



**County Council Meeting – Regular Meeting
December 18, 2013 – 9:00 a.m.
The Frontenac Room, 2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

1. CALL TO ORDER

2. ADOPTION OF AGENDA

- a) Adoption of December 18, 2013 County of Frontenac Council Meeting Agenda

3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

4. ADOPTION OF MINUTES

17-35

- a) November 21, 2013 County of Frontenac Council Meeting Minutes

5. DEPUTATIONS AND/OR PRESENTATIONS

36-38

- a) **Ms. Denise Cumming**, Executive Director, University Hospitals Kingston Foundation, will share with County Council updates on the development of Kingston's hospitals and how the County of Frontenac's generous support has been used to further these developments.

- b) Presentation of the County of Frontenac 2013 International Day of Persons with Disabilities Access Award

This presentation will be made at 12:00 Noon.

6. CLOSED MEETING

- a) As Authorized under Section 239 (2) of The Municipal Act, to consider:
 - (b) personal matters about an identifiable individual, including municipal or local board employees - as it pertains to the KPMG Report on the Service

6. CLOSED MEETING

Delivery and Organization Review

Closed Meeting Minutes of Meeting held November 20, 2013

Closed Meeting Minutes of the Service Delivery and Organization Review
Committee held December 9, 2013

7. BRIEFINGS

8. UNFINISHED BUSINESS

9. COMMUNICATIONS

39-42

- a) 2013-229
Communications of Interest to Council

43-44

- b) October 28, 2013 Kingston Frontenac Housing Corporation Board Meeting
Minutes

45

- c) 13-11-25 - Rideau valley Conservation Authority Re: Municipal Update

- d) **Communications that Require Council Action:**

46

- e) Request from Township of Frontenac Islands, December 11, 2013 to carry
forward to 2014 monies allocated to the 18th Lines Road Boat Ramp Project,
Wolfe Island

47-48

- f) Mr. Chris West, November 16, 2013, requesting County Council support in
raising the issue to its MP's and MPP's regarding the Save VIA Rail
Campaign

49-50

- g) Correspondence from Warden Janet Gutowski, December 10, 2013,
advising of her resignation as Warden of the County of Frontenac effective
January 1, 2013.

Election of Warden

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

51-55

- a) 2013-219
Administrative Services
Multi-Year Accessibility Plan 2013 Annual Status Report

Recommendation

RESOLVