



**Committee of the Whole – Regular Meeting  
February 5, 2014 – 9:00 a.m.  
The Frontenac Room, 2069 Battersea Road, Glenburnie, ON**

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**AGENDA**

Page

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

3-13

- a) Mr. Ernest Lapchinski, Management Committee and Chair of the Building Committee, Pine Meadows Nursing Home, will address the Committee of the Whole regarding a request for funding from the County of Frontenac.

- 5. CLOSED MEETING**

- a) As authorized under Section 239 of the Municipal Act to consider:
  - a) labour relations regarding advice that is subject to solicitor-client privilege. County Solicitor Mark Mason, Hicks Morley, will be in attendance.
  - b) Employee negotiations regarding contract negotiations with CUPE 2290

[Addenda]

- 6. REPORTS**

- a) Consideration of applications submitted for appointment to the Sustainability Advisory Committee (2 Appointments)  
[Applications distributed separately from the agenda.]
- b) Integrated Accessibility Standards Regulation (IASR)  
Council Training Session

Ms. Amini, Manager of Legislative Services/Clerk, will facilitate this training session.

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**6. REPORTS**

- 14-18**      c)      Continuation of Budget Meeting Deliberations
- Closed Session  
                 As authorized under Section 239 of the Municipal Act to consider:
- a) Labour Relations - as it relates to current service and staffing levels

[Budget Material](#)

- 19-28**      [Addenda]
- d)      2013-026  
                 Corporate Services  
                 2014 DRAFT Budget Reserve Discussion

[Addenda]

**7. RISE AND REPORT**

**8. COMMUNICATIONS**

- 29-36**      a)      Minutes of the January 8, 2014 Committee of the Whole Meeting.

**9. NOTICE OF MOTION**

**10. OTHER BUSINESS**

**11. PUBLIC QUESTION PERIOD**

**12. ADJOURNMENT**

# Pine Meadow Nursing Home (PMNH)

Presentation to County Council,  
February, 2013



# Who are we

- 60 bed “B” class facility
- Built 1993 with community/provincial funds
- Not for profit
- Governance:  
owned and operated by the Community through  
Land O’Lakes Community Service and a Pine  
Meadow Nursing Home Management  
Committee
- Received MOH approval to upgrade to class “A”  
and proceeding with plan this Spring

# PMNH

- 21 of our clients come from Frontenac County, 9 from city of Kingston, 6 from North Frontenac, 5 from Central Frontenac, 1 from South Frontenac (at present but changes)
- Most clients from area wish to stay in area
- Community Care Access Centre (CCAC) has 90% plus of clients requesting PMNH as 1<sup>st</sup> choice
- It is on behalf of these folks we are here today

# PMNH – An Excellent Track Record

- Satisfaction Rating – rated highest of 11 nursing homes surveyed
- Accreditation
  - consistently accredited

Selected by Ministry of Health & Long Term Care (MOH) to work with Minimum Data Set/ Resident Assessment Instrument (MDS/RAI)

# It takes a team to care

- Pine Meadow plays an important role in providing quality of life and well-being to some of the Frontenac's frailest elderly.
- Each member of our dedicated staff ensures a caring and safe home for all.
- *It is critical that County Council understand the importance of adequate and fair funding and thereby fulfilling their end of our already established team.*
- Support to hospitals cost approximately \$1200/day whereas cost for long term care costs approximately \$110/day – amazing value for the money!

# PMNH

- **2010 was a transformative year for Long Term Care in Ontario**
- **With the implementation of a number of major government initiatives that significantly impacted Pine Meadow**
- **The proclamation of the new Long Term Care Home Act and its accompanying new regulations have proven to be costly yet we have not received any additional funding to aid us in these changes (some of which include legislated increased staffing)**
- **We have had to implement RAI/MDS as a new funding model and training staff has been expensive**
- **Simply stated HST also impacts us**
- **We have also had to train our staff with a new compliance process**
- **The burden of all these changes has been Pine Meadow's alone to bear**
- **We can't close beds or refuse resident admissions as the need in our area is too great but the growing gap between costs and the government funding to support housekeeping, laundry, maintenance and dietary related services has grown**

# PMNH

- It is now more than ever that we need the financial support of the County, and you are one of our team members, to aid us in continuing to provide quality care to OUR people

