	%
County Capital				
Revenue				
Mill Asset Management Funding	20,251			
Enabling accessibility fund	33,224			
Accessibility funding				
Investing in Ontario Transfer for Green projects	248,500	70,000		
Recoveries				
Working fund to offset 50% new capital	43,511			
Working Fund brought forward	61,000	194,250		
	406,486	264,250	142,236	53.83%
Expense				
Green Initiative	248,500	70,000		
Old house heating system hook up - with BAS system retro	30,000			
Budget software	50,000			
Asset management project	20,251			
Share of new server	7,021			
Accessibility project current year	38,299			
Accessibility project prior year	6,000			
Prior Year Projects	55,000	110,000		
2011 Capital Projects		168,500		
Total County Capital	455,072	348,500	106,572	30.58%
County Net Capital	48,586	84,250	-35,664	-42.33%
Economic Development				
Revenue				
Community Infrastructure Investment Fund		0		
Ontario Trails	75,000	50,000		
Total Economic Development Capital Revenue	75,000	50,000		
Reserve transfer				
Investing in Ontario	0	154,991		
Working Fund				
Federal Gas Tax	275,000			
Total Economic Development Reserver Transfer	275,000	154,991		
Total Revenue and Reserve Transfer	350,000	204,991	145,009	70.74%
Expense				
K&P Trail	350,000	260,000	90,000	34.62%
Economic Development Net Capital	0	55,009	-55,009	-100.00%

**COUNTY OF FRONTENAC
2013 DRAFT Budget**

	2013 Budget	2012 Budget	2012-2013 Budget	
	\$	\$	Variance	%
<u>Fairmount Home Capital</u>				
Revenue				
City of Kingston contribution	1,504,794			
City of Kingston prior year contribution	61,200			
Donation	200,000			
Transfer from Capital Project reserve	440,000			
Transfer from Capital replacement reserve	50,336			
Transfer from Working capital	28,800	90,000		
Total Revenue and Reserve Transfer	2,285,130	90,000	2,195,130	2439.03%
Expense				
Elevator	11,000	50,000		
Flooring upgrades	30,000	58500		
Equipment replacement	114,300	120,400		
Equipment new	7,000	0		
Well & septic upgrades	0	230000		
Fairmount Auditorium Project	2,000,000			
water tank pipe replacement - new capital	30,000			
Share of new server	7,632			
Replacement Nursing software	13,000			
Prior year Projects	90,000	90,000		
Total Fairmount Capital Expenditure	2,302,932	548,900	1,754,032	319.55%
Fairmount Net Capital	17,802	458,900	-441,098	-96.12%
<u>Fairmount Home Redevelopment Debenture</u>				
20 YEAR DEBENTURE				
	Total	17,208,000	Frontenac	City of Kingston
	2013	2003-2012	2013	2013
Principal	863,703	5,281,182	278,385	587,318
Interest	667,647	8,265,125	213,647	454,000
Ministry of Health Capital Contribution*	483,552	4,351,988	154,737	328,815
TOTAL	1,047,798	9,194,339	335,295	712,503
OUTSTANDING LIABILITY END OF 2012				5,910,065
<u>Ambulance Capital</u>				
Revenue & Reserve Transfers				
City of Kingston contribution	31,557	62,389	-30,832	-49.42%
City of Kingston contribution - prior year	11,998	0	11,998	100.00%
Transfer from Working capital re prior year capital	3,002	0	3,002	100.00%
Transfer from Other Projects Reserve	450,000	329,000	121,000	36.78%
Transfer - Vehicle Replacement Reserve	453,700	78,000	375,700	481.67%
Transfer - Equipment Replacement Reserve	171,660	121,660	50,000	41.10%
Total Ambulance Revenue and Reserve Transfers	1,121,917	591,049	530,868	89.82%
Vehicles and Equipment	625,380	277,660	347,700	125.23%
Prior year capital	15,000	0	15,000	100.00%
Share of new server	15,264	0	15,264	100.00%
e-acr server	24,422	0	24,422	100.00%
Major Capital Project - Northern Base Proposal	450,000	329,000	121,000	36.78%
Total Ambulance Capital Expenditure	1,130,046	606,660	523,386	86.27%
Land Ambulance Net Capital	8,129	15,611	-7,482	-47.93%



Summary



COUNTY OF FRONTENAC

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**County of Frontenac
2013 DRAFT Budget
Summary of All Departments
Operating and Capital**

	2013 Budget	2012 Budget	2013-2012 Budget	
	\$	\$	Variance	
	\$	\$	\$	
<u>REVENUE</u>				
Federal and Provincial Transfers	15,381,349	14,746,084	635,265	4.13%
Fees and Service Charges	3,326,709	3,365,667	-38,958	-1.17%
Other Revenue	1,034,336	808,879	225,457	21.80%
City of Kingston Contribution	9,897,205	9,366,116	531,089	5.37%
Subtotal Revenue Before Requisition	29,639,599	28,286,746	1,352,853	4.56%
Transfers From Reserves/Reserve Funds	2,530,436	1,565,367	965,069	38.14%
TOTAL Revenue	32,170,035	29,852,113	2,317,922	7.21%
<u>EXPENSE</u>				
General County	178,850	158,350	20,500	11.46%
General Government	2,701,379	2,469,163	232,216	8.60%
Emergency Management	17,650	23,095	-5,445	-30.85%
Ferry	909,399	1,588,188	-678,789	-74.64%
Land Ambulance*	16,201,607	15,415,379	786,228	4.85%
Health Unit	690,736	677,951	12,785	1.85%
Fairmount Home*	14,617,131	12,491,392	2,125,739	14.54%
Social Services	1,287,820	1,288,133	-313	-0.02%
Social Housing	795,020	769,384	25,636	3.22%
Library	785,296	792,678	-7,382	-0.94%
Sustainability-Economic Development - Planning	1,766,623	1,694,181	72,442	4.10%
Transfers to Others	765,300	765,300	0	0.00%
TOTAL Expense	40,716,811	38,133,194	2,583,617	6.35%
Requisition from Municipalities	8,546,776	8,281,081	265,695	3.21%
Hydro/Railway Right of way	600	570	30	5.26%
Payments in Lieu of Taxation	41,662	46,261	-4,599	-9.94%
Supplementary Taxes	50000	5,000	45,000	900.00%
To Levy	8,454,514	8,229,250	225,264	2.74%

*includes the capital cost of the auditorium

* includes one time capital costs

January 16, 2013

**County of Frontenac
2013 DRAFT Budget
Summary of All Departments
Operating**

	2013 Budget	2012 Budget	2013-2012 Budget	
	\$	\$	Variance	
			\$	
<u>REVENUE</u>				
Federal and Provincial Transfers	14,844,322	14,262,532	581,790	3.92%
Fees and Service Charges	3,326,709	3,365,667	-38,958	-1.17%
Other Revenue	759,336	758,879	457	0.06%
City of Kingston Contribution	7,575,153	8,217,972	-642,819	-8.49%
Subtotal Revenue Before Requisition	26,505,520	26,605,050	-99,530	-0.38%
Transfers From Reserves/Reserve Funds	179,927	316,818	-136,891	-76.08%
TOTAL Revenue	26,685,447	26,921,868	-236,421	-0.89%
<u>EXPENSE</u>				
General County	178,850	158,350	20,500	11.46%
General Government	2,246,307	2,120,663	125,644	5.59%
Protection to Persons and Property	17,650	23,095	-5,445	-30.85%
Transportation Services - Ferry	909,399	1,588,188	-678,789	-74.64%
Land Ambulance	15,071,561	14,808,719	262,842	1.74%
Health Unit	690,736	677,951	12,785	1.85%
Fairmount Home	10,782,849	10,411,142	371,707	3.45%
Social Services	1,287,820	1,288,133	-313	-0.02%
Social Housing	795,020	769,384	25,636	3.22%
Library	785,296	792,678	-7,382	-0.94%
Sustainability	1,416,623	1,434,181	-17,558	-1.24%
Transfers to Others	765,300	765,300	0	0.00%
TOTAL Expense	34,947,411	34,837,784	109,627	0.31%

January 16, 2013

**County of Frontenac
2013 DRAFT Budget
Summary of All Departments
Capital and Financing**

	2013 Budget	2012 Budget	2013-2012 Budget	
	\$	\$	Variance	
			\$	
<u>CAPITAL REVENUE</u>				
Federal and Provincial Transfers	537,027	483,552	-53,475	-9.96%
Donations	200,000	0	200,000	100.00%
Other Revenue	75,000	50,000	-25,000	-33.33%
City of Kingston Contribution	2,322,052	1,148,144	-1,173,908	-50.55%
Subtotal Revenue Before Requisition	3,134,079	1,681,696	-1,452,383	-46.34%
Transfers From Reserves/Reserve Funds	2,350,509	1,248,549	-1,101,960	-46.88%
TOTAL Revenue and Reserve Transfer	5,484,588	2,930,245	-2,554,343	-46.57%
<u>CAPITAL EXPENSE</u>				
General Government	455,072	348,500	-106,572	-23.42%
Land Ambulance	1,130,046	606,660	-523,386	-46.32%
Fairmount Home	2,302,932	548,900	-1,754,032	-76.17%
Sustainability	350,000	260,000	-90,000	-25.71%
TOTAL Expense	4,238,050	1,764,060	-2,473,990	-58.38%
<u>DEBENTURE</u>				

January 16, 2013

Assessment and Taxation



COUNTY OF FRONTENAC

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COUNTY OF FRONTENAC
2013 DRAFT Budget

SCHEDULE C: 2013 SUMMARY OF TAXES RAISED BY COUNTY OF FRONTENAC TAX RATES SET OUT BELOW												
Assessment Class	Frontenac Islands			South Frontenac			Central Frontenac			North Frontenac		
	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised
Residential & Farm Residential	427,571,943	0.00186866	798,987	2,560,404,666	0.00186866	4,784,528	735,330,677	0.00186866	1,374,084	711,597,049	0.00186866	1,329,794
Multi-residential	0	0.00186866	0	3,839,000	0.00186866	7,174	607,250	0.00186866	1,135	0	0.00186866	0
Commercial Occupied	4,794,500	0.00186866	8,959	24,385,983	0.00186866	45,569	10,327,480	0.00186866	19,299	4,694,280	0.00186866	8,772
Commercial Vacant	0	0.00130806	0	407,423	0.00130806	533	271,087	0.00130806	355	88,054	0.00130806	115
Parking Lot	0	0.00186866	0	33,375	0.00186866	62	0	0.00186866	0	0	0.00186866	0
Industrial Occupied	8,326,307	0.00186866	15,559	2,603,778	0.00186866	4,866	0	0.00186666	0	728,825	0.00186866	1,362
Industrial Vacant	0	0.00121463	0	417,161	0.00121463	507	116,699	0.00121463	142	10,875	0.00121463	13
Farmland	34,585,175	0.00046717	16,157	52,848,629	0.00046717	24,689	11,468,875	0.00046717	5,358	807,375	0.00046717	377
Managed Forests	129,700	0.00046717	616	5,565,575	0.00046717	2,600	5,674,925	0.00046717	2,651	1,875,275	0.00046717	876
TOTALS	475,407,625	0	839,723	2,650,505,590		4,870,527	763,796,993		1,403,022	719,801,733		1,341,249

SUMMARY OF TAXES RAISED FOR COUNTY PURPOSES BY EACH MUNICIPALITY

MUNICIPALITY	AMOUNT OF LEVY			Percentage of Total Budget		
	2013	2012	Change	2013	2012	
Township of Frontenac Islands	839,723	819,131	2,511	9.93%	9.95%	
Township of South Frontenac	4,870,527	4,701,841	3,599	57.61%	57.14%	
Township of Central Frontenac	1,403,022	1,392,575	0,75%	16.59%	16.92%	
Township of North Frontenac	1,341,249	1,315,695	1,94%	15.86%	15.99%	
TOTAL LEVY	8,454,522	8,229,242	2,74%	100.00%	100.00%	

January 16, 2013

COUNTY OF FRONTENAC
2013 Draft Budget

2013 SUMMARY OF TAXES RAISED BY PAYMENTS-IN-LIEU TO COUNTY OF FRONTENAC TAX RATES SET OUT BELOW												
Assessment Class	Frontenac Islands			South Frontenac			Central Frontenac			North Frontenac		
	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised
Residential & Farm Residential	89,550	0.00186866	167	2,334,625	0.00186866	4,363	2,177,225	0.00186866	4,068	4,343,913	0.00186866	8,117
Multi-residential	0	0.00186866	0	0	0.00186866	0	0	0.00186866	0	0	0.00186866	0
Commercial Occupied	429,000	0.00186866	802	7,851,075	0.00186866	14,671	1,264,900	0.00186866	2,364	3,371,488	0.00186866	6,300
Commercial Vacant	0	0.00130806	0	0	0.00130806	0	0	0.00130806	0	0	0.00130806	0
Parking Lot	0	0.00130806	0	0	0.00130806	0	0	0.00130806	0	0	0.00130806	0
Industrial Occupied	0	0.00186866	0	0	0.00186866	0	60,925	0.00186866	114	10,475	0.00186866	20
Industrial Vacant	0	0.00121463	0	550,500	0.00121463	669	0	0.00121463	0	0	0.00121463	0
Farmland	0	0.00046717	0	0	0.00046717	0	0	0.00046717	0	0	0.00046717	0
Managed Forests	0	0.00046717	0	0	0.00046717	0	0	0.00046717	0	0	0.00046717	0
TOTALS	518,550		969	10,736,200		19,702	3,503,050		6,546	7,725,876		14,437

SUMMARY OF TAXES RAISED FOR COUNTY PURPOSES BY EACH MUNICIPALITY

MUNICIPALITY	AMOUNT OF LEVY		
	2013	2012	Change
Township of Frontenac Islands	969	1,197	-19.06%
Township of South Frontenac	19,702	19,645	0.29%
Township of Central Frontenac	6,546	7,676	-14.72%
Township of North Frontenac	14,437	17,744	-18.63%
TOTAL LEVY	41,654	46,261	-9.96%

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COUNTY OF FRONTENAC 2013 Draft Budget

County of Frontenac TAX RATE CALCULATION

ASSESSMENT CLASS	CURRENT VALUE ASSESSMENT	TAX RATIO	WEIGHTED ASSESSMENT
Residential & Farm Residential	4,434,904,335	1.0000	4,434,904,335
Multi-residential	4,446,250	1.0000	4,446,250
Commercial Occupied	44,202,243	1.0000	44,202,243
Commercial Vacant	766,564	0.7000	536,595
Parking Lot	33,375	1.0000	33,375
Industrial Occupied	11,658,910	1.0000	11,658,910
Industrial Vacant	544,735	0.6500	354,078
Farmland	99,710,054	0.2500	24,927,514
Managed Forests	13,245,475	0.2500	3,311,369
	4,609,511,941		4,524,374,688

County of Frontenac Levy for 2013 is 8,454,522

The Tax Rate Required is 0.0018686608

Tax Rates	
Residential & Farm Residential	0.00186866
Multi-residential	0.00186866
Commercial Occupied	0.00186866
Commercial Vacant	0.00130806
Parking Lot	0.00186866
Industrial Occupied	0.00186866
Industrial Vacant	0.00121453
Farmland	0.00046717
Managed Forests	0.00046717

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Reserve and Reserve Funds



COUNTY OF FRONTENAC
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COUNTY OF FRONTENAC
2013 DRAFT Budget

Continuity of Reserves Detail

	2013 Budget	2012	2012-2013 Budget	
	\$	\$	Variance	
<u>FRC Working Fund Reserve</u>				
Opening Balance	4,395,056	4,830,041	-434,985	-9.01%
Transfer to Account	45,000	45,000	0	0.00%
Interfund transfer	-178,246	-30,000	-148,246	494.15%
Transfer From Account	-223,938	-449,985	226,047	-50.23%
CLOSING BALANCE FRC Working Fund Reserve	4,037,872	4,395,056	-357,184	-8.13%
<u>FRC Stabilization Reserve</u>				
Opening Balance	975,000	975,000	0	0.00%
Transfers to Account	0	0	0	0.00%
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	170,000	170,000	0	0.00%
Transfer to Account	0	0	0	0.00%
Inter reserve transfer	0	0	0	0.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC Strategic Projects Reserve	170,000	170,000	0	0.00%
<u>FRC Capital</u>				
Opening Balance	574,644	486,644	574,644	18.08%
Transfers to Account	108,500	88,000	20,500	23.30%
Interfund Transfer	117,246		117,246	100.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE FRC Capital Reserve	800,390	574,644	225,746	39.28%
<u>FRC Library Reserve</u>				
Opening Balance	120,217	128,217	-8,000	-6.24%
Transfers to Account	31,000	31,000	0	0.00%
Transfers From Account	-19,500	-39,000	19,500	-50.00%
CLOSING BALANCE FRC Library Reserve	131,717	120,217	11,500	9.57%
<u>FRC Land Use Planning Reserve</u>				
Opening Balance	176,159	138,159	40,000	29.38%
Transfer to Account	50,000	50,000	0	0.00%
Inter reserve transfer	0	0	0	100.00%
Transfer From Account	0	-489	489	-100.00%
CLOSING BALANCE FRC Land Use Planning	226,159	176,159	50,000	28.38%
<u>FRC GIS Project Reserve</u>				
Opening Balance	33,000	22,000	11,000	50.00%
Transfer to Account	0	0	0	100.00%
Inter reserve Transfer	11,000	11,000	0	0.00%
Transfer From Account	0	0	0	100.00%
CLOSING BALANCE FRC GIS Project	44,000	33,000	11,000	33.33%
<u>FRC Social Housing Out of Scope Reserve</u>				
Opening Balance	404,400	389,400	15,000	3.85%
Transfer to Account	25,000	25,000	0	0.00%
Inter reserve transfer	0	0	0	0.00%
Transfer From Account	-10,000	-10,000	0	0.00%
CLOSING BALANCE FRC Social Housing Out of Scope Reserve	419,400	404,400	15,000	3.71%
<u>FRC Ontarians With Disabilities Reserve</u>				
Opening Balance	45,000	35,000	10,000	28.57%
Transfer to Account	10,000	10,000	0	0.00%
Inter reserve transfer	0	0	0	100.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC Ontarians with Disabilities Reserve	55,000	45,000	10,000	22.22%
<u>FRC Land Acquisition Reserve</u>				
Opening Balance	57,654	40,000	17,654	0.00%
Transfer to Reserve	0	0	0	100.00%
Inter reserve Transfer	20,000	20,000	0	0.00%
Transfer From Account	0	-2,346	0	0.00%
CLOSING BALANCE FRC Land Acquisition Reserve	77,654	57,654	20,000	100.00%
<u>FRC 150th Anniversary Reserve</u>				
Opening Balance	30,000	0	30,000	0.00%
Transfer to Account	0	0	0	0.00%
Inter reserve transfer	30,000	30,000	0	0.00%
Transfer From Account	0	0	0	0.00%
CLOSING BALANCE FRC Working Capital Reserve	60,000	30,000	30,000	0.00%

January 16, 2013

**COUNTY OF FRONTENAC
2013 DRAFT Budget**

Continuity of Reserves Detail

	2013 Budget	2012	2012-2013 Budget	
	\$	\$	Variance	
			\$	
<u>FMT Working Fund Reserve</u>				
Opening Balance	626,794	677,808	-51,014	-7.53%
Transfers to Account	0		0	0.00%
Interfund Transfer	-71,169	-51,014	-20,155	39.51%
Transfers From Account	-28,800		-28,800	100.00%
CLOSING BALANCE FMT Working Fund Reserve	526,825	626,794	-99,969	-15.95%
<u>JOINT FMT Severance Reserve</u>				
Opening Balance	121,683	99,254	22,429	22.60%
Transfers to Account	30,000	30,000	0	0.00%
Inter fund transfer	0	0	0	100.00%
Transfers From Account	-56,000	-7,571	-48,429	639.66%
CLOSING BALANCE Joint FMT Severance Reserve	95,683	121,683	-26,000	-21.37%
<u>JOINT FMT Operations Reserve</u>				
Opening Balance	27,000	18,000	9,000	50.00%
Transfers to Account	9,000	9,000	0	0.00%
Inter fund Transfer	0	0	0	100.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE Joint FMT Operations Reserve	36,000	27,000	9,000	33.33%
<u>FMT Capital</u>				
Opening Balance	689,524	604,500	85,024	14.07%
Transfer to Account From Current	71,169	34,010	37,159	109.26%
Interfund Transfer	71,169	51,014	20,155	39.51%
Transfers From Account	0	0	0	100.00%
CLOSING BALANCE FMT Capital	831,862	689,524	142,338	20.64%
<u>FRC Frontenac-Howe Islander Ferry Revenue Reserve</u>				
Opening Balance	42,612	42,612	-1	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 Revenue R	42,612	42,612	-1	0.00%
<u>Bridget Fowler Trust Fund</u>				
Opening Balance	3,463	3,463	-20	-0.57%
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	3,443	3,463	-20	-0.58%

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COUNTY OF FRONTENAC
2013 DRAFT Budget

Ambulance
Continuity of Reserves Detail

RESERVE/RESERVE FUNDS

FPS General Reserve

	2013 Budget	2012	2012-2013 Budget	
	\$	\$	Variance	
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%

JOINT FPS Vehicle Replacement Reserve

Opening Balance	375,953	17,403	358,550	2060.28%
Interest	3,760	174	3,586	2060.28%
Transfers to Account	527,300	422,658	104,642	24.76%
Transfers From Account	-453,700	-64,282	-389,418	605.80%
CLOSING BALANCE Joint FPS Vehicle Replacement Reserve	453,313	375,953	77,360	20.58%

JOINT FPS Equipment Replacement Reserve

Opening Balance	652,328	532,639	119,689	22.47%
Interest	6,523	5,326		
Transfers to Account	209,975	214,605	-4,630	-2.16%
Transfers From Account	-171,660	-100,243	-71,417	71.24%
CLOSING BALANCE Joint FPS Equipment Replacement Reserve	697,166	652,328	44,838	6.87%

JOINT FPS Severance Reserve

Opening Balance	347,551	369,677	-22,126	-5.99%
Interest	3,476	3,697		
Transfers to Account	0	0	0	0.00%
Transfers From Account	0	-25,823	25,823	-100.00%
CLOSING BALANCE Joint FPS Severance Reserve	351,026	347,551	3,476	0.00%

JOINT FPS Other Projects Reserve

Opening Balance	452,872	452,872	0	0.00%
Transfers to Account	0	0	0	0.00%
Transfers From Account	-450,000	0	-450,000	#DIV/0!
CLOSING BALANCE Joint FPS Other Projects Reserve	2,872	452,872	-450,000	-99.37%

JOINT FPS NEER Reserve

Opening Balance	151,500	150,000	1,500	151,500
Interest earned	1,515	1,500	15	1,515
Transfers to Account	0	0	0	100.00%
Transfers From Account	0	0	0	0
CLOSING BALANCE Joint FPS Other Projects Reserve	153,015	151,500	1,515	100.00%

