



**AGENDA**

Page

- 1. CALL TO ORDER
- 2. ADOPTION OF AGENDA
- 3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF
- 4. DEPUTATIONS AND/OR PRESENTATIONS
- 5. REPORTS

3-31

- a) 2014-130  
Corporate Services  
LEAN Six Sigma Project Report

Mr. Dale Schattenkirk of LTS Consulting will speak to the Committee regarding Appendix A of the report.

32-50

- b) 2014-132  
Corporate Services  
Strategic Goal Implementation Plan

**Recommendation:**

**WHEREAS** in January 2014 County Council engaged Performance Concepts to assist with the process of developing goals for the balance of its term and for the 2015-18 term;

**WHEREAS** on May 15, 2014 Council approved three goals resulting from this initiative;

**WHEREAS** an implementation plan is deemed necessary to ensure that Council direction is carried out by County administration;

**NOW THEREFORE** Committee of the Whole recommends to County Council that the Strategic Goals – Implementation Plan presented by staff on September 3, 2014 be approved in principle;

**5. REPORTS**

**AND FURTHER** that staff be directed to continue with the implementation plan as presented up to the Council decision points noted in the plan, including funding support as indicated.

**6. BRIEFINGS**

- a) Mr. Kelly Pender and Ms. Marian VanBruinessen will provide the Committee with a briefing on the Capital Asset/Deficit Reduction Plan.
- b) Mr. Kelly Pender, Mr. Joe Gallivan and Ms. Anne Marie Young will provide the Committee with a briefing concerning a Policy on Granting Access to County Owned Property.

**7. COMMUNICATIONS**

- 51-56 a) Minutes of the Committee of the Whole Meeting held May 7, 2014  
[Distributed to Members of County Council May 16, 2014]
- 57-58 b) July 7, 2014 Limestone District School Board  
**Re: Sale of Limestone District School Board Former School Property**

**8. NOTICE OF MOTION**

**9. OTHER BUSINESS**

**10. PUBLIC QUESTION PERIOD**

**11. ADJOURNMENT**



**REPORT 2014-130**

**INFORMATION REPORT TO COMMITTEE OF THE WHOLE**

**To:** Warden and Council Members of the County of Frontenac

**From:** Kelly J. Pender  
Chief Administrative Officer

**Prepared by:** Marian VanBruinessen  
Director of Corporate Services/Treasurer

**Date prepared:** August 18, 2014

**Date of meeting:** September 3, 2014

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**Re:** **Corporate Services – LEAN Six Sigma Project Report**

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**Background**

County Council embarked on a Service Delivery and Organizational Review in the fall of 2013. KPMG, the successful consulting firm, recommended undertaking a LEAN review of 2 processes, procurement and one other.

Council endorsed this recommendation with the allocation of \$30,000 for the project in the 2014 budget.

Through a public, competitive process LTS Consulting was selected as the successful consulting firm.

**Comment**

The LTS report is attached as Appendix A to this report and describes the steps that were undertaken to facilitate the assessment.

In addition to the opportunities for process improvement identified through staff engagement, LTS provided its own recommendations. These have been assessed and a timeline for implementation derived, attached as Appendix B.

**Sustainability Implications**

Effective and efficient resource allocation is required to ensure sustainability.

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Information Report to Committee of the Whole  
Corporate Services – LEAN Six Sigma Project Report  
September 3, 2014

Page 1 of 2

**Financial Implications**

The organization will benefit from the reallocation of resources to deal with other pressing tasks.

**Organizations, Departments and Individuals Consulted and/or Affected**

# Final Report

## Assessment Procurement and Paramedics Logistics

County of Frontenac,  
Glenburnie, Ontario  
August 6<sup>th</sup>, 2014



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## Introduction

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The County of Frontenac, referred to in this document as the County is a rural upper tier municipality located in eastern Ontario, extending from the islands south of the city of Kingston to north of Highway 7. The total population of the County is approximately 26,655 with an area of 3,200square kilometres, including the Townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands.

The County is governed by an eight-member Council with the Warden being the Council head; two representatives from each constituent Township sit on Council, including its mayor and one other member, who is selected by the local council members.

The County manages the operations of Fairmount Home, Frontenac Paramedic Services, the Frontenac-Howe Islander Ferry and corporate services and planning. The County employs approximately 400 people under three different union contracts.

The County undertook a Service Delivery and Organizational Review that identified the value in a Lean Six Sigma investment and recommended implementing a kaizen blitz process. As a result, County Council agreed to undertake two process reviews in 2014.

LTS Consulting was engaged in April to work with Frontenac to conduct the two process reviews for 2014. As a team, LTS and Frontenac will conduct a review of the Paramedic Service Operations, as well as the Procurement process, in order to find ways to optimize efficiency and develop a plan for implementation.

The preliminary report, which was submitted on June 9, 2014 to Project Sponsors as per the Project Charter, outlined the initial opportunities and focus areas for process mapping to be conducted during the training days. The report also included initial recommendations that are identified in this report as well.

The LTS team undertaking this project includes Dale Schattenkirk, Project Lead and President, LTS Consulting; Bonita Matuszewski, Project Management and Vice-President, Training and Development, LTS Consulting; and Rachelle Matuszewski, Assistant to Project Lead, Human Resource Intern, LTS Consulting.

## Land Ambulance Legislation and Understanding

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The LTS team has completed an in-depth review of the Land Ambulance Legislation, and taken into account all the necessary requirements and standards laid out under this eight-part Ambulance Act. In addition, we evaluated the Frontenac Plan under section 5 of the Municipal Act 2001 for the Calendar year 2013. Throughout this process review, LTS ensured that all the necessary documentation and guidelines were considered to ensure compliance with the legislation. Below is a list of first what we reviewed, and then what we especially noted:

- Ambulance Act—eight part act Ontario regulation 257/00
- Part 2: Under this act we recognize the specific certification requirements for land ambulance operation and the necessary completion of land ambulance certification standards



- Part 3: lays out specific qualifications of emergency medical attendants and paramedics—in relation to land ambulance services
- Part 5: standard of patient care and documentation—patient care standards and procedures as well as documentation must be in accordance with Ontario Ambulance Documentation Standards
- Part 6: Operation of Ambulance services
- Part 7: response time plans and targets: Canadian Triage Acuity Scale (CTAS) 1, 2, 3, 4, and 5, and that such targets are set for each land ambulance service operator selected by the upper-tier municipality or delivery agent in accordance with the Act. O. Reg. 267/08

Here are the items we took special note of:

- For municipal land ambulances beginning October 2012, every upper tier municipality and delivery agent will develop annual response time performance plan respecting patients categorized as CTAS and ensure the plan is continuously maintained
- Provide each plan and updates to the ministry
- Report to ministry on the response time performance achieved
- How land ambulance communications services perform
- Develop annual response time performance plan that sets out percentage of times that the communication service will give notice
- Frontenac Plan under section 5 of the Municipal Act, 2001 for the calendar year of 2013
- Ministry responsible for land ambulances communications and service and base hospital programs

### **Internal Control and Transparency Requirements for a Municipality**

LTS has reviewed all documentation as well as necessary and related requirements for a municipality. As a team, we have examined the procurement guidelines, requirements, and legislation. Below is a list of documentation that has been reviewed by the LTS team:

- Procurement policy
- Importance of transparency and, what it means to the County of Frontenac
- Integrity of policy and processes
- Council sets the policy framework for procurement, but are largely removed from the day-to-day procurement process—the council also needs to have a completed disclosure form for any bylaws outlining confidentiality
- Legislative requirements for public notification including bylaw for procurement of goods and services
- Budgeting transparency—audited financial statement
- Municipal act, Health act, and other pieces of legislation in relation to Procurement
- What is made public, such as, freedom of information and budgeting
- Very minimum procurement policy
- Best practices to prevent fraud, bribery and corruption
- Broader Public Sector Accountability Act 2010
- Internal tools used voluntarily as a reference on best practices in the procurement of goods
- Supply chain Code of Ethics



## LTS Role and Purpose of Report

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LTS Consulting was responsible for conducting an overall assessment, providing training, and for developing recommendations for both the procurement process(s) and Paramedic Logistic Services.

The purpose of this report is to communicate the outcomes from the team days and to convey our recommendations for opportunities to improve based on Lean principles.

As part of the assessment LTS reviewed staff comprehension of their responsibilities and what, if anything, was preventing them from applying their knowledge and understanding at work. LTS has looked at the effectiveness of the processes, and provides recommendations for changes and improvements throughout this report.

## Methodology

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The assessment for both processes, logistics and procurement, followed the same format, which included site visits and face-to-face informal interviews. This included visits of all paramedic stations and logistics locations, as well as the County head office.

During each visit LTS conducted informal interviews and all staff had the opportunity to provide insight into different processes. See on-site visits below for a summary of the information collected.

## Onsite Visit Findings

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### On-Site Interviews

The interviews conducted reflected recurring themes:

Paramedics (top topics):

- Everyone that was interviewed agreed there are improvements that could be made
- All mobile units equipment is standardized and it is generally a good thing
- Many paramedics indicated they had limited supplies in their units and had to restock often
- Many paramedics noted having to contact supervisors for supplies they ran short
- Supervisors validate they received numerous calls but also said many were not urgent in nature
- Staff at the stations said they ran short of supplies often
- All Logistics staff have a solid understanding of their supplies and needs
- Monthly expired items are collected but not tracked
- All staff focus on 'green' solutions for supplies



#### Procurement (top topics)

- Overall the staff interviewed had a very good understanding of the process
- Subjectively, defects in the process appeared to be low
- All groups seemed to work well at supporting each other
- The credit card program was discussed and overall everyone is satisfied with it
- Payments are made on time to receive supplier discounts and eliminate penalties

During one-on-one interviews a concerning document was brought forward with a visual of an iceberg indicating that 90% of tasks in an office are waste and could be eliminated. This is extremely misleading and could be a potential leadership communication hotspot if it becomes widely spread. What the diagram is trying to explain is that the customer only sees about 10% (face to face) of the activities that the County performs. This 10% would be considered Value Add from the customer's perspective. The other 90% fall into the category called Non-Value Add (NVA). NVA does not mean the task can be eliminated but rather that the customer does not know it is happening to create the outcome required for their service request. For example: when someone calls the ambulance they only see how long it takes for the ambulance to get there and if the paramedics can help / save that person and transport them to the hospital. They don't see all the work that goes into creating an RFP to buy the lifesaving equipment used, the administrative work to maintain the day to day operations etc. This is the 90% under the water. It does not mean that 90% can't operate at a higher efficiency but it also does not mean it can simply be eliminated. The 90% only represents the opportunity that needs to be explored.

### Initial Recommendations

#### Gather measures

LTS will submit measurement sheets to selected staff in order to collect baseline measures for use during the training days.

#### Analyze measures

Data was supplied to LTS for procurement supplies, and that data was analyzed and presented on the training days for validation. We completed additional analysis as more measures were gathered.

#### Select teams for training

LTS has discussed team make up and participant volume with the County and final team member selection will be sent to LTS by June 9<sup>th</sup>, 2014, while the training dates and times were finalized on the ninth.

#### Complete two day training and process mapping session

Two days of Lean training for both projects was completed on July 7<sup>th</sup> and 8<sup>th</sup>, 2014. As part of these days teams identified improvement ideas which are included in this report.



## Training Session (2 days)

### Introduction

Dale Schattenkirk, LTS Lean Six Sigma Master Black Belt, facilitated the two day interactive Lean training and project identification workshop for a diverse audience of County staff. The training was specifically designed for the County and focused on educating the participants and using the collective organizational understanding to identify opportunities for improvements.

### Lean Training

Lean thinking centres on the belief that there is a simpler, better way through a continuous drive to identify and eliminate waste, or inefficiencies and errors, in our day-to-day work. It is about making our work environments efficient and effective, so we can provide a higher quality of services to our customers. Lean improves safety, quality, costs, efficiencies, and service delivery. Lean helps create time for quality improvement to be part of everyday routine activity.



Figure 1 On-Site Training

Lean is encompassed by five principles; everything we do under the Lean umbrella should always answer to any or all of these principles. They are as follows:

- Voice of the Customer
- Understand your Process
- Create Flow
- Establish Pull
- Pursue Excellence

One of the first steps in the Lean journey is to start to see the waste in the processes you are looking to improve. Waste is defined as anything that does not add value from the customer’s perspective.

There are two types of waste.

**Type I Waste:** adds no value from the customer’s viewpoint but is necessary for proper operations, eg. Independent verification of credit card spending invoices

**Type II Waste:** adds no value and can be eliminated immediately, eg. Extra walking, redundant paperwork

The 8 Wastes are as follows:

- |                       |                    |
|-----------------------|--------------------|
| • Defects             | • Transportation   |
| • Overproduction      | • Inventory        |
| • Waiting             | • Motion           |
| • Non-Utilised Talent | • Extra Processing |

The entire improvement process is encompassed by the Six Sigma methodology. Six Sigma is a structured, data-driven approach for eliminating defects in any process. The fundamental objective of the Six Sigma methodology is the implementation of a measurement-based strategy that focuses on process improvement and variation reduction through the application of DMAIC. DMAIC is an acronym that stands for: Define, Measure, Analyze, Improve, and Control.

### Team Project Work

Upon completion of the training both teams broke into two groups and started to focus on their respective areas of opportunity. The first step was for each team to collectively create a problem statement that identified the opportunity.

### Over-Arching Question and Affinity Diagrams

An affinity diagram is a group brainstorming technique that creates anonymity and helps remove biases. It is a tool that allows a team to quickly and effectively come to consensus about the root of the problem.

Each team created their own affinity diagram that addressed separate problems pertaining to both logistics and procurement. The first step to making an affinity diagram is for the team to develop an over-arching question or reason(s) why they are not able to complete a task or job.

The teams came up with the following over-arching questions:

Logistics:

“What is preventing us from having the right product at the right location at the right time?”

Procurement:

“What is preventing us from having same-day service?”

Step two of the affinity diagram was for each team member to answer their question by providing one idea per sticky note. Teams were encouraged to provide as many answers as they could think of in the allotted time.

The sticky notes were gathered and randomly placed on whiteboards. Each team then sorted the answers into categories and each category was assigned a heading. See figure 2 for the logistics team affinity diagram creation and Appendix A for the diagram.

With the creation of their detailed process maps, each team also identified what could be measured to understand the baseline performance of the process.



Figure 2 Logistics Creating Affinity Diagram

### Problem Statement

A problem statement is an important part of any project and is used throughout the 120-day project cycle to maintain focus and scope. The statement is one or two sentences that identifies the condition, problems, or issues that lead to a proposed plan of action. The 120 day (maximum) project cycle is a focused change event following the Lean methodology and project management philosophy. By maintaining a maximum time frame teams can *focus and finish* projects and initiatives rather than have them drag on endlessly.

The teams started formulating their problem statement by gathering the affinity diagram category titles. From there they started their statement, “our current process...” and filled in the rest based on the categories created. The problem statement can be retrospective or prospective. Retrospective problem statements tend to speak to the opportunities identified in the way the process has functioned in the past. The prospective problem statement (opportunity statement) focuses on what the team wants to see the process become. Both are valid ways to describe the improvement opportunity and are selected on a project by project basis depending on the team’s goals.

Using the affinity diagram category titles the team formulated their statements. They are as follows:

#### Logistics:

“The current process of inventory tracking is causing a lack of supply availability, when required, for the logistics department, operations and paramedics, leading to frustration and increased workload for operational supervisors and logistics due to missing or expired equipment required on a twenty-four hour basis.”

#### Procurement:

“We will create the opportunity to streamline procurement to become a standard process that is clear, transparent and well understood by staff and includes the right people and is completed in a cost effective manner, in the best interest of the taxpayer, County Council, staff, vendors, and the citizens we serve with the controls in place to mitigate potential risks.”

### Understanding the Process through Process Mapping

Once the team had identified the opportunity for improvement, they identified the project scope and created a current state process map.

Creating a process map is one of the core tools necessary for process improvement. Once you have a clear view of what your process looks like, you can identify wasteful steps and generate improvement ideas.

As part of the two days, both teams mapped out their process. As seen in figure 3, a large piece of paper was hung up on the wall to provide a working area for the map. Start and end points of the process were determined and posted on opposite sides of the paper. From there the process was mapped out. This involved numerous discussions amongst the group to



Figure 3 Procurement Creating Process Map



**Assessment of Procurement and Paramedic Logistics**

ensure the process was properly documented, as no one person had an in-depth comprehensive view of the process, since many people can be involved and each has a unique role. The map was created with sticky notes, to allow for easy manipulation when a change occurs. For further clarity, different colours of notes were used for process steps, decisions, parallel processes, and miscellaneous events. The completed maps can be seen in Appendix B.

With the creation of their detailed process maps, each team also identified what could be measured to understand the baseline performance of the process.

**Key Measurements Identified**

Once the teams completed the process maps they worked on deciding what to measure. They walked through their process maps as a team and at each step determined if there was anything to measure in the sense of effectiveness or efficiency. These were compiled and are as follows:

Logistics:

<b>Base - Inventory Required</b>	<b>Vehicle Stocked</b>
How often is each item taken for restock? How many times does the base need restocking? Volume of stock required? Time to restock?	Number of times a vehicle needs to be restocked? Volume stocked? Time to restock?
<b>Base - Availability at Bulk</b>	<b>Home Base vs. Alternative Base</b>
Number of times bulk out of stock? Travel Time? Volume required for restock? Number of times out of town / FD restocked?	Number of times alternative base is used? Why was alternate base used?
<b>Bulk-Stock Room</b>	<b>Bulk - Alternative Supplier</b>
How often is stock required? What are the high/low turnover items? Number of times items out of stock? Expired equipment volume / turnover?	Number of times new supplier is required? Price difference? Order to receive time?
<b>Bulk - Availability</b>	<b>KGH</b>
Number of times stock is on back order? Time to receive order? Order process time (from third party) order to receive time? Volume of stock items? Time to process – need to supply process	Number of times vehicles stock from KGH? Number of ETT calls (dirty blades)? Number of times no clean equipment is available? Time to clean equipment? Number of times cupboards used vs. backboards?



Procurement:

<b>Is Tender Required?</b>	<b>Vendor Approval and Signature on Contract?</b>
How many met the criteria? How many times does finance get disturbed?	How many revisions from vender?
<b>Tender/RFP/RFQ Approval?</b>	<b>Confirm Vendor has Required Insurance and WSIB Certificate?</b>
How many revisions are required? How long does the review take?	How many times finance follows up with vendor? How long does it take to receive the complete documentation?
<b>Is Tender Under \$100,000?</b>	<b>Payment Type?</b>
How many are over \$100,000?	How many times are we paying by credit card? How many non-credit card payments?
<b>Are There RFP/RFQ Questions?</b>	<b>Did We Receive Goods?</b>
How many addendums? How many reminders / follow up to managers? Any repeat questions	How many times are goods/services not received as invoiced? How many times are there defects on invoice?
<b>Did We Receive any RFPs?</b>	<b>Does the Daily Limit Allow Batch to be Released?</b>
Number of qualified bids? What type of bid?	How many times does AP limit the batch to stay within the daily limit/max? How much is the limit-adjusted daily? How could it be managed differently at the bank?
<b>Overall</b>	<b>Petty Cash</b>
How long does the process take start to finish? How often do we miss RFP/RPQ deadlines? How many people are involved in the RFP/RFQ process? How much staff time to follow up with process? Find value added and non-value added activities	How often is it replenished? How long does it take to count/verify receipts? How many repeat purchases from a vendor? How many times do we open the safe for petty cash? Who opened the safe and for what?

**Moving Forward**

The creation of a problem statement, process map, and identifying measures are all considered part of the Define and Measure stage of DMAIC. The team then focused on understanding what types of sustainable improvement changes that can be created by using the Lean tool set.

**Improvement Training**

There are many types of controls that can be put into place with some being more effective than others. The deciding factor for the number and type(s) of controls used should always be based on the risk associated with slippage. The hierarchy of controls are as follows, in descending order:

- |                       |                            |
|-----------------------|----------------------------|
| 1. Fundamental Change | 6. Continue to Measure     |
| 2. Error Proofing     | 7. Audits                  |
| 3. Visual Controls    | 8. Checklists              |
| 4. Standard Work      | 9. Policies and Procedures |
| 5. Training           | 10. Written Signs          |



We often have competing demands while trying to perform complex tasks. Errors occur when our actions do not agree with our intentions, even though we are fully capable of performing the task. Error Proofing means designing systems and equipment in ways such that it is impossible to commit an error in the first place (prevention) or any error that is committed is extremely obvious and can be fixed (detection). An error-proofed system results in: decreased amount of defects and/or rework, prevention in erroneous data, and improved customer outcomes. Usually this can be done with very little capital investment.

5S is a very powerful Lean tool that is used with almost every improvement opportunity. It is not a spring cleaning exercise because we aim at fundamentally changing the process. The S's are Sort, Set in order, Shine, Standardize, and Sustain.

Visual management (of which 5S is a part) is a workplace organization methodology used to create, maintain, monitor, and improve a well-organized, clean, safe and highly productive work area. Visual management reduces the non-value-added time spent searching and walking around to find items and process delays caused by searching. It also helps control inventory levels to the optimal level and makes it so *anyone* can understand what to do in a given area.

Standard Work is a method for defining and standardizing the sequence, timing, supplies, people, space, and equipment that are used in a particular task. Our day is made up of many different tasks that are completed multiple times by multiple people. So there tends to be a lot of variation to complete the same task. Standard work is not about turning people into "robots" but rather a way of finding the easiest, most repeatable way to achieve the results desired by the customer. Standard process should be the safest, most efficient, and most effective way to complete the task.

### Improvement Ideas

Once again reviewing the process maps as a team, and now in conjunction with the identified measurements, the groups generated improvement ideas for the processes being evaluated. An open brainstorming technique was used to generate creative solutions for the tasks at hand. Improvement ideas were as follows:

Logistics:

- Cancel using KGH for cabinet stock
- Track inventory – in and out of system/bases
- Improve vendor communication – ie. back order, supply time
- Bar code scan all from received inventory to vehicle
- Install vending machine style dispenser
- Increase inventory at bases
- Create centralised base at Ottawa barn
- Change logistic work hours to cover more of week
- Input from medics e.g. stock list, scanning, fax, email
- Match base stock to the stock standard list
- Mirror image (standardize) all stock RMs
- Standardize supply flow in stock rooms
- Post signage in stock rooms



- Post max/min with each item
- Record/track expiry
- Rotate or control stock so that oldest is used first
- Move cleaning of boards/intubation/immobilization in-house
- Post price of items
- Standardize lot numbers
- Colour code bins/shelf based on stock category
- Collect equipment from KGH more frequently
- Identify bins with reorder line
- Clearly mark expiry/item with expiry on labelling
- Have a second smaller logistics vehicle
- Provide more logistics staff

Procurement:

Amalgamation of approvals by Director of Corporate Services

Delegate authority to managers

RFP / RFQ process

- Standardize the advertisements
- Training on writing a Terms of Reference / manager involvement
- Check list for a Terms of Reference
- Template – What applies? (Sections highlighted not to be altered)
- Post templates on the Intranet and available to all staff
- Improve the tracking of the evaluation process (Scoring system, sheets to RFP folder, etc.)
- Ensure WSIB and Insurance are to be included in submission upfront, prior to contract issued by a request in the RFP
- Do we need printed documents

Contracts

- Train the managers on contract development/content/requirements and create standardized requirements
- Check with legal on the scanning/signatures on contracts

Investigate banking threshold

Investigate ICompass sign-off tool further

Automate process

**Project Implementation Training and Close Out**

A PACE matrix helps your team prioritize the ideas and solutions you have generated. The ideas are numbered down the list. They are then plotted in a matrix according to how difficult they are to implement versus the overall benefit of their implementation. Both axes are measured from low to high. The matrix area is then divided into sections, the top left being the highest priority and descending from there on as it reaches the lower right as seen in figure 4. These ideas can then be weighted using the PACE acronym, which stands for: priority, action, consider, and eliminate.