# Nursing Homes – A Growth Industry

- The Madawaska Highlands, of which North Frontenac, the north part of Central Frontenac and Addington Highlands is a part of, has the oldest population in Ontario, and the demand for Nursing Home capabilities keeps increasing
- By the year 2015 Canadians over 65 years of age will outnumber children
- PMNH – a major employer north of Hwy 7
- 75 Staff members – many of who come from Frontenac County
- Administrator lives in Sydenham, Chairman of Management Committee lives in North Frontenac
- We are on the border of L &A and Frontenac and have not choice but to care for residents from both counties

# PMNH needs updating

- When PMNH opened in 1993 – a great deal of its equipment was purchased used
- Much of this equipment needs replacement now
- Much of the facility needs to be refurbished/updated:  
Change ward rooms from 4 to 2 beds; for issues of privacy and dignity, and provide the same style residence as a class “A” facility
- Expansion plans have been submitted to the MOHLTC and have been accepted
- Plans to provide dialysis lab, physiotherapy dept. and a cardio rehab facility serving inpatients and outpatients from the North Country, L &A and Frontenac

# Funding Sources

- Pine Meadow is funded in the same manner as all Nursing Homes in Ontario
- Pine Meadow receives: MOH funding in three envelopes; *Nursing, Accommodations and Programs*  
Resident fees  
Donations and  
Fund Raising

Like all Ontario nursing homes, not extra from anywhere else

# PMNH Requests

- \$25,000 annually for the next 10 years
- Which is less than 3% of the amount you give to Fairmount Home
- Fairmount has a wait list of 200 (a two year wait)
- Assistance in maintaining PMNH at a high level of quality, which our elderly and frail residents deserve
- It is my hope that you as a Council will find it fair to meet our modest requirements, thank you and if we have time we will answer any or all questions that you may have.

County of Frontenac  
Asset Listing

Asset ID	Asset Description	Asset Class ID	Acquisition
			Cost
AFRC0000002	Palace Road -Land	LAND	148,724.00
AFRC0000029	Fairmount - Land	LAND	85,979.86
AFRC0000057	Land - Sydenham Base	LAND	47,645.65
AFRC0000075	K&P Rail Line	LAND	181,303.62
AFRC0000078	Land - K&P Trail	LAND	9,447.40
AFRC0000081	North Frontenac Base Land	LAND	31,806.27
AFRC0000003	Palace Road -Sidewalk	LAND IMP	6,380.00
AFRC0000004	Palace Road -Storm Sewer	LAND IMP	14,255.00
AFRC0000005	Palace Road -Parking Lot incl access roa	LAND IMP	47,641.00
AFRC0000045	Parking lot expansion	LAND IMP	77,580.84
AFRC0000061	K&P Trail Upgrades	LAND IMP	242,513.38
AFRC0000074	Well	LAND IMP	129,405.82
AFRC0000082	Well - North Frontenac Station	LAND IMP	11,907.96
AFRC0000083	K&P Trail Upgrades	LAND IMP	180,595.83
AFRC0000067	K & P Trail - Bridge	BRIDGES	133,694.50
AFRC0000073	K&P Trail Bridge 2	BRIDGES	204,710.49
AFH0000001	Ferry Building	BUILDING	60,931.91
AFRC0000001	Palace Road Building	BUILDING	533,000.00
AFRC0000006	Palace Road -Modifications	BUILDING	572,390.65
AFRC0000030	Old House-structure	BUILDING	320,494.88
AFRC0000035	Old House-mechanical	BUILDING	31,825.00
AFRC0000036	Old House-electrical	BUILDING	11,465.00
AFRC0000037	Old House-interior	BUILDING	72,743.00
AFRC0000038	Old House-structure-Roof Replacement	BUILDING	29,900.00
AFRC0000039	Old House-structure-Porch post replaceme	BUILDING	19,500.00
AFRC0000040	Old House-mechanical-AC office and 2nd f	BUILDING	11,600.00
AFRC0000041	Old House-mechanical-AC boardroom and ad	BUILDING	6,298.00
AFRC0000042	Old House-electrical upgrade	BUILDING	75,400.00
AFRC0000043	Old House-interior-carpet replacement-be	BUILDING	23,375.00
AFRC0000044	Old House-interior renovations-bettermen	BUILDING	27,600.00
AFRC0000046	County Annex	BUILDING	701,152.35
AFRC0000048	County Entrance	BUILDING	65,190.29
AFRC0000053	Sydenham Ambulance Base	BUILDING	691,282.81
AFRC0000054	Wellness Room Flooring	BUILDING	7,159.71
AFRC0000055	Library	BUILDING	2,135,803.71
AFRC0000058	Wolfe Island Base	BUILDING	240,752.02
AFRC0000064	North Frontenac Base	BUILDING	182,954.55
AFRC0000065	Palace Road - Roof	BUILDING	62,425.85
AFRC0000007	FM02 Server	MACH & EQUIP	11,402.64
AFRC0000008	FM03 Server	MACH & EQUIP	10,278.36
AFRC0000009	FM04 Server	MACH & EQUIP	16,487.43
AFRC0000010	FM12 Server	MACH & EQUIP	4,391.28
AFRC0000011	FM13 Server	MACH & EQUIP	4,391.28
AFRC0000012	FM11 Server	MACH & EQUIP	6,257.52
AFRC0000013	FM08 Server	MACH & EQUIP	16,067.16
AFRC0000015	Sentryfile	MACH & EQUIP	14,029.20
AFRC0000016	Firewall	MACH & EQUIP	8,528.76
AFRC0000017	JBS Time Manager	MACH & EQUIP	15,306.00
AFRC0000018	Frontenac Room-A/V Equipment	MACH & EQUIP	8,596.71
AFRC0000019	Emergency Generating System	MACH & EQUIP	57,136.55
AFRC0000020	Mobile Shelving System	MACH & EQUIP	27,002.39
AFRC0000021	Great Plains Financial system	MACH & EQUIP	133,163.85
AFRC0000022	Great Plains Cdn Payroll	MACH & EQUIP	5,729.44
AFRC0000023	Great Plains Fixed Asset module	MACH & EQUIP	4,351.73
AFRC0000025	Telephone System	MACH & EQUIP	9,828.00
AFRC0000026	Phone system	MACH & EQUIP	30,000.00
AFRC0000027	Phone system-replc due to water damage	MACH & EQUIP	29,488.32
AFRC0000028	HR system - Info:HR	MACH & EQUIP	26,029.23