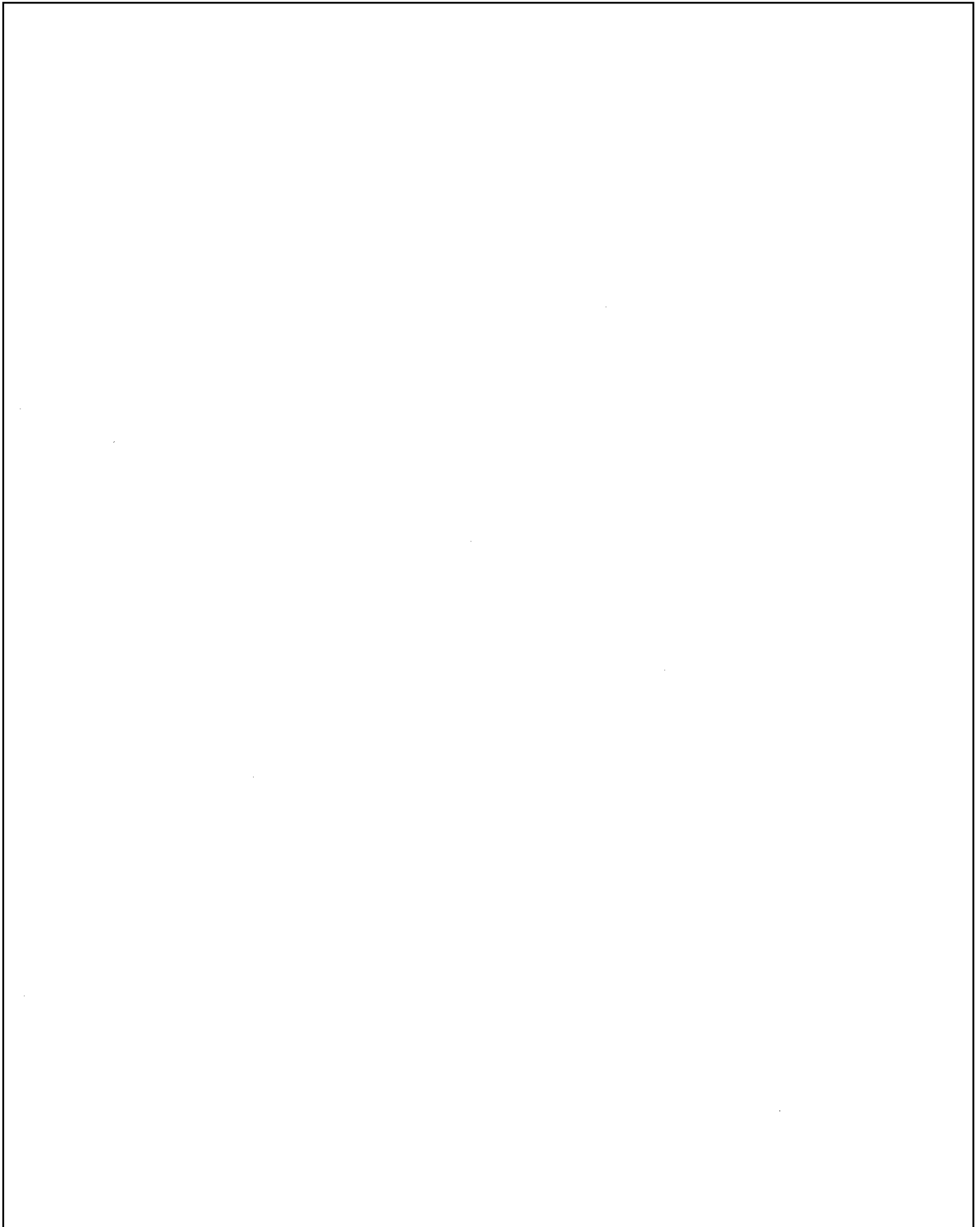
January 16, 2013

**COUNTY OF FRONTENAC
2013 DRAFT Budget**

Continuity of Reserve Funds Detail

	2013 Budget \$	2012 \$	2012-2013 Budget Variance \$	
<u>FRC Federal Gas Tax Reserve Fund</u>				
Opening Balance	2,488,582	2,406,298	82,284	3.42%
Interest	24,886	24,063	823	3.42%
Transfer to Account	817,734	817,734	0	0.00%
Transfer From Account	-1,581,331	-759,513	-821,818	108.20%
CLOSING BALANCE FRC Federal Gas Tax Reserve	1,749,871	2,488,582	-738,711	-29.68%
<u>FRC Investing in Ontario Reserve Fund</u>				
Opening Balance	384,247	588,241	-203,995	-34.68%
Interest	3,842	5,882	-2,040	-34.68%
Transfer to Account	0	0	0	0.00%
Transfer From Account	-248,500	-209,877	-38,623	18.40%
CLOSING BALANCE FRC Investing in Ontario Reserve Fund	139,589	384,247	-242,618	-63.67%
<u>FMT Capital Reserve Fund</u>				
Opening Balance	2,086,883	2,174,318	-87,435	-4.02%
Interest Earned	20,869	21,743	-874	-4.02%
Transfers to Account	0	0	0	0.00%
Transfers From Account	-565,000	-125,000	-440,000	352.00%
CLOSING BALANCE FMT Capital Reserve Fund	1,542,752	2,086,883	-544,131	-26.07%
<u>FMT Capital Campaign Reserve Fund</u>				
Opening Balance	68,556	67,877	679	1.00%
Interest Earned	686	679	7	1.00%
Transfers to Account	0	0	0	0.00%
Interfund transfer	0	0	0	0.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE FMT Capital Campaign Reserve Fund	69,242	68,556	686	1.00%
<u>Joint FMT Donations Reserve Fund - General for the Benefit of Residents</u>				
Opening Balance	193,502	115,437	78,065	67.63%
Interest Earned	1,935	1,154	781	67.63%
Transfers to Account	0	76,911	-76,911	0.00%
Transfers From Account	0	0	0	0.00%
CLOSING BALANCE Joint FMT Donations Reserve Fund	195,437	193,502	1,935	1.00%
<u>Joint FMT Pathways Reserve Fund</u>				
Opening Balance	42,681	40,607	2,073	5.11%
Interest Earned	427	406	21	5.11%
Transfers to Account	0	1,667	-1,667	-100.00%
Transfers From Account	-5,000	0	-5,000	0.00%
CLOSING BALANCE Joint FMT Pathways Reserve Fund	38,107	42,681	-4,573	-10.71%