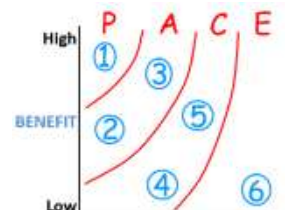


Figure 4 Example PACE Matrix



PDSA stands for plan, do, study, and act. It refers to a rapid test of change. In your improvement project, the team will come up with many improvement ideas and will select the top four to five ideas and implement them in PDSA cycles. Each PDSA cycle will last no more than one to two weeks, making the total improvement phase a maximum of ten weeks in duration.

The last phase of any project following the DMAIC cycle is the Control Phase.

Some controls are more effective than others. For example, a fundamental change to a process, meaning the changes implemented make it impossible for the process to go back, is much more effective than a written sign. Usually, multiple controls will be used with any process and should be implemented along with the changes.

Within this phase, a tool called a control plan is used to help verify the controls that have been implemented and identify if others need to be added.

#### **Training Days Summary and Next Steps**

The two days netted great ideas and insights from the participants on how each step of the process works and opportunities to create efficiencies. The next steps for the team are as follows:

- Show / communicate to staff the work completed during the two days and share the next steps
- Identify the Lean project teams
- Identify the Lean project sponsors
- Create a communication plan to inform participants of the Lean projects and next steps
- Create measurement sheets and collect baseline measures
- Analyze collected data
- Re-evaluate improvement ideas against the PACE matrix and collected data to select the best improvement ideas
- Create and implement the PDSA cycles
- Collect change data and evaluate it against baseline to quantify the improvement
- Celebrate the changes, report the improvements to staff
- Identify the next project and begin the cycle of continuous improvement again

As indicated throughout this document Lean is the process of continually improving processes not a onetime event. Suggested system implementation components would be:

- Create an overall County performance dashboard based on strategic direction
- Set up department / facility specific quality boards that support the Lean projects happening at the site and how they support the County's direction
- Train six to ten staff members as Lean Yellow / Green Belts so that the County does not have to rely on outside contractors to support / drive change in the County
- Create a comprehensive three year Lean transformation program with quantifiable goals and milestones



## Recommendations

The following recommendations encompass the documentation review, onsite visits, and two day training and project work. LTS was very impressed with all the staff we encountered they were open, honest, and engaged.

### Understanding of Lean

The majority of people within the County did not know what Lean was or how it could improve their work processes, and that is not unusual as an organization starts their journey. Staff engaged during the site tours felt the Lean methodology, when explained, would be a benefit, and encouraged the opportunity. The primary reason staff wanted to engage in Lean was for their voice to be part of the change process.

One concerning document was brought forward that showed an iceberg graphic, and indicated that 90% of the tasks in an office are waste and could be eliminated. This is extremely misleading and could be a potential leadership communication hotspot if it becomes widely spread. What the diagram is trying to explain is that the customer only sees about 10% (face to face) of the activities that the County performs. This 10% would be considered value added from the customers' perspective. The other 90% fall into the waste category or non-value add. The crucial point to understand is that there are two types of waste – Type I and Type II. Type I waste are activities that the customer sees no value in but are necessary to perform as a business. This would be things such as creating RFPs, stocking ambulances, strategic planning and many Council activities. Type II waste are the identified non-value added activities like extra stock movement, having multiple staff sign offs etc.

Our recommendation would be to create a standard Lean training packages for the County's Council, County leadership and staff that would include different levels of training. This could range from a forty-five minute Lean 101 to Lean Yellow/Green Belt training and Lean Leadership training.

Consistent messaging of the County's direction, an overall Lean program, and organization wide Lean training would eliminate the rumor mill, and set the foundation for improvements and cost reductions, as all staff would be focused on a set goal.

### Logistics Opportunities

LTS visited all the stations and KGH to evaluate opportunities. There are many good things that have been implemented, for example, standardizing all ambulances supplies and stratifying some supply usage. There were also many opportunities.

The following list are recommended priority spots (many were identified during the training days):

- 1) Reduce the travel throughout the County. Supervisors and logistics staff cross paths many times. Based on anecdotal evidence, LTS would estimate there is opportunity for a 40% reduction in trips by logistics staff and supervisors. Logistics should not have to go to County stations more than once a week.



- 2) Have daily “huddles” with logistics staff and supervisors to identify any travel needs and if the load can be shared.
- 3) Create Kanbans in all stations. Kanbans are a visual replenishment system that prevents running out of supplies and is an extremely simple ordering system.
- 4) Re-evaluate station house stock. There is an extreme amount of stock discarded due to expiration. Kanbans will help reduce this expiration but the County needs to stratify what supplies should be stored and the quantities need to be re-evaluated.
- 5) The logistics van should be reconfigured to hold all required stock for the regional trip of restocking stations. There should never be a reason to make multiple trips.
- 6) Reduce stock at KGH. This stock is outdated as per type and volumes due to protocol changes. Logistics needs a tighter control on these supplies.
- 7) Equipment cleaning at KGH is extremely ad-hoc and is at risk of contamination and spreading infection. A new, robust process needs to be created and could be contracted through KGH or taken in-house by the County.
- 8) The logistics staff are successful at taking on maintenance of the station houses as a way of reducing costs, which is a very good thing. LTS would suggest that there be a formal preventative maintenance system put in place to prevent the unnecessary, uncoordinated maintenance repairs due to breakdown. Therefore maintenance would be scheduled and planned.
- 9) Include Paramedics in the decision process of determining stock quantities. It is strongly recommended that a bi-annual re-evaluation of supplies by a cross-functional team is completed to prevent/ reduce expired stock.
- 10) Expired stock should be tracked and valued each month to identify how much is being discarded. These simple metrics will support many of the identified opportunities in this list.
- 11) Several stations have been identified as “restocking” stations for ambulances as they cover for each other. Proper measurements of supply usage at these stations would lead to reduction of unnecessary stock at the periphery stations and also reduce expired items.
- 12) LTS strongly recommends that no electronic system for inventory control is purchased until the functional work identified in these recommendations are applied. This will ensure the appropriate program is purchased to match the County’s needs and systems.

These twelve opportunities should not only net a reduction in costs for the County but improved staff efficiencies and morale. Communication of the why or rationale is important for all staff. The LTS reviewer noted many staff did not know why some changes were applied, which is causing some friction. A team should be created between the logistics staff and paramedics to implement the changes. This would ensure all changes are properly communicated and implemented with all the people involved contributing to the solution.

#### **Procurement Opportunities**

The review of procurement did not net as many obvious opportunities as logistics. The processes and staff reviewed on the tour and interviews impressed the auditor. County staff work very hard to ensure that to the best of their ability everything is on time and budget. Within this hard work are the key opportunities.

Many processes rely on checklists and someone tracking others’ activities to ensure timely completion. Many budget related items have two to three sets of eyes on them verifying accuracy and completion.



Although the auditor did not find much on budget overruns or fines for late payment there is a potential for that to occur.

The following are LTS's recommendations:

- 1) Finalize mapping the remaining office processes.
- 2) Measure baseline against the mapped processes to identify the biggest opportunities for process improvement. The RFP and payment processes mapped during the training identified numerous process changes that would increase efficiencies and would be very good projects.
- 3) Reduce the redundant process steps to open up staff time to support other Lean projects within the county. The administration office could be the keepers of Lean for the County and facilitate the regional transformation to improved efficiencies. The County Lean Yellow / Green Belts could be created from this department and they would help the other business units become more efficient.
- 4) Once processes are streamlined, identify if there are further cost reductions resulting from faster payment.
- 5) Review the Long Term Care home food ordering and cost process. There would appear to be opportunity to reduce expenses and eliminate any potential late fees on payment.
- 6) Create a stronger Voice Of the Customer (VOC) component within the administration office. This would be the most significant gap noted. How does the County know it is doing the right things for the taxpayer? This would include surveys and phone calls to identify opportunities to increase value for service in the eyes of the taxpayer.
- 7) The time freed up could be redeployed to support the smaller regions of the County in their administrative activities, more of a central hub-for-hire model. This additional work would be added through the identified process improvement capacity created that carries no new cost burden to the County.

As noted, the procurement process would benefit mostly from streamlining process steps. This would free up time for multiple staff throughout the day. The time would not be significant but it would be noticeable. Also, as noted, the staff meet their deadlines on a regular basis, so efficiencies would be re-deployable into other value added activities throughout the day, such as identifying further VOC needs.

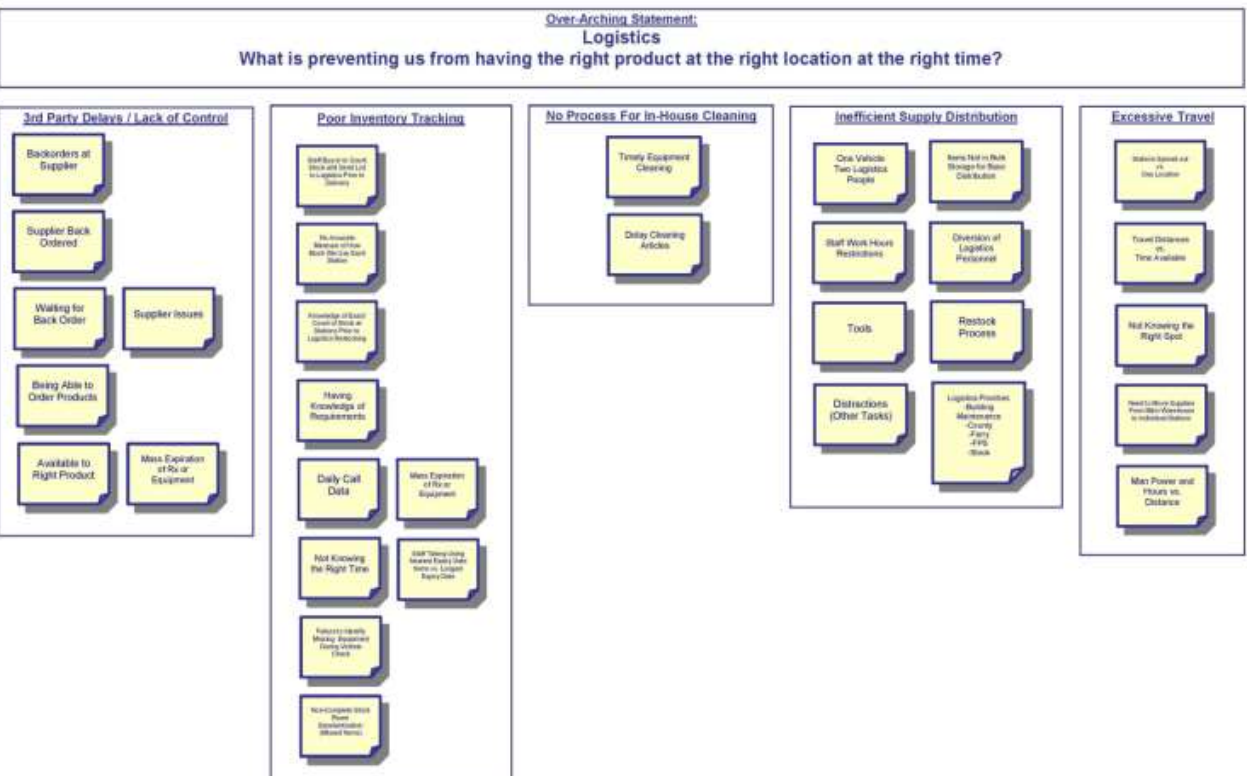
#### Conclusion

LTS was very pleased with the interaction between all staff interviewed and the training participants. It would appear that the County has a very strong culture of community and internal support for each other.

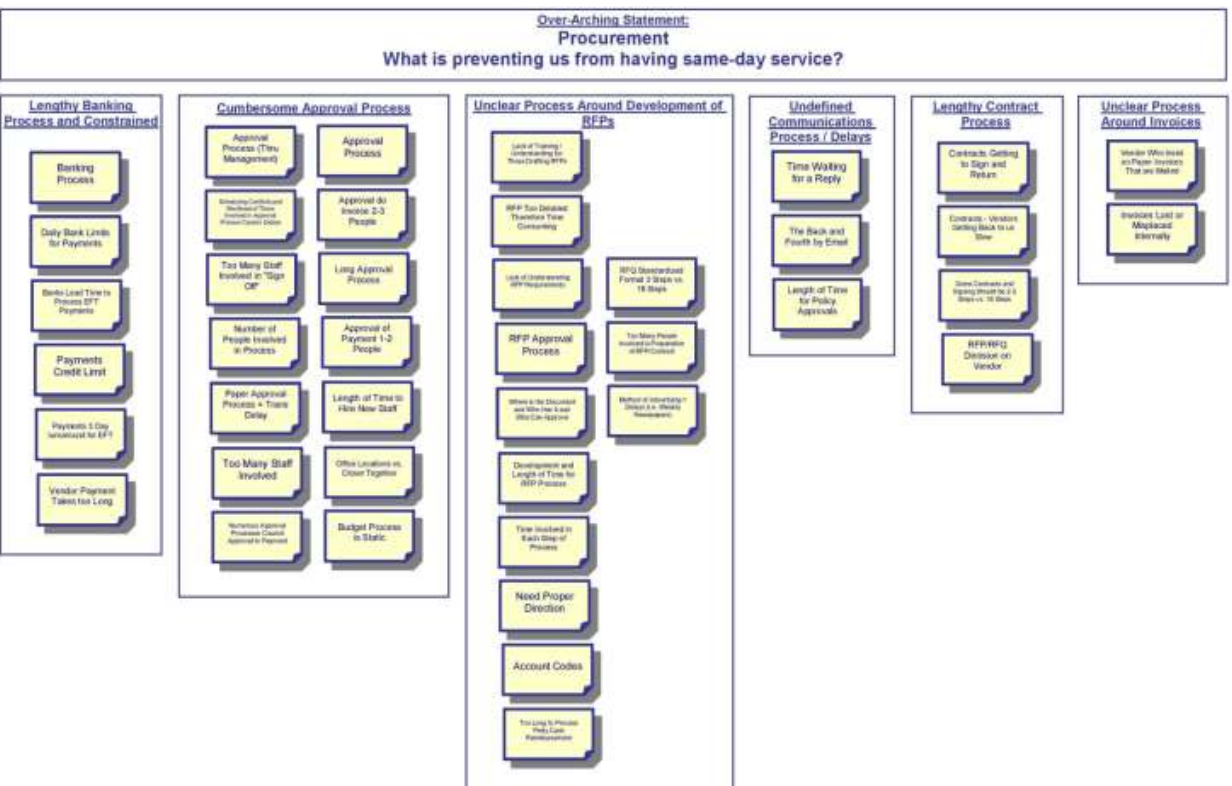
The nineteen suggestions for improvement identified in this document should be considered only a portion of the opportunity the County of Frontenac possesses. If the County plans on fully utilizing the Lean framework to improve its capability, there are many more gains that can be made with their highly engaged staff.

LTS would like to thank the County for the opportunity to be part of your Lean journey.

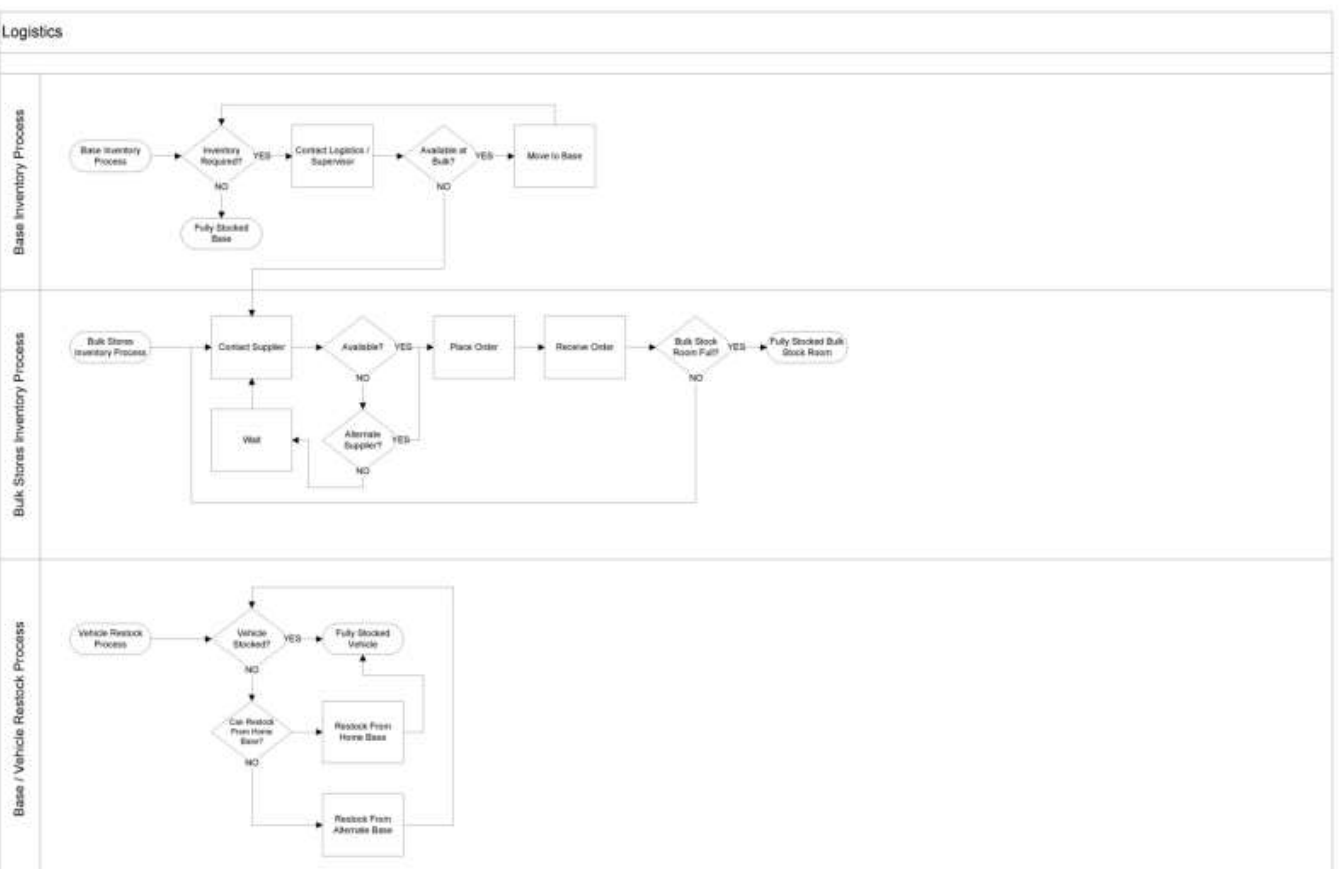
Appendix B – Affinity Diagrams (Logistics)



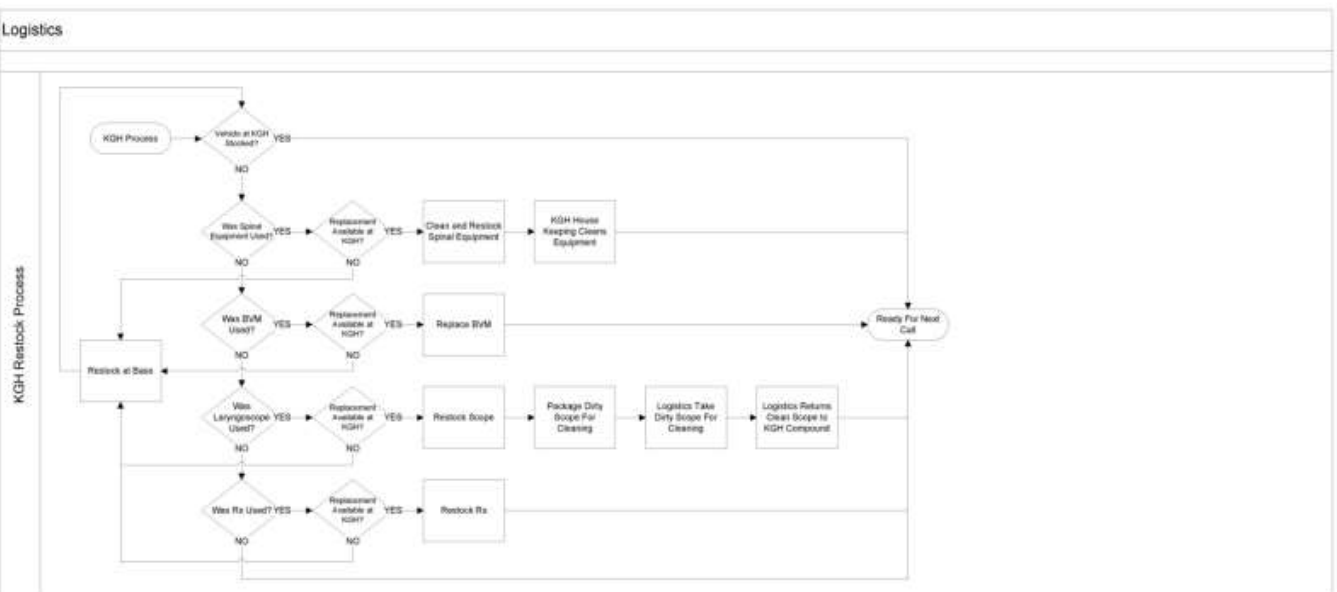
Appendix B – Affinity Diagrams (Procurement)