County of Frontenac  
Asset Listing

Asset ID	Asset Description	Asset Class ID	Acquisition Cost
AFRC0000047	IT cooling System	MACH & EQUIP	12,000.00
AFRC0000051	Palace Road Generator	MACH & EQUIP	18,286.93
AFRC0000056	Barracuda Archiver	MACH & EQUIP	7,294.32
AFRC0000060	Full Domain Upgrade	MACH & EQUIP	27,137.70
AFRC0000066	Solar Panels - Sydenham LA Base	MACH & EQUIP	85,878.16
AFRC0000069	GIS- Software/Web system	MACH & EQUIP	187,004.29
AFRC0000070	Solar Panels - Palace Road Base	MACH & EQUIP	65,362.95
AFRC0000071	Eagenda	MACH & EQUIP	17,908.74
AFRC0000072	Electronic Records Management System	MACH & EQUIP	40,704.00
AFRC0000077	Website	MACH & EQUIP	14,267.16
AFRC0000079	Server FRC-22	MACH & EQUIP	6,279.61
AFRC0000080	Solar Project - Fairmount	MACH & EQUIP	37,387.52
AFRC0000049	Toyota Prius 2010	VEHICLES	28,224.05

**The County of Frontenac**  
**Schedule 2 – Capital Asset Reserve Schedule – 10-Year Plan Summary by Asset Class ID**

Asset Class ID	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land Improvements	283,609	42,164	42,164	42,164	41,902	41,829	41,829	41,829	31,436	31,436
Building & Bridges	8,288,675	866,530	866,530	866,530	866,530	866,530	866,530	866,730	871,239	871,239
Machinery & Equipment	4,646,660	826,047	837,471	846,200	857,633	860,832	881,149	893,237	897,806	905,138
Vehicles	2,744,241	704,181	709,454	732,171	736,267	746,668	765,293	776,501	781,527	786,071
<b>Grand Total</b>	<b>15,963,186</b>	<b>2,438,922</b>	<b>2,455,619</b>	<b>2,487,064</b>	<b>2,502,333</b>	<b>2,515,859</b>	<b>2,554,801</b>	<b>2,578,298</b>	<b>2,582,009</b>	<b>2,593,883</b>