January 16, 2013

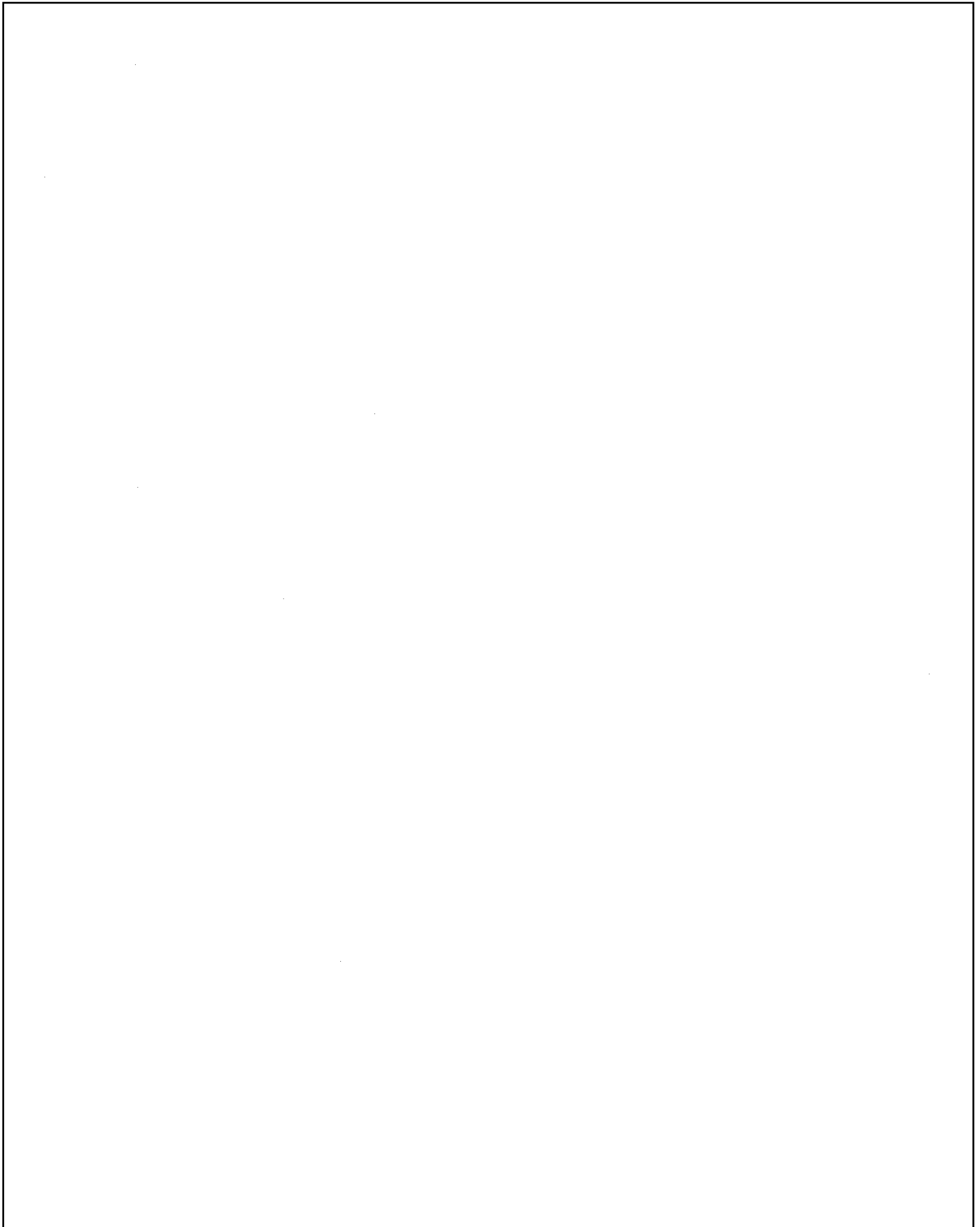


Federal Gas Tax Summary



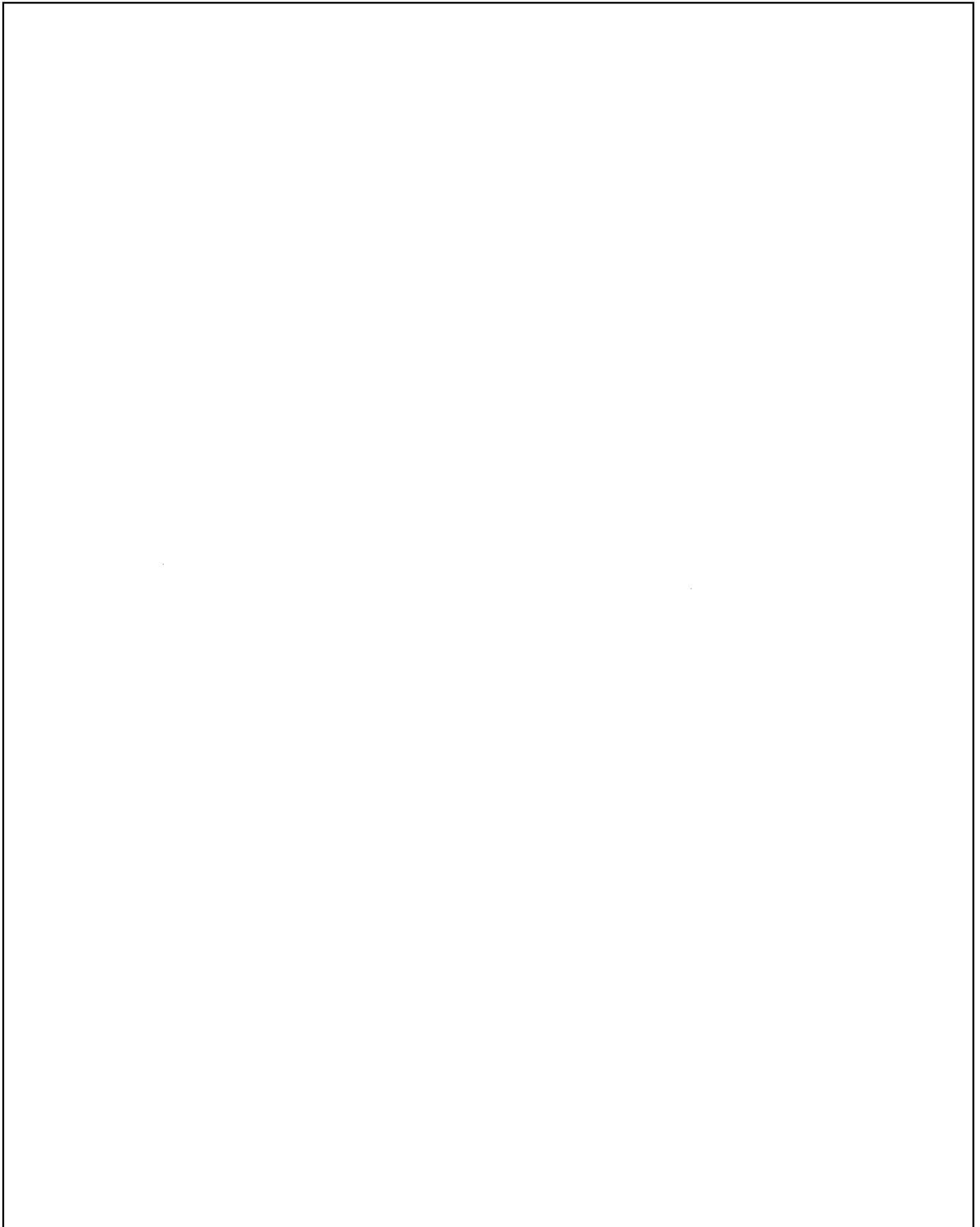
COUNTY OF FRONTENAC

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County of Frontenac
Federal Gas Tax Summary Report
2013 DRAFT Budget

	Budget 2013 \$
Federal Gas Tax Received	817,734
Interest	24,886
Total	842,620
Federal Gas Tax Projects	
New Township Roads and/or Bridges Projects	625,000
Transportation	
Community Improvement Plans	292,573
Population and Development Statistics	
Smaller Scale Sustainability Projects	50,000
SSSP Prior Year	39,096
Transportation Management Plan	10,000
Small events & Youth day	5,000
Signage Strategy & Implementation	60,000
Official Plan Study	27,751
Landfill review	5,000
NF & FI Ecotourism	41,912
Economic Development Projects	100,000
Population Modelling	20,000
K&P Trail Concept Plan Phase 2	30,000
Frontenac K&P Trail	275,000
Audit fees	500
Total FGT expense	1,581,832
Net Federal Gas Tax	-739,212
Federal Gas Tax Reserve Fund Balance	1,749,370





Report 2013-013

COMMITTEE REPORT

To: CHAIR AND MEMBERS OF THE FINANCE COMMITTEE

From: Elizabeth Savill
CAO

Prepared By: Marian VanBruinessen
Treasurer

Date Prepared: December 31, 2012

Date of Meeting: January 7, 2013

Re: Financial Committee – Reserve and Reserve Funds

Recommendation

RESOLVED THAT Council of the County of Frontenac receive this *Financial Services – Reserve and Reserve Funds Report* for information only.

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 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.

Key Points

- Reserves provide the capacity to achieve tax stability and contribute to the orderly provision of services.

Municipal budgets are historically annual planning documents. In the absence of a longer term capital and strategic plan, reserves provide the County with the mechanism to smooth the effects of unanticipated changes.

- Working Fund Reserves provide the capacity to deal with cash flow requirements and unanticipated expense over the year.