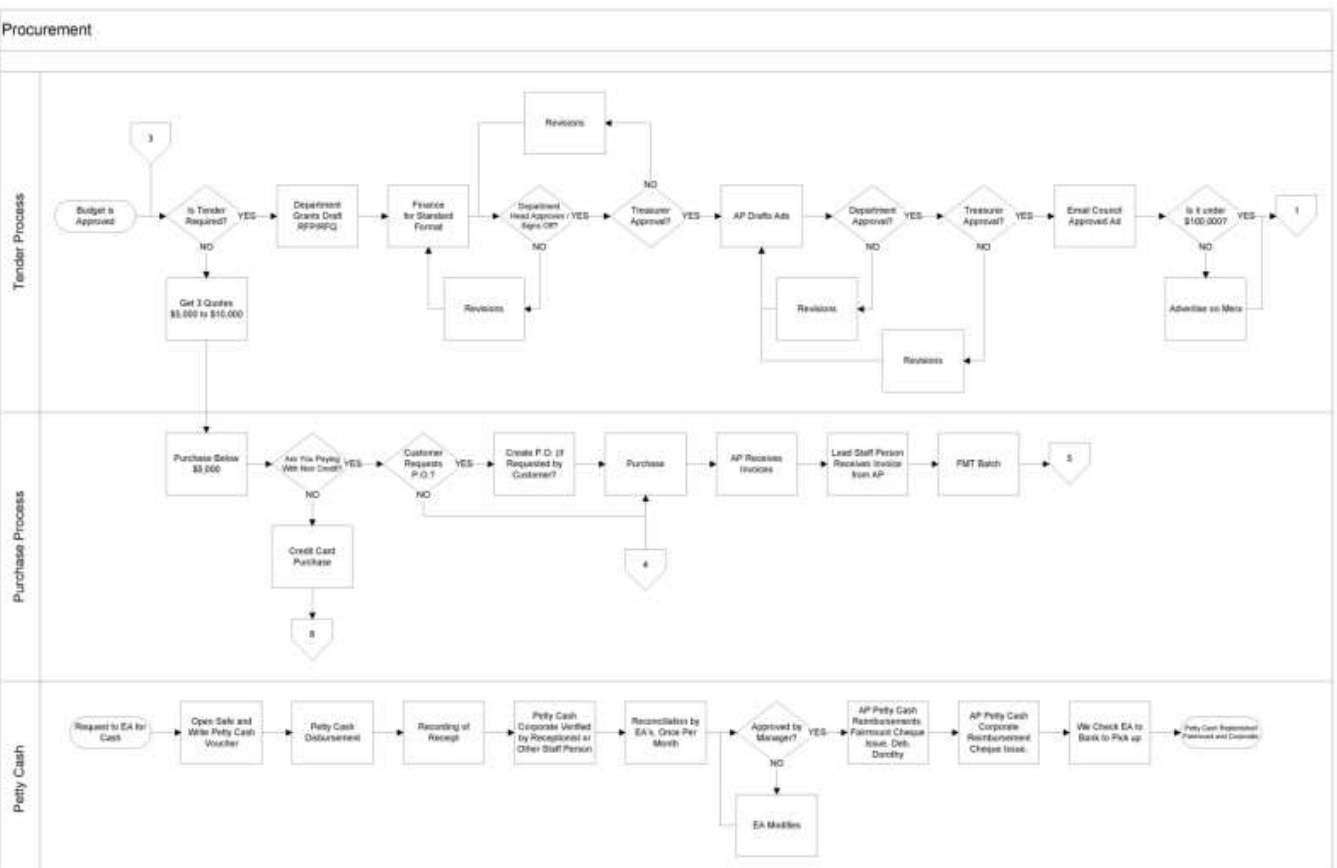
Appendix B – Process Maps (Logistics)



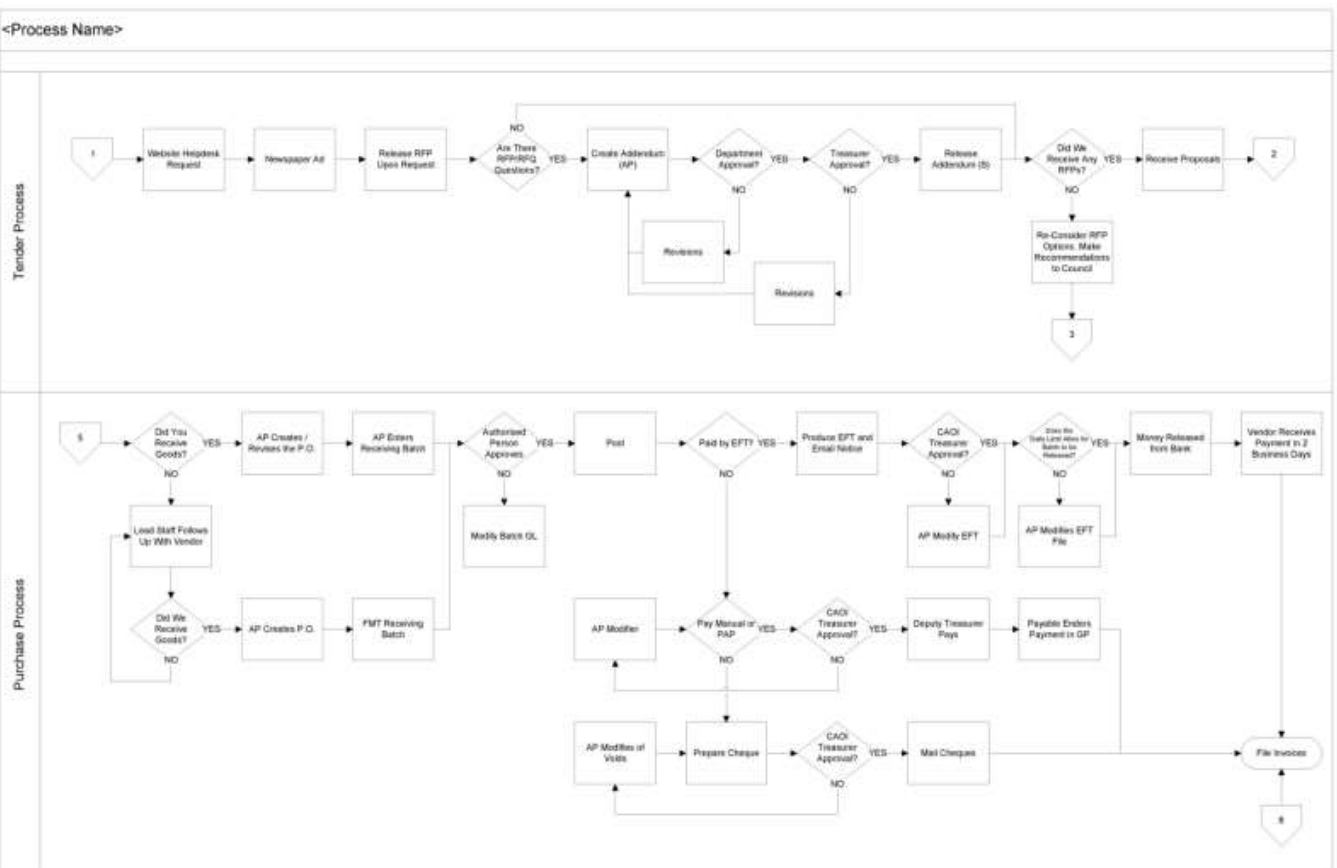
Appendix B – Process Maps (Logistics)



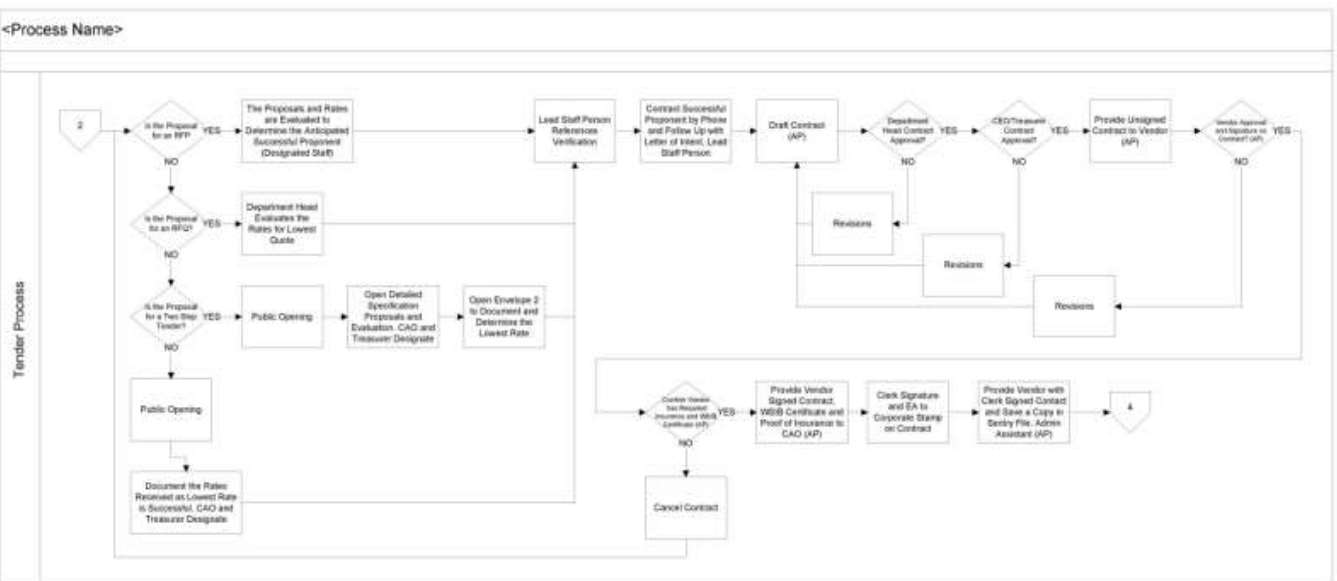
Appendix B – Process Maps (Procurement)



Appendix B – Process Maps (Procurement)



Appendix B – Process Maps (Procurement)



Proposed opportunity	Timetable for completion
<b>General</b>	
1 Show / communicate to staff the work completed during the two days and share the next steps	September management team
2 Identify the Lean project teams	September
3 Identify the Lean project sponsors	October
4 Create a communication plan to inform participants of the Lean projects and next steps	September
5 Create measurement sheets and collect baseline measures	September
6 Analyze collected data	October
7 Re-evaluate improvement ideas against the PACE matrix and collected data to select the best improvement ideas	August
8 Create and implement the PDSA cycles	October
9 Collect change data and evaluate it against baseline to quantify the improvement	October/November
10 Celebrate the changes, report the improvements to staff	October
11 Identify the next project and begin the cycle of continuous improvement again	November
12 Create an overall County performance dashboard based on strategic direction	October
13 Set up department / facility specific quality boards that support the Lean projects happening at the site and how they support the County's direction	November
15 Train six to ten staff members as Lean Yellow / Green Belts so that the County does not have to rely on outside contractors to support/drive change in the County	2015
16 Create a comprehensive three year Lean transformation program with quantifiable goals and milestones	November 2014

Proposed opportunity	Evaluation of Opportunity		Timetable for completion	Assigned responsibility
	PACE	Comment		
	benefit	ease of implementation		
<b>Procurement</b> <b>Staff Identified Opportunities</b> 1 Amalgamation of approvals - Director of Corporate Services 2 Delegate authority to managers 3 RFP/RFQ process a Standardize the ads b Training on writing a Terms of Reference/managers involvement c Check list for Terms of Reference d Template - What applies ( sections highlighted not to be altered) e Templates on Intranet and available to staff f Improve tracking of evaluation process ( scoring systems, etc.) g WSIB and insurance to be included in submission upfront h Do we need printed documents 4 Contracts a Train managers on contract development/content/requirements and create standardized requirements b Check with legal on scanning/signatures on contracts 5 Investigate Banking threshold 6 lcompass sign-off tool - investigate 7 Automate process	L M  H H H H M M H H  H H  H H  H	H H  H M M M M H H  M H  M L	Completed July 2014 30-Oct-2014  Completed July 2014 31-Oct-2014 30-Sep-2014 30-Sep-2014 30-Sep-2014 30-Sep-2014 Completed July 2014 Completed July 2014  31-Oct-2014  Completed July 2014  31-Aug-2014 30-Sep-2014 PAP opportunities finalized July 20, 2014  Will research other opportunities for streamlining	MVB/KP  SB/NE MV/SB/NE NE IT Finance  SB/NE  MVB/SB/NE David Millard SB/NE  Finance/IT
<b>Consultant Identified Opportunities</b> 1 Measure baseline against the mapped processes to identify the biggest opportunities for process improvement. 2 Reduce the redundant process steps to open up staff time to support other LEAN projects. 3 County Lean Yellow/Green Belts could be created from this department and they would help the other business units become more efficient 4 Once processes are streamlined , identify if there are further cost reductions resulting from faster payment 5 Review the Long Term Care home food ordering and cost process 6 Create stronger VOC component within the admin. Office How does the County know it is doing the right things for the taxpayer...surveys and phone calls to identify opportunities to increase value for services 7 Time freed up could be redeployed to support the smaller regions of the County in their admin activities, more of a central hub-for-hire model. This additional work would be added through the identified process improvement capacity created that carries no new cost burden to the County.	H   H  L L	H   L M L	31-Aug-2014  Ongoing  Budget 2015 Review 31-Oct-2014 30-Sep-2014 Revisit this opportunity in 2015  resources must first be redeployed internally to facilitate work being completed in a more timely manner and all County	MVB/SB/NE MVB/SB MVB/KP SB/NE JS/TM/MVB/SB