**Schedule 2 – Capital Asset Reserve Schedule – 10-Year Plan Summary by Department and Asset Class ID**

Asset Class ID	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	<b>Fairmount Home for the Aged</b>									
Land Improvements	228,544	32,938	32,938	32,938	32,938	32,865	32,865	32,865	22,472	22,472
Building & Bridges	6,983,719	629,041	629,041	629,041	629,041	629,041	629,041	629,041	629,791	629,791
Machinery & Equipment	2,598,722	343,258	345,521	345,599	350,402	352,868	361,681	362,675	363,474	364,164
Vehicles	25,440	4,582	4,582	4,582	4,582	4,582	4,582	4,951	4,951	4,951
<b>Fairmount Home for the Aged Total</b>	<b>9,836,425</b>	<b>1,009,818</b>	<b>1,012,082</b>	<b>1,012,160</b>	<b>1,016,962</b>	<b>1,019,355</b>	<b>1,028,168</b>	<b>1,029,531</b>	<b>1,020,689</b>	<b>1,021,378</b>
<b>Frontenac County</b>										
Land Improvements	55,065	9,225	9,225	9,225	8,964	8,964	8,964	8,964	8,964	8,964
Building & Bridges	1,265,512	232,559	232,559	232,559	232,559	232,559	232,559	232,759	234,811	234,811
Machinery & Equipment	800,390	183,346	188,928	189,344	190,394	190,394	198,299	202,607	202,890	203,410
Vehicles	53,643	14,456	14,456	14,456	14,804	14,804	16,099	16,461	16,461	16,461
<b>Frontenac County Total</b>	<b>2,174,610</b>	<b>439,586</b>	<b>445,168</b>	<b>445,584</b>	<b>446,721</b>	<b>446,721</b>	<b>455,920</b>	<b>460,791</b>	<b>463,125</b>	<b>463,646</b>
<b>County share of Fairmount - not reserved</b>	<b>2,307,924</b>	<b>211,833</b>	<b>211,833</b>	<b>211,833</b>	<b>211,833</b>	<b>211,810</b>	<b>211,810</b>	<b>211,810</b>	<b>208,724</b>	<b>208,724</b>
<b>County Land Improvements, Bridges and Buildings, Vehicles - not reserved</b>	<b>1,374,220</b>	<b>256,240</b>	<b>256,240</b>	<b>256,240</b>	<b>256,327</b>	<b>256,327</b>	<b>257,622</b>	<b>258,184</b>	<b>260,236</b>	<b>260,236</b>
<b>Additional allocation required to fund Land Improvements, Bridges, Buildings</b>	<b>3,682,145</b>	<b>468,073</b>	<b>468,073</b>	<b>468,073</b>	<b>468,160</b>	<b>468,137</b>	<b>469,431</b>	<b>469,994</b>	<b>468,960</b>	<b>468,960</b>

Asset Class ID	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Frontenac Paramedic Services</b>										
Land Improvements	0	0	0	0	0	0	0	0	0	0
Building & Bridges	0	0	0	0	0	0	0	0	0	0
Machinery & Equipment	1,247,548	299,444	303,022	311,256	316,837	317,570	321,169	327,956	331,443	337,564
Vehicles	2,665,159	685,144	690,417	713,134	716,882	727,283	744,613	755,090	760,116	764,659
<b>Frontenac Paramedic Services Total</b>	<b>3,912,707</b>	<b>984,588</b>	<b>993,438</b>	<b>1,024,390</b>	<b>1,033,719</b>	<b>1,044,853</b>	<b>1,065,782</b>	<b>1,083,046</b>	<b>1,091,559</b>	<b>1,102,223</b>
<b>Ferry Operation</b>										
Land Improvements	0	0	0	0	0	0	0	0	0	0
Building & Bridges	39,444	4,931	4,931	4,931	4,931	4,931	4,931	4,931	6,636	6,636
Machinery & Equipment	0	0	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0	0	0
<b>Ferry Operation Total</b>	<b>39,444</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>	<b>6,636</b>	<b>6,636</b>
<b>Grand Total</b>	<b>15,963,186</b>	<b>2,438,922</b>	<b>2,455,619</b>	<b>2,487,064</b>	<b>2,502,333</b>	<b>2,515,859</b>	<b>2,554,801</b>	<b>2,578,298</b>	<b>2,582,009</b>	<b>2,593,883</b>