The timing of revenues and expenditures can result in cash shortfalls. Municipalities can undertake short term borrowing to cover these periodic deficits or use reserves. The County covers any shortfalls through the working fund reserve.

Currently the County budgets its shared costs with the City of Kingston on weighted assessment information from two years prior. When the accounts are reconciled at the end of that budget year a revised weighted assessment is utilized based on one year prior. The County weighted assessment has, over the past few years, been increasing more quickly than the City weighted assessment. As a result, the County's actual share of social service, child care, and land ambulance can be higher than budget, but this shortfall is offset through the working fund reserve.

The recent paramedic contract provides for post retirement benefits, the actual cost of which will be determined by an actuary. However the County can mitigate the levy impact of this new cost through the use of reserves.

- No standard "rule of thumb" has been determined as to the right balance of working fund reserves.

Various practices exist. These include, a percentage of annual operating expenditures (anywhere from 5% to 25%), a full month operating expenditure, or up to three months' operating expenditure. This is a topic that has not been explored jointly by municipal treasurers.

- Offsetting annual operating expense with reserve transfers is a risky practice, unless undertaken in a planned fashion.

The County has in the past embarked on strategies to phase in reserve allocations to smooth the tax rate impact as opposed to a one-time infusion which results in huge tax rate variances year over year.

During the 2012 budget deliberations County Council determined that \$200,000 should be utilized to offset the County levy. This results in a 2.42% levy shortfall in 2013 which will need to be levied or mitigated. However this is not a sustainable strategy.