Proposed opportunity	Evaluation of Opportunity			Timetable for completion	Assigned responsibility
Paramedic LOGISTICS	PACE		Comment		
	benefit	ease of implementation			
<b>Logistics</b>					
<b>Staff Identified Opportunities</b>					
1 Track inventory in and out of Stations	H	L	must have "by in "from staff & accurate data	30-Nov-2015	Dave G
2 Re-evaluate Station and Stock room stock to current needs and volumes (staff input)	H	M	data from FPS stats and staff required	30-Dec-2014	Rob/Andy/Dave G
3 Eliminate the KGH Paramedic Stock and Supplies and relocate to Stations	M	H	FPS equipmnet removed, Drug locker to be reevaluated	30-Oct-2014	Rob/Andy
4 Increase stock at the Core and standby restocking Station (Palace Rd)	H	M	3 month evaluation of stock use	30-Nov-2014	Rob/Andy
5 Label stock bins with MIN and MAX amounts	H	L	to be done after 3 month evaluation above	30-Dec-2014	Rob/Andy
6 Change Logistics hours to maximize day and less over lap of 2 personnel	H	M	schedule to be worked out for 10 hour day with less overlap of logistics perosnnel	30-Dec-2014	HR/PC/DG
7 Post signage in Stations with Stock item similar to Fortune Cres Stock Room	M	H	signs to be purchased and installed	30-Sep-2014	Rob/Andy
8 Use re order bins where possible (clear bins with LINE)	M	L	Must have bins designed and manufactured	30-Dec-2014	Rob/Andy
9 Provide 2nd logistics vehicle with stock and tools (next surplus Ambulance)	H	M	surplus Ambulance March 2015	30-Mar-2015	PC/DG
10 Track expired items from each Station vs entire service	M	L	purchase and label bins for Fortune	30-Sep-2014	Rob/Andy
11 Electronic Inventory control with Paramedic staff operating input	H	M	Proposed to be included in 2015 budget	30-May-2015	PC/MV/DG
12 Regular pickup of dirty items at KGH and clean them by FPS Logistics	H	M	Must analyze need for proper cleaning area at Fortune	30-Nov-2014	Rob/Andy
13 Stock Logistcis truck with all supplies required for the station	H	L	impracticle for current vehicel configuration and size.		
<b>Consultant Identified Opportunities</b>					
1 Reduce travel throughout the county by corodintaion in the am with Supervisors and Logtsics. (Note: Time Management Sheets were completed during the opening of Robertsville, which had an exception high amount of kms travelled)	H	H	on going information shared between supervisors and logistics is already in place and does reduce travel time	already in place	Sups/DG/Rob/Andy
2 Daily huddles with Supervisors/ Dave G and Logistcs to coridinate needs	H	L	already In place as of 2009	already in place	Sups/DG/Rob/Andy
3 Kanbans bins	M	H	We do not have space in our stations for this dual stock and dual bin process		
4 Reevalutate stock	H	M		30-Nov-2014	Rob/Andy
5 Logistics Truck reconfigured to hld stock and be ready 24/7 to stock stations	H	M	impracticle for current smaller vehicel configuration and size.		
6 Reduce Stock at KGH Paramedic Lockers / storage	M	L	FPS equipmnet removed, Drug locker to be reevaluated	30-Oct-2014	Rob/Andy
7 Clean the Paramedic equipment left at KGH by FPS staff	M	L	Must create proper cleaning area at Fortune	30-Nov-2014	Rob/Andy
8 Building Maintenance continues and enhances	M	M	additional vehicle/tools and different HR schedule	30-Dec-14	HR/DG/PC
9 Paramedics are included in what stock and levels they require at Station	H	M	currently call supervisors when stock required	30-Dec-14	Rob/Andy
10 Expired stock tracked for each Station	M	L	purchase and label bins for fortune	30-Sep-14	Rob/Andy
11 Reevauate the "restocking standby stations" for stockv usage and requirements	H	H	3 month evaluation of stock use	30-Oct-14	Rob/Andy
12 No elecotnic system to be purchased	L	L	2 options were offered by staff: a) Operative IQ b) dispensing of equipment machine		??



**REPORT 2014-132**

**RECOMMEND REPORT TO COMMITTEE OF THE WHOLE**

**To:** Warden and Council Members of the County of Frontenac

**From:** Kelly J. Pender  
Chief Administrative Officer

**Prepared by:** Kelly J. Pender  
Chief Administrative Officer

**Date prepared:** August 27, 2014

**Date of meeting:** September 3, 2014

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**Re:** **Corporate Services – County of Frontenac  
Strategic Goals Implementation Plan**

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**Recommendation**

**WHEREAS** in January 2014 County Council engaged Performance Concepts to assist with the process of developing goals for the balance of its term and for the 2015-18 term;

**WHEREAS** on May 15, 2014 Council approved three goals resulting from this initiative;

**WHEREAS** an implementation plan is deemed necessary to ensure that Council direction is carried out by County administration;

**NOW THEREFORE** Committee of the Whole recommends to County Council that the Strategic Goals – Implementation Plan presented by staff on September 3, 2014 be approved in principle;

**AND FURTHER** that staff be directed to continue with the implementation plan as presented up to the Council decision points noted in the plan, including funding support as indicated.

**Background**

In early January of 2014, Frontenac County Council began working with Performance Concepts to assist with the development of goals for the balance of the 2010-14 term and the 2015-18 term. The process involved a series of one-on-one interviews with

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Recommend Report to Committee of the Whole  
Corporate Services – County of Frontenac Strategic Goals Implementation Plan  
September 3, 2014

Page 1 of 3

Council and senior staff, plus meetings with our four member municipal Councils and culminated in a public meeting held on May 15, 2014.

On June 18, 2014 County Council approved the following three goals:

**Goal #1: Meeting the Aging Tsunami Challenge for Frontenac Seniors by:**

- ✓ Addressing the existing gap in Seniors Transportation by ensuring 100% of Seniors receive a timely, affordable ride to scheduled medical appointments (when requests received in a timely fashion) – to be accomplished by the end of the 2015-18 term of Council.
- ✓ Addressing the existing gap in Seniors Affordable Housing stock by leveraging and/or funding the construction of a project in each of the four Frontenac Townships – to be accomplished by the end of the 2015-18 term of Council.

**Goal #2: Meet the emerging “post landfill” Solid Waste Management challenge for Frontenac residents:**

- ✓ Coordinate the establishment of a “Made in Frontenac” position and financial plan to be executed by the end of the current Council term, to inform the Eastern Ontario Wardens Caucus on solid waste management solutions, including energy-from-waste.
- ✓ Frontenac’s position will be supported by technical data and financial planning in collaboration with local municipalities.

**Goal #3: Respect for the taxpayer and focused economic development:**

- ✓ Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority, Council will develop a long term financial plan that is sustainable.
- ✓ Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County.

**Comment**

The County of Frontenac Strategic Goals Implementation Plan is attached as Appendix A to this report.

As implementation proceeds, the following principles will be utilized as a filter for decision making:

- The County role will generally be to act as a quarterback for implementation, not as a primary delivery agent
- Community consultation and engagement is a necessary component for any municipal implementation plan
- Sustainability principles will be applied to all projects
- Partnerships should be supported by written agreements that clearly define roles and expectations

- Business approaches and business planning will be utilized for all projects, with all costs fully documented and explained and results tracked and reported
- Regional collaboration with member and partner municipalities<sup>1</sup>, the Eastern Ontario Wardens' Caucus (EOWC) and/or across the Province will result in efficiencies that should be considered
- Best practices will be research, evaluated and considered
- Transparency and accountability are the foundation of effective municipal governance

While the strategic priorities established by Council will have various lifecycles and impact, this report will primarily focus on the actions to be completed in the 2015-18 term of Council.

### **Sustainability Implications**

### **Financial Implications**

Potential costs are listed in Appendix A under Resources.

### **Organizations, Departments and Individuals Consulted and/or Affected**

Marian VanBruinessen, Director of Corporate Services/Treasurer  
Paul Charbonneau, Chief, Director of Emergency & Transportation Services  
Joe Gallivan, Manager of Sustainability Planning  
Anne Marie Young, Manager of Economic Development  
Alison Vandervele, Communications Officer

# County of Frontenac

Strategic Goals  
Implementation Plan

Version #	Date
For Council Review	Sept 3, 2014



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## Introduction

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In early January of 2014, Frontenac County Council began working with Performance Concepts to assist with the development of goals for the balance of the 2010-14 term and the 2015-18 term. The process involved a series of one-on-one interviews with Council and senior staff, plus meetings with our four member municipal Councils and culminated in a public meeting held on May 15, 2014.

On June 18, 2014 County Council approved the following three goals:

**Goal #1: Meeting the Aging Tsunami Challenge for Frontenac Seniors by:**

- ✓ Addressing the existing gap in Seniors Transportation by ensuring 100% of Seniors receive a timely, affordable ride to scheduled medical appointments (when requests received in a timely fashion) – to be accomplished by the end of the 2015-18 term of Council.
- ✓ Addressing the existing gap in Seniors Affordable Housing stock by leveraging and/or funding the construction of a project in each of the four Frontenac townships – to be accomplished by the end of the 2015-18 term of Council.

**Goal #2: Meet the emerging “post landfill” Solid Waste Management challenge for Frontenac residents:**

- ✓ Coordinate the establishment of a “Made in Frontenac” position and financial plan to be executed by the end of the current Council term, to inform the Eastern Ontario Wardens caucus on solid waste management solutions, including energy-from-waste.
- ✓ Frontenac’s position will be supported by technical data and financial planning in collaboration with local municipalities.

**Goal #3: Respect for the taxpayer and focused economic development:**

- ✓ Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority, Council will develop a long term financial plan that is sustainable.
- ✓ Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County.

The three goals are intended to focus the efforts of Council and administration on projects and outcomes that will address service issues for County residents.

It is understood that this implementation plan will be a living document that will evolve and progress as decisions are made or course corrections are required. It is further understood that as goals are achieved, Council will adopt new goals and the process of improving the quality of life for our citizens will continue.

For the purpose of this report, implementation will be discussed within a **SMART** framework, whereby goals are considered to be:

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress.
- *Assignable* – specify who will do it.
- *Realistic* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved.

Each of the three goals was designed to be as specific as possible. They were vetted by County Council, our member municipalities and by citizens during a public meeting. The implementation plan builds upon existing partnerships, programs and services and principles expressed during the process.