**County of Frontenac  
2014 DRAFT Budget  
Summary of All Departments  
Operating and Capital**

	2014 Budget	2013 Budget	2014-2013 Budget		2013
	\$	\$	Variance		Projected
	\$	\$	\$		Year End
					\$
<b>REVENUE</b>					
Federal and Provincial Transfers	14,270,174	14,038,561	231,613	1.62%	14,222,397
Fees and Service Charges	3,300,009	3,246,399	53,610	1.62%	3,273,834
Other Revenue	576,447	651,168	-74,721	-12.96%	650,300
City of Kingston Contribution	10,175,829	10,010,435	165,394	1.63%	8,465,701
Subtotal Revenue Before Requisition	28,322,459	27,946,563	375,896	1.33%	26,612,232
Transfers From Reserves/Reserve Funds	3,959,575	4,233,384	-273,809	-6.92%	2,778,337
<b>TOTAL Revenue</b>	<b>32,282,034</b>	<b>32,179,947</b>	<b>102,087</b>	<b>0.32%</b>	<b>29,390,569</b>
<b>EXPENSE</b>					
General County	195,850	178,850	17,000	8.68%	177,884
General Government	2,275,054	2,653,316	-378,262	-16.63%	2,179,946
Sustainability Planning	791,835	722,307	69,528	8.78%	398,675
Economic Development	780,703	766,770	13,933	1.78%	927,012
Emergency Management	34,600	17,650	16,950	48.99%	93,441
Land Ambulance*	16,422,049	15,990,484	431,565	2.63%	16,049,870
Transportation Services - Ferry	934,112	909,399	24,713	2.65%	897,116
Fairmount Home*	14,729,435	14,616,781	112,654	0.76%	12,394,511
Social Services	1,210,805	1,248,704	-37,899	-3.13%	1,254,735
Social Housing	851,086	769,467	81,619	9.59%	820,647
Library	866,397	819,356	47,041	5.43%	787,296
Health Unit	703,517	690,736	12,781	1.82%	690,732
Transfers to Others	913,999	958,034	-44,035	-4.82%	957,733
<b>TOTAL Expense</b>	<b>40,709,442</b>	<b>40,341,854</b>	<b>367,588</b>	<b>0.90%</b>	<b>37,629,598</b>
Requisition from Municipalities	<b>8,427,408</b>	<b>8,161,907</b>	<b>265,501</b>	<b>3.25%</b>	<b>8,239,029</b>
Hydro/Railway Right of way	600	600	0	0.00%	693
Payments in Lieu of Taxation	40,357	39,767	590	1.48%	39,767
Supplementary Taxes	90000	50,000	40,000	80.00%	151,680
To Levy	8,296,451	8,071,540	224,911	2.79%	8,046,889
Growth				1.47%	
Levy increase				1.31%	
2013 Working Fund Transfer Impact				1.86%	

\*includes the capital cost of the auditorium  
\* includes one time capital costs

February 5, 2014



**Report 2014-026**

**RECOMMEND REPORT TO COUNCIL**

**To:** WARDEN AND MEMBERS OF COUNCIL

**From:** Marian VanBruinessen  
Acting CAO

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

**Date prepared:** January 20, 2014

**Date of meeting:** February 5, 2014

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**Re:** **Corporate Services – 2014 DRAFT Budget Reserve Discussion**

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**Recommendation**

RESOLVED THAT the Council of the County of Frontenac accept this *Corporate Services – 2014 DRAFT Budget Reserve Discussion* report;

AND FINALLY THAT the Council of the County of Frontenac direct staff to reallocate the reserves and reserve funds as per Council direction.

**Background**

County Council was provided with presentations and reports on reserves and reserve funds during the 2013 budget deliberations. At that time Council indicated that direction on the reserves should be made in line with a strategic planning exercise. The initial Council strategic planning session took place January 28<sup>th</sup>, 2014.

**Comment**

The following provides a detailed discussion of the reserves and their original purpose.

**OPERATIONAL RESERVES**

**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 lower the tax rate.

**FMT Working Fund Reserve**

Purpose: Established to provide cash flow for Fairmount Home 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. This fund was established when Fairmount Home was carried as a different entity with its own audited financial statements. When Fairmount Home was consolidated as a department no additional funds were allocated to this reserve.

**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.

**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.

**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.

**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.

**JOINT FPS NEER Reserve**

Purpose: This was a new reserve in 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 the full amount retained in this reserve was allocated to cover the NEER costs in 2013.

**ASSET MANAGEMENT RESERVES**

**FRC Capital Replacement**

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 \$223,000.

To mitigate the impact of the increased allocation it is suggested that \$54,246 be transferred from the Working Fund Reserve in 2014. In subsequent years, the Working Fund transfer will be 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	54,246	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.

**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.

**FRC Land Acquisition Reserve**

Purpose: The County established this reserve to provide for costs related to land acquisition in relation to the trail and other projects.

**FRC GIS Project Reserve**

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

History: This reserve was established in 2010 to provide funds for the purchase of the aerial mapping. This project is budgeted for 2014 and will deplete this reserve. Future allocations for this will be undertaken as part of the asset management strategy.

**FMT Capital Reserve**

Purpose: Established to provide for capital replacement.