- Reserve balances have provided the opportunity to accommodate changes in accounting practice and provide adequate replacement reserves for capital without affecting the levy.
- Planning is the key to facilitating the appropriate reserve balance.

Taking the opportunity to look ahead and anticipate the realities on the horizon will provide a reasonable basis on which to determine a course of action.

For example, in Land Ambulance there are decisions to be made with respect to the location and ownership of bases in the Parham/Sharbot Lake area and in the City. An assessment of the Wolfe Island Volunteer service is required given impending legislation.

In terms of Fairmount, an assessment of the implications of an aging workforce and succession planning is required. Human Rights legislation might dictate greater need to fund accommodated positions.

In considering longer term sustainability, Council might see the value in undertaking projects jointly to achieve economies of scale and having reserves to support these initiatives will provide that opportunity.

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.

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. Council has utilized the Working Fund Reserve to mitigate the impact of the requirements of capital replacement and to arbitrarily lower the tax rate.

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 2013:

- 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 2013: No allocation for 2013

End value: \$170,000

FRC Capital

Purpose: This reserve will provide for County capital vehicle and equipment requirements. The replacement cost of buildings is not provided for by the replacement reserve.

Proposed 2013: A reassessment of requirements was undertaken in 2012. As a result, it was identified that \$800,390 should be in the FRC Capital replacement reserve by the end of 2013, requiring a catch up contribution of \$225,746 in 2013. Ongoing annual contributions for the next 9 years ranges between \$185,000 and \$203,000.

To mitigate the impact of the increased allocation it is suggested that \$117,246 be transferred from the Working Fund reserve in 2013. In subsequent years, the Working Fund transfer utilized to mitigate this allocation for capital equipment such that the increase to the levy would not exceed \$20,500.

County of Frontenac

Contribution to Capital Replacement Reserve***

Year	Annual contribution to replacement reserve	Transfer from working fund	to levy
2012	88,000		88,000
2013	225,746	117,246	108,500
2014	183,346	54,346	129,000
2015	188,928	39,428	149,500
2016	189,344	19,344	170,000
2017	190,394		190,500

***Please note that as indicated in the Capital Plan there is no provision for the replacement of Buildings included in this allocation

End value: \$800,390

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 2013: 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 \$19,500 for capital in 2013.

End value: \$131,717

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 2013: 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: \$226,159

FRC GIS Project Reserve

Purpose: To provide for the future requirements of the GIS Project.

History: This reserve was established in 2010.

Proposed 2013: An allocation of \$11,000 from the FRC Working Funds.

End value: \$44,000

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 2013: An allocation of \$25,000 to equal prior year contributions is recommended. In 2012 the County will be required to pay \$10,000, the second of 10 installments on an interest free loan provided to the Verona units of the Kingston Frontenac Housing Corporation.

End value: \$419,400

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 2013: An allocation of \$10,000 has been proposed for this reserve.

End value: \$55,000

FRC Land Acquisition Reserve:

Purpose: The County established this reserve to provide for the acquisition of land required to address the discontinuity issues of the Frontenac K&P Trail and has been used to support legal counsel in regard to this acquisition.

Proposed 2013: An allocation of \$20,000 has been proposed for this reserve from the Working Fund Reserve

End value: \$77,654

FRC 150th Anniversary Reserve

Purpose: The reserve is proposed to support the 150th anniversary celebrations in 2015.

Proposed 2013: An allocation of \$30,000 has been proposed for this reserve and will be transferred from the FRC Working Fund Reserve

End value: \$60,000

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 2013: No allocation is anticipated to this account. This fund will be utilized to mitigate the County requirements for the Capital replacement reserve, \$71,169.

End value: \$526,825

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 2013: An allocation of \$30,000 is proposed with an anticipated requirement for \$56000 in 2013.

End value: \$95,683

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 2013: An allocation of \$9,000 is proposed.

End value: \$36,000

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 2013: A review of the capital requirements for Fairmount Home revealed that by the end of 2013 the County should have allocated \$831,862 to a capital replacement reserve for its share of future requirements. The 2013 contribution would have been \$142,337. It has been recommended that \$71,169 be transferred from the Fairmount Working Fund Reserve to mitigate the impact of this requirement.

End value: \$831,862

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 2013: The allocation or reduction depends on the year end operating revenue and expenses.

End value: \$42,612

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 2013: The required allocation in 2013 is \$527,300 and \$453,700 will be used for vehicle replacement in 2013.

End value: \$453,313

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 2013: The required allocation in 2013 is \$209,975 and \$171,660 will be used for equipment replacement in 2013

End value: \$697,166

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 2013: No adjustments are proposed for this reserve.

End value: \$351,026

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.

Proposed 2013: The Northern Land 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 2013: No additional allocation in 2013

End value: \$153,015

FRC Federal Gas Tax Reserve Fund

Purpose: Established to provide for projects support by the Federal Gas Tax Agreement (FGT).

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 2013: The County receives FGT funding to 2014 of \$817,734 annually. The current budget outlines projects totaling \$956,331 from Federal Gas Tax as well as a transfer of \$625,000 to the Townships for infrastructure requirements

End value: \$1,749,871

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 2013: In 2013 it is proposed that \$248,000 be utilized for Green energy projects.

End value: \$139,589

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 \$125,000 annually to offset part of its contribution to the debenture.

Proposed 2013: \$125,000 will be drawn from this reserve annually to offset the debenture cost. It is also proposed that \$440,000 be transferred in 2013 for the auditorium renovation.

End value: \$1,542,752

FMT Capital Campaign Reserve Fund

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 2013: 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 planned for

End value: \$0

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 2013: No requirements identified in 2013

End value: \$195,437

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 2013: Work on the pathways in 2013 require a transfer of \$5,000.

End value: \$38,172

Sustainability Implications

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

Organizations, Departments and Individuals Consulted and/or Affected

Senior Management Team, County of Frontenac