This graphic illustrates the planning hierarchy for the County with the implementation of strategic priorities as being a key component of establishing the direction of the municipality. It is a logical extension of the Long Range Financial Plan and a lead into Business Plans and Budgets.



The County of Frontenac team assembled to lead the implementation process consists of the following:

Marian VanBruinessen  
Director of Corporate Services/Treasurer

Paul Charbonneau  
Chief/Director of Emergency & Transportation Services

Joe Gallivan  
Manager of Sustainability Planning

Anne Marie Young  
Manager of Economic Development

Alison Vandervelde  
Communications Officer

Kelly Pender  
Chief Administrative Officer

## Principles

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As implementation proceeds, the following principles will be utilized as a filter for decision making:


- The County role will generally be to act as a quarterback for implementation, not as a primary delivery agent
- Community consultation and engagement is a necessary component for any municipal implementation plan
- Sustainability principles will be applied to all projects
- Partnerships should be supported by written agreements that clearly define roles and expectations
- Business approaches and business planning will be utilized for all projects, with all costs fully documented and explained and results tracked and reported
- Regional collaboration with member and partner municipalities<sup>1</sup>, the Eastern Ontario Wardens' Caucus (EOWC) and/or across the Province will result in efficiencies that should be considered
- Best practices will be research, evaluated and considered
- Transparency and accountability are the foundation of effective municipal governance

While the strategic priorities established by Council will have various lifecycles and impact, this report will primarily focus on the actions to be completed in the 2015-18 term of Council.

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<sup>1</sup> Member municipalities are the four local municipalities in Frontenac County. Partner municipalities extend beyond the boundaries of Frontenac County to include any municipality where collaboration and partnership is possible.

Goal #1: Seniors Issues

	<p><b>Meeting the Aging Tsunami Challenge for Frontenac Seniors by:</b></p>	
<ul style="list-style-type: none"> <li>✓ Addressing the existing gap in <u>Seniors Transportation</u> by ensuring 100% of Seniors receive a timely, affordable ride to scheduled medical appointments (when requests received in a timely fashion) – to be accomplished by the end of the 2015-18 term of Council.</li> <li>✓ Addressing the existing gap in <u>Seniors Affordable Housing</u> stock by leveraging and/or funding the construction of a project in each of the four Frontenac townships – to be accomplished by the end of the 2015-18 term of Council.</li> </ul>		
<p><b>Discussion:</b></p> <p>Issues surrounding seniors is a common theme running through County of Frontenac documents, including the Strategic Plan, Official Plan and Directions for Our Future. The demographic makeup of our community is aging faster than the rest of Ontario and addressing the needs of seniors will help build and maintain the health of our population.</p> <p><b>SENIORS TRANSPORTATION:</b> Work completed to date includes partnerships with the local Community Health organizations for the delivery of transportation services and an initial scan of best practices.</p> <p><b>SENIORS AFFORDABLE HOUSING:</b> Completion of the <i>Seniors Housing Pilot Study</i> (more information: <a href="http://www.frontenacounty.ca/en/corporate/StudiesandProjects.asp">http://www.frontenacounty.ca/en/corporate/StudiesandProjects.asp</a>), the work of the Senior’s Housing Task Force and the award of a contract for the development of a housing business plan has begun the process of developing a business plan for a seniors housing project for the village of Marysville on Wolfe Island.</p>		
<p style="text-align: center;"><b>Partners</b></p>		<p style="text-align: center;"><b>Role</b></p>
<p>Frontenac Community Services Corporations (2)</p>		<p>Current delivery agency for transportation</p>

City of Kingston		Delivers housing services to Frontenac County			
Potential for private sector partners		Funding and/or management of housing projects			
Potential for non-profit partner(s)		Funding and/or management of housing projects			
Potential for funding from senior level government funding agencies (project will need to conform to funding requirements of the agency)		Funding			
ID	Task	Assigned	Resources	Measured	Completed by
<b>Transportation</b>					
T1	Work with existing providers to develop a baseline of current ridership and assessment of future needs	County Planning & Economic Development Staff	Internal Resources	As a % of total seniors population	January 2015
T2	Survey seniors in 2015 to identify the percent of seniors who are not receiving timely, affordable rides to scheduled medical appointments. Survey to include a question regarding the amount expected to be paid and the challenges identified in T1	County Planning & Economic Development Staff	\$7,500	% Complete	May 2015
T3	Review T1 and T2 Outcomes and Consider Implementation Strategy – <b>Council decision point</b>	Council	TBD	TBD	TBD
T4	Commission a study to examine current state, best practices and evaluate options – building upon recent work of Rural Ontario Institute on coordinated rural transportation options.	County Planning & Economic Development Staff + External transit planner	\$'s TBD	% Complete	September 2015
T6	Monitor future ridership and report against the 100% target identified in the goal.	County Planning & Ec Dev Staff + Delivery Partners	TBD	% of Target	October 2018
<b>Housing</b>					
H1	Complete Business Plan for Frontenac Islands (Marysville Project) - Commissioning of Plan Approved by Council <sup>2</sup>	Planning Staff and CAO	External Consultant (\$20-25k)	% Complete	Fall 2014
H2	Consider Frontenac Islands (Marysville Project) – <b>Council decision point</b>	County Council + Frontenac Islands Council	TBD	% Complete	TBD

<sup>2</sup> Study is underway for Frontenac Islands – Marysville project. Anticipated completion date is October 15/14

<b>H3</b>	Consider future housing projects – <b>Council decision point</b>	Council + Affected Partner Municipalities	TBD	One additional project in each municipality % Complete	TBD
<b>H4</b>	Monitor and report results of housing projects	County Planning & Ec Dev Staff + Delivery Partners	TBD	% of Target	October 2018

**Reference:**

Housing Study, SHS Consulting

Growth Study, Watson and Associates

County Official Plan

Transportation Study

Rural Ontario Institute, *Towards Coordinated Rural Transportation: A Resource Document* (August, 2014)

## Goal #2: Solid Waste Management



### Meet the emerging “post landfill” Solid Waste Management challenge for Frontenac residents:

- ✓ Coordinate the establishment of a “Made in Frontenac” position and financial plan to be executed by the end of the current Council term, to inform the Eastern Ontario Wardens caucus on solid waste management solutions, including energy-from-waste.
- ✓ Frontenac’s position will be supported by technical data and financial planning in collaboration with local municipalities.

**Discussion:**

It is recognized that the days for landfill operations in Frontenac County and Ontario are coming to an end and that municipalities are facing an economic cliff with respect to the cost of closure, ongoing monitoring and ultimately finding an alternative solution to landfills.

Our ability to address this issue will define our ability to address complex issues on a County/Regional basis.

Partners	Role
Area municipalities – in particular the Public Works Managers’ Committee (Manager of Sustainability Planning currently participates on this Committee)	Coordination and recommendations
Eastern Ontario Wardens’ Caucus	Research, lobbying efforts and leadership
Association of Municipalities of Ontario	Research and lobbying

ID	Task	Assigned	Resources	Measured	Completed by
LF1	Area municipalities to receive and review report from the Public Works Managers (PWM) regarding waste management.	Manager of Sustainability Planning & PWMs	TBD	TBD	TBD by PWMs
LF2	<b><i>Council decision point</i></b>				
LF3	Work with the EOWC and PWM to host a symposium on the future of landfills and post landfill solutions.	CAO, PWM Committee and Ec Dev Staff	TBD	TBD	Early in Council 2015 term
LF4	Technical report by PWM/County/EOWC regarding options and recommendations	PWM/County/EOWC	TBD	TBD	Early in Council 2015 term
LF5	Develop a policy framework and reserve strategy aimed at the costs associated with post landfill waste management	CAO/Treasurer, PWM Committee	Internal	% Complete	Early in Council 2015 term As part of LRFP
LF6	Implementation – <b><i>Council decision point</i></b>	Councils	TBD	TBD	Fall 2015

**Reference:**

Growth Study, Watson and Associates  
EOWC Environmental Services Report

### Goal #3: Prudent Financial Management and Focused Economic Development

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#### Respect for the taxpayer and focused economic development:

- ✓ Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority, Council will develop a long term financial plan that is sustainable.
- ✓ Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County.

**Discussion:**

**FINANCIAL PLANNING:** The economic future of Frontenac County must be addressed in a comprehensive and coordinated manner. As an initial step, Council is committed to developing a long range financial plan (LRFP) based upon six principles:

- A long term vision expressed through a strategic plan
- Recognition of existing contracts & obligations
- Asset management planning
- Effective use of revenue sources, including taxes, user fees, grants and borrowing
- Service delivery review and continuous improvement
- Business planning and sound operating budgets

The development of a LRFP plan was also recommended by our Auditor and KPMG through the Service Delivery and Organizational Review (SDOR) process.

LRFP is a planning tool that provides Council with the ability to set policy frameworks, analyze options and smooth out tax spikes.

**ECONOMIC DEVELOPMENT:** The time for studies and consultants is over. It is now time to take action towards building community capacity and growing our economy. The attached graphic “**Schedule A**” illustrates the building blocks for moving forward. The principles proposed are as follows:

- The County role in economic development is as a partner, facilitator and where appropriate supporting infrastructure investment
- By developing partnerships with agencies that are already working on the ground we will be able leverage resources
- The County will support EOWC and Provincial economic development initiatives
- Results should be measured and reported
- Results need to be examined and evaluated for success over the short-term, medium-term and long-term
- Community consultation needs to be regular, substantive and sustained.

**RATIONALIZE COSTS BETWEEN TOWNSHIPS AND COUNTY:** The efficient use of resources (labour, materials and contracts) is in the best interest of our member municipalities and the County. Building upon the recommendations contained in the SDOR, the CAO committee has been charged with reviewing existing service delivery and making recommendations on the potential for shared service delivery. In keeping with the SDOR recommendation, shared services should be delineated by an agreement.

Partners	Role
<b>Long Range Financial Plan</b>	
County Auditor	Review/comment on LRFP
External Agencies (City, Health Unit, Library, Province)	Funder and/or service provider
Member municipalities	Shared service opportunities
Partner municipalities – Leeds & Grenville, Lanark, Lennox & Addington	Cross boarder and shared service opportunities
<b>Economic Development</b>	
Land O' Lakes Tourist Association	Tourism marketing and events
Frontenac Community Futures Development Corporation	Business loans, business education/skills development + linkages to banking industry
Frontenac Arch Biosphere	Marketing/Promotion
RTO 9/11	Regional Tourism Marketing
Cataraqui Region Conservation Authority	Trails and Marketing
City of Kingston and KEDCO	Economic Development and Regional Growth
Stewardship Foundation	Promotion, marketing, projects
Member Municipalities	Service delivery
<b>Rationalize Costs</b>	
Member Municipalities	For local service delivery options
Eastern Ontario Municipalities (EOWC)	For regional service delivery options
City of Kingston	Shared service agreements

ID	Task	Assigned	Resources	Measured	Completed by
<b>Long Range Financial Planning</b>					
FP1	Develop a framework for Long Term Financial Planning	CAO & Treasurer	Internal, Auditor, Public Sector Digest	% Complete	Fall 2014/Early 2015
FP2	Adoption in Principle – <b>Council decision point</b>		Internal	% Complete	Early 2015
FP3	Develop and monitor LRFP Scorecard	CAO & Treasurer	Internal	TBD	Spring 2015
FP4	Ongoing assessment and environmental scan	CAO & Treasurer	Internal	TBD	Ongoing
<b>Economic Development and Revenue Generation</b>					
ED1	Meet with partner agencies to develop a “framework” for regional economic development	CAO & Mgr of Ec. Dev.	Internal	% Complete	Feb 2015
ED2	Prepare an Economic Development Charter	Partners & Mgr of Ec Dev	Internal	% Complete	March 2015
ED3	Review by Council – <b>Council decision Point</b>		Internal	Complete	March 2015
ED4	Develop Partnership Agreements	CAO & Mgr of Ec Dev	TBD	% Complete	Fall 2015
ED5	Measure & Report	Mgr of Ec Dev	TBD	TBD	Ongoing
<b>Rationalize Costs</b>					
RC1	CAO Committee to provide initial report	CAOs	TBD	% Complete	Fall 2015
RC2	Implementation of shared service delivery options - <b>Council decision point</b>				
RC3	Regular assessment of shared service agreements				

**Reference:**

Service Delivery and Organizational Review, KPMG  
Growth Study, Watson and Associates  
EOWC Economic Development Study

## Recommendation

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**Whereas** in January 2014 County Council engaged Performance Concepts to assist with the process of developing goals for the balance of its term and for the 2015-18 term;

**Whereas** on May 15, 2014 Council approved three goals resulting from this initiative;

**Whereas** an implementation plan is deemed necessary to ensure that Council direction is carried out by County administration;

**Now Therefore** Committee of the Whole recommends to County Council that the Strategic Goals – Implementation Plan presented by staff on September 3, 2014 be approved in principle;

**And Further** that staff be directed to continue with the implementation plan as presented up to the Council decision points noted in the plan, including funding support as indicated.



**MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE  
May 7, 2014**

A meeting of the Committee of the Whole was held in the County Board Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, May 7, 2014 at 9:00 AM

**PRESENT:** Warden Bud Clayton, Deputy Warden Denis Doyle, Councillors Gary Davison, John Purdon, John McDougall, Janet Gutowski and John Inglis

**REGRETS:** Councillor David Jones

**ALSO PRESENT:** **County:** Kelly Pender, Chief Administrative Officer; Marian VanBruinessen, Director of Corporate Services/Treasurer; Jannette Amini, Manager of Legislative Services/Clerk,  
**Media:** Jeff Green, The Frontenac News and Elliot Ferguson, The Kingston Whig Standard.

**1. CALL TO ORDER**

The Chair called the meeting to order at 9:03 a.m.

**2. ADOPTION OF AGENDA**

Moved By: Councillor Gutowski  
Seconded By: Councillor Purdon

**THAT** the agenda for the May 7, 2014 Committee of the Whole Meeting be adopted.

**CARRIED**

**3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

The Chair requested the Recording Secretary to make note in the minutes that no members of the committee disclosed any pecuniary interests.

**4. DEPUTATIONS AND/OR PRESENTATIONS**

There were none.

**5. REPORTS**

**i. 2014-081  
Corporate Services  
Reserve and Reserve Funds**

Moved By: Councillor Gutowski  
Seconded By: Warden Clayton

**RESOLVED THAT** Council adopt the following reallocations of the reserves as follows:

- Strategic Planning goals –**\$2.1M** as follows:
  - \$100,000 allocated to Waste Management Planning
  - \$1.5M allocated to Seniors Projects
  - Econ Dev \$500,000
- Capital Asset Management requirements - **\$200,000**
- Capital Commitments under cost sharing agreements –**\$340,000**
- Frontenac Renovates allocations - **\$380,000**
- Land Acquisition Trails –**\$30,000**
- Future CIPs – **\$154,000**
- Cheerio Project – **\$100,000**

**CARRIED**

Committee members reflected back on the Strategic Planning session and felt that the third WIG was to focus more on financial controllership with Economic Development playing a minor role. Staff did advise that the suggestions in the report were to be guidelines and not a presumption of how Council wishes to move ahead.

The question was raised about the need to contribute towards capital costs for City of Kingston facilities as this has not been the practice in the past. Staff advised that this is identified in the cost sharing agreement between the County of Frontenac and the City of Kingston although the City has not pushed for this in the past. The City is looking at a 10 year Capital Plan and once complete, the County will have a better understanding of the amounts that will be requested by the City.

The topic of seniors housing was discussed and it was clarified that this allocation is for apartment style housing for seniors and not long term care. There are many models to look at; however there needs to be funds set aside that can be used as seed money to leverage development whether by the municipality or as a private development. Through discussions at the RULAC meeting last Monday, the City of Kingston is prepared to assist in this matter.

The Committee reviewed the following areas within the report:

**A) Strategic Planning goals – allocation of \$2.1M**

Waste Management

The Committee recognized the importance of post landfill on future growth and development in the County. It was suggested at the Strategic Planning session that the County could be the catalyst to get this issue in front of the EOWC who will then coordinate with other municipalities. Staff noted that the EOWC is working on waste management and looking across Eastern Ontario including single tier municipalities and this allocation of funds identifies support for this discussion. It was noted that at present, the Township Public Works Managers are meeting to look at more efficient ways of dealing with this waste, including collaboration to help reduce costs; however this is dealing with landfill and the County Strategic Plan was to look at post landfill and to generate discussions around this issue at the EOWC.

The Committee felt that \$100,000 allocated towards Waste Management Planning would be sufficient.

Seniors Issues

The \$1.5M noted in the report is the result of the motion put forward by Councillor McDougall in 2013. There needs to be work done at the Seniors Housing Task Force in order to determine what seniors housing will look like and how the County will be involved.

Economic Development

There was a discussion around what the intent of this WIG was as the Committee felt the discussion was for the County to focus on fiscal responsibility and that economic development played a small part.

The Committee felt that \$500,000 should be allocated to Economic Development.

**B) Accessibility – no allocation provided**

It was noted that the County currently allocates \$10,000 annually to the budget for Accessibility. Staff reviewed the pending Design of Public Spaces Standard that comes into force January 1, 2016 for municipalities; however the only effect of that on the County would be the Trails. As such, this was removed from any allocations.

**C) Capital Asset Management requirements – allocation of \$200,000**

It was noted that the Capital Asset Management Plan identified an annual shortfall in the allocation to the replacement reserves of \$851,000. Minimum of \$380,000 was suggested in the staff report for land ambulance bases and Fairmount Home; however the Committee may also wish to consider other amounts for County assets such as vehicles etc. The Committee felt that \$200,000 should be allocated to Capital Asset Management requirements.

**D) Capital Commitments under cost sharing agreements – allocation of \$340,000**  
Given that the County has no control over this, the \$340,000 allocation remained.

**E) Frontenac Renovates allocations – allocation of \$380,000**  
The Committee discussed the benefit of this program to the County and the amount that is used by County residents.

**F) 150<sup>th</sup> Anniversary consideration – no allocation provided**  
It was noted that a grant application has been submitted to the Building Communities Through Arts and Heritage Fund and the 150<sup>th</sup> Anniversary Planning Advisory Committee had developed a Central Showcase that would cost \$256,000 which incorporates this grant funding; however it will not be known until late July if the County will be successful with this application.

It was decided that this item was to be removed from the list.

**G) Land Acquisition Trails – allocation of \$30,000**  
The Committee supported this allocation.

**H) Future CIPs – allocation of \$154,000**  
The Committee agreed in the value of the CIPs and it was agreed that this item would remain at \$154,000 and allocated in future budgets. It was suggested that this be taken from the Federal Gas Tax and staff noted the new FGT agreement will be coming forward to County Council in May, with one change being that municipalities now have 5 years in which to spend the money as opposed to 3 which allows for more flexibility; however the Trail is also supported through the FGT and no dollars from this reserve discussion have been allocated to the Trail as it comes from FGT.

**I) Cheerio Project – allocation of \$100,000**  
The Committee discussed and agreed that this would remain. It was noted that the Sustainability Advisory Committee is also hoping that a model will be developed that does not see municipalities putting all of the funding into this.

**J) Official Plan – no allocation provided**  
The Committee felt that land banking is not a County responsibility and there was no consensus from the Committee to creating and providing an allocation to a separate reserve fund for source water protection as there are existing reserves if needed.

ii. **2014-082  
Corporate Services  
Draft Integrated Community Sustainability Plan (ICSP) Community  
Partnership Agreement**

Moved By: Councillor Gutowski  
Seconded By: Councillor Purdon

**RESOLVED THAT** the Council of the County of Frontenac approve the 2014 version of the ICSP Community Partnership Agreement;

**AND FURTHER THAT** the Council of the County of Frontenac approve the list of recipients presented in this report for the ICSP Community Partnership Agreement.

**CARRIED**

It was pointed out that the correct name for the Friends of Big Sandy Bay is Big Sandy Bay Stewardship and that this should be reflected on the agreement.

The topic of replacing the word “sustainability” to “resilience” was discussed and staff is aware of the focus now being more on the word “resilience”

The Committee was supportive in moving this forward but agreed that in the future, both the process and wording needs to be looked at more closely.

**6. RISE AND REPORT**

Moved By: Councillor Inglis  
Seconded By: Warden Clayton

**THAT** the Committee of the Whole rise;

**AND FURTHER THAT** the report of the Committee of the Whole Council be forwarded to County Council for Adoption.

**CARRIED**

**7. COMMUNICATIONS**

**Minutes of Committee of the Whole Meeting held April 2, 2014**

The minutes were amended to note that the SDOR recommendations should reflect that staff will report bi-monthly to Committee of the Whole not bi-annually as currently noted.

- 8. NOTICE OF MOTION**
- 9. OTHER BUSINESS**
- 10. PUBLIC QUESTION PERIOD**
- 11. ADJOURNMENT**

Moved By: Councillor Doyle  
Seconded By: Councillor Purdon

**THAT** the meeting be hereby adjourned at 11:39 a.m.

**CARRIED**



## LIMESTONE DISTRICT SCHOOL BOARD

Postal Bag 610, 220 Portsmouth Ave., Kingston, ON., K7L 4X4  
T: 613-544-6920 | Toll Free: 1-800-267-0935 | TTY: 613-542-8526 | F: 613-544 6804  
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July 7, 2014

Kelly Pender  
Chief Administrative Officer  
County of Frontenac  
2069 Battersea Road  
Glenburnie, ON K0H 1S0

Dear Mr. Pender,

**Re: Sale of Limestone DSB Former School Property**

The Limestone District School Board (DSB), in accordance with Ontario Regulation 444/98 - Disposition of Real Property, has approved the sale of a property not required for the purposes of the Board. The property in question is described as follows:

The former Hinchinbrooke Public School building and property located at 1021 Long Lake Road, in Parham, Ontario. The site is approximately 5.28 acres in area and the building is approximately 13,870 square feet in area.

The Limestone DSB is required to offer real property for sale to the following organizations in accordance with section 3. (1) of Ontario Regulation 444/98:

- Conseil des ecoles publiques de l'Est de l'Ontario
- Algonquin and Lakeshore Catholic District School Board
- Conseil des ecoles catholiques du Centre-Est
- St. Lawrence College
- La Cite collegiale - Ottawa
- Queen's University

Laurie French – Chair | Brenda Hunter - Director of Education and Secretary | Paul Babin – Treasurer

*Our Students, Our Future*

- Ontario Infrastructure and Lands Corporation
- Township of Central Frontenac
- County of Frontenac
- Public Works and Government Services Canada

If your organization is interested in acquiring either of the properties listed above, a reply at your earliest convenience would be appreciated. If the Limestone District School Board does not receive a written offer from your organization within 90 days of the date of this letter, it will be assumed that you do not have any interest in these properties.

Should you have any questions regarding any of the above, please do not hesitate to contact me.

Yours truly,



Paul Babin,  
Superintendent of Business Services  
And Treasurer of the Board

c.c. Wayne Toms, Manager of Planning and ITS  
File

Laurie French – Chair | Brenda Hunter - Director of Education and Secretary | Paul Babin – Treasurer

*Our Students, Our Future*