History: This reserve was first funded through modest annual transfers of \$21,000 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. Ongoing allocations are required to ensure that we provide for the County's share of equipment replacement. Allocations to date have not provided for building replacement.

**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. This reserve fund is also being utilized to pay for the County's share of the Fairmount Home Auditorium Redevelopment Project.

**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. The useful life has been amended to provide an additional 3.0 years based on the County's direction of refurbishment of ambulances after their initial 4.5 useful life.

**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.

**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. The additional costs of the Robertsville Ambulance Station are being funded from this reserve in 2014.

**JOINT FPS Other Projects Reserve**

Purpose: Established to provide for new land ambulance capital projects.

History: By 2009 most of the land ambulance cross border billing contracts were resolved. This liability had been accrued since 2002 on the basis of an estimate of total cost per call, and anticipating payment for all calls. Final contracts are primarily based on a standard cost per call and the County was successful in its assertion that repatriation calls should be paid for by the municipality of residence for that call. As a result a substantial surplus was realized and MOH indicated that its share of the funding for this liability could be transferred to a reserve for special projects. The Robertsville Ambulance Station project will utilize the remaining funds in this reserve.

**LEGALLY RESTRICTED RESERVES**

**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 is to provide for shortages related to the County or Township share of the expenditures. As there was no increase in fees and fares in 2014 it is anticipated that this reserve will be depleted.

**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.

**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.

**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. Currently the fund holds donations designated for the Fairmount Home Redevelopment Project. These funds can only be spent on the capital project.

**EXTERNAL AGENCY RESERVES**

**FRC Stabilization Reserve**

Purpose: Established to mitigate any unforeseen downturns in the economy related to social services and the potential budget implications this might entail.

History: This reserve was built up when municipalities still had responsibility for ODSP and a change in the economy could have had a far greater impact on the budget. As discussed in 2013, this reserve could be reduced and the remainder put into strategic projects.

**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.

**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. In 2014 McMullen Manor will require \$90,000 in capital upgrades.

**FRC Frontenac Renovate Program Reserve (Discretionary Benefit)**

Purpose: In 2013 County Council directed that any surplus funds generated from the Discretionary Benefit Program be allocated to the Renovates Program Reserve.

**STRATEGIC REGIONAL RESERVES**

**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). Funds can only be expended in line with Council's August 2010 resolution.

**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.

History: Over 2013 and 2014 \$20,000 has been allocated to the FISH TV project.

**FRC 150<sup>th</sup> Anniversary Reserve**

Purpose: The reserve is proposed to support the 150<sup>th</sup> Anniversary celebrations in 2015.

History: An allocation of \$30,000 has been transferred annually from the Working Fund Reserve. It is expected that the event in 2015 will deplete the reserve.

**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 has been utilized for FGT funds disbursement. The full amount received annually is being transferred to the Townships currently.

**OPTIONS FOR CONSIDERATION**

**FRC Working Fund Reserve:**

The Government Finance Officers (GFOA) recommended carrying a Working Fund balance of 5%-15% of general operating revenues. However GFOA indicated that other factors should be considered. These include a) the size of the municipality b) vulnerability to extreme events c) budget practices (inclusion of a contingency or not) d) dependability of intergovernmental revenue e) expenditure volatility f) borrowing capacity and g) capital projects - do critical projects have a funding source. Based on this discussion, it was suggested in 2013 that \$2,151,500 be carried in the Working Fund Reserve.

The Service Delivery and Organizational Review recommended creating operating stabilization reserves for Fairmount Home and Frontenac Paramedic Services of 10% of annual operating expenditures for each department. If separate stabilization/contingency reserves are provided for each department, the Working Fund should only provide for cash flow. An annual assessment of cash flow/stabilization requirements can be undertaken each year at budget time and a recommendation as to the required balances brought forward.

County Council has however also utilized the Working Fund to provide for one time projects, to provide the cost of new capital, to augment other reserves, such as Land Acquisition and the 150<sup>th</sup> Anniversary reserves. In addition Council has utilized transfers from this reserve to lower the final tax levy. These amounts will be fully levied in future years if the Working Fund Reserve only provides for cash flow.

Opening balance - estimated	\$4,482,778
For cash flow	1,200,000
To provide 10% stabilization reserve for Land Ambulance (County share)	324,000
To 150 <sup>th</sup> Anniversary in 2014	30,000

To 150 <sup>th</sup> Anniversary in 2015	30,000
To FRC capital replacement reserve in 2014	54,246
To FRC capital replacement reserve in 2015	39,428
To Land acquisition reserve in 2014	20,000
For one time 2014 projects	55,000
For prior year project in 2014	5,000
<b>Balance to be reallocated</b>	<b>\$2,725,104</b>

**Balance – Options for reallocation**

- a) County Capital replacement (current shortfall for buildings, etc. as per 2012 consultant report \$4,150,218)
- b) Strategic Projects Reserve – Regional Waste Management, Regional Seniors Housing, Economic Development Focus
- c) Emergency/Disaster Fund
- d) Land Acquisition for Trails
- e) 150th Anniversary - additional support

**FMT Working Fund Reserve:**

It is estimated that the County should be levying \$111,000 annually for its share of equipment and vehicle replacement for Fairmount Home, after achieving a balance of \$951,040 (balance estimated at \$870,601 at the end of 2014). In 2014 the County is levying \$71,169 and transferring \$71,169 from the FMT Working Fund Reserve to bring the FMT Capital Replacement Reserve closer to the recommended balance.

The Service Delivery and Organizational Review report recommended retaining 10% of expenditures as a stabilization reserve for Fairmount Home. It is assumed that this recommendation was made to deal with fluctuations such as the annual CMI which it is difficult to predict and which affects funding. It is recommended that the FMT Working Fund Reserve be renamed the Stabilization Reserve and that in 2015 the full amount of the Capital Reserve requirements be levied.

To FRC Capital Replacement Reserve in 2014	71,169
For FMT prior year projects in 2014	40,320
Remainder renamed FRC FMT Stabilization Reserve	397,534

**FRC Stabilization/Contingency Reserve**

This reserve was created and built up when municipalities were responsible for the Ontario Disability Support Program (ODSP), which has been fully uploaded to the Province and Ontario Works, which is being uploaded over time. It is recommended that this be moved to an Operating Reserve to provide for stabilization and that \$150,000 be retained for fluctuations in Social Service costs. Further an amount should be provided for other contingencies not accounted for under Fairmount or Land Ambulance. These can arise from

additional legislated requirements, unanticipated legal claims, etc., suggest \$150,000.

There has been interest in providing a reserve for the Renovates Program as County residents are heavily utilizing the program which is currently in place until the end of 2014. Council might be interest in allocating an additional amount to this reserve.

2014 opening balance	\$975,000
For FRC Stabilization/Contingency Social Service and County	300,000
<b>Balance to be reallocated</b>	<b>\$675,000</b>

**Balance – Options**

- a) Frontenac Renovate Program Reserve (Discretionary Benefits)
- b) Strategic Projects Reserve – Regional Waste Management, Regional Seniors Housing, Economic Development Focus

**Financial Implications**

Prudent allocation of reserves supports long term financial sustainability.

**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



**MINUTES OF THE COMMITTEE OF THE WHOLE  
January 8, 2014**

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A regular meeting of the Committee of the Whole was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, January 8, 2014 at 9:00 a.m.

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

**ALSO PRESENT:** **County:** Marian VanBruinessen, Acting CAO/Treasurer; Jannette Amini, Acting Clerk; Joe Gallivan, Manager of Sustainability Planning  
**Media:** Jeff Green, The Frontenac News and Elliot Ferguson, The Kingston Whig-Standard

**1. CALL TO ORDER**

Councillor McDougall called the meeting to order at 9:08 a.m. and proceeded to the election of a new Chair and Vice-Chair.

Moved by: Councillor Purdon  
Seconded by: Councillor Inglis

**THAT** Councillor McDougall be elected Chair of the Committee of the Whole for the year 2014.

**CARRIED**

Moved by: Councillor Davison  
Seconded by: Deputy Warden Doyle

**THAT** Councillor Jones be elected Vice-Chair of the Committee of the Whole for the year 2014.

**CARRIED**

Councillor Jones noted personal issues at this time and advised that he may not be able to attend every Committee of the Whole meeting; however will stand as Chair if called to do so.

Moved by: Councillor Davison  
Seconded by: Warden Clayton

**THAT** nominations for Chair be closed.

**CARRIED**

Councillor McDougall called the vote  
Councillor McDougall – 8



**ii. The Future of Housing Growth in the County of Frontenac**

Ms. Mary Lynn Cousins Brame, Executive Director, Kingston & Frontenac Housing Corporation (KFHC) provided the Committee of the Whole with an update regarding the future housing growth in Frontenac County. She noted that 3% of the KFHC portfolio is located in the County of Frontenac at McMullen Manor.

Ms. Cousins Brame updated the Committee regarding the fire that took place on Monday at McMullen Manor due to hydro line burst. She thanked the Fire Services of South Frontenac for expert handling of the incident as well as the Verona Free Methodist Church which took in the residents of the Manor and provided all meals at no cost. Power has been restored and all tenants were able to return to the Manor by 4 p.m.

With respect to McMullen Manor, it is a 28 unit 2 storey walk up building that at one time was seniors housing. In 2000 during the provincial downloading of housing, there was a vacancy in seniors housing and a greater need for additional social housing. As well, there is no funding for seniors housing. There are currently 27 people on the waiting list for McMullen Manor and of those 27, only 9 are from the County of Frontenac, with 16 being from the City of Kingston and 2 from Toronto. Of the 27 on the list, only 3 are seniors and are not part of those from the County. One of the reasons for the wait list being so small is that it is difficult to live in the building due to the lack of amenities and transportation. In 2011, there was a 50% turnover in residents, a 20% turnover in 2012, and a 36% turnover in 2013. In order to house people successfully in Verona, residents must have their own transportation.

She advised that any new social housing will not be built by KFHC as the typical cost per unit is \$175,000 to construct. McMullen Manor was built in 1980 and with the aging population and those with disabilities; it does not work as it is a 2 storey walkup.

Ms. Cousins Brame overviewed the capital upgrades to McMullen Manor as well as the capital improvements planned over the next 3 years including the replacement of balconies, air and heating units in the hallways and stairwells in 2014, kitchen replacements in 2015 and soffit/fascia and roof replacement in 2016.

She concluded by advising the Committee that growth in social housing for this area will not happen through KFHC; however KFHC would be willing to enter into partnerships regarding property management issues.

To questions raised of if the building could be either returned to seniors housing or be re-assessed, Ms. Cousins Brame advised that the building was legislated as an adult building and cannot be changed and suggested that seniors should contact the housing registry and have their names placed on the waiting list for this building. She cannot speak to re-assessment of the building as this was done by the province during amalgamation.

- iii. **10 Year Municipal Housing & Homelessness Plan**
  - **Housing Affordability in Frontenac County**
  - **Strategic Direction #11 - Developing a Rural Homelessness Strategy**
  - **Municipal Housing Strategy Final Summary Report**
  - **Recommendations 1, 3, 4, 13, 14, 16, 19, 21, 24, 31, 32, 35 and 36**

Mr. Sheldon Laidman, Director, Housing, City of Kingston provided the Committee of the Whole with a PowerPoint presentation regarding the 10 Year Municipal Housing and Homelessness Plan, including the Municipal Housing Strategy which has been incorporated into that Plan. A copy of the presentation is attached to the record in the Clerk's Office.

To the question if consideration has been given to turning McMullen Manor into mixed housing with the lower floor being dedicated to seniors housing, Mr. Laidman noted that the Municipal Housing and Homelessness Plan indicates that mixed housing is an important issue in order to prevent ghettoization which is currently being done in Rideau Heights in Kingston. The issue regarding KFHC and McMullen Manor is that it has an obligation to keep a certain number of units as rent geared to income so if a portion of the building is not RGI then KFHC would need to find units elsewhere to make up for this.

- iv. **Review of the Kingston Frontenac Renovates Program**

Mr. Sheldon Laidman, Director, Housing, City of Kingston provided the Committee of the Whole with a handout that indicates the funding of the Kingston Renovates Program and where the funding dollars are allocated. A copy of the handout is attached to the record in the Clerk's Office.

- v. **Mr. Wayne Robinson will address the Committee of the Whole regarding Elder Care for Northern Portion of Frontenac County**

Mr. Robinson provided an overview of his correspondence regarding the Elder Care for Northern Portion of Frontenac County, a copy of which was attached to the agenda. He also provided some of his background and his involvement with Dr. Bell. He is looking to the County of Frontenac to place this on its agenda with respect to Planning. He suggested that the property in Sharbot Lake could be repurposed as it currently stands empty; however will require some form of subsidy.

It was noted that Economic Development in Central Frontenac have discussed this matter and have a number of recommendations that will come forward to Central Frontenac Council that will require the support of the County. Mr. Robinson advised that the building is a fair size with 34 units.

- vi. **County of Frontenac Seniors Community Housing Pilot Project Final Summary Report Recommendations**

Mr. Joe Gallivan provided the Committee of the Whole with a PowerPoint presentation on the Seniors Community Housing Pilot Project. A copy of the presentation is attached to the record in the Clerk's Office.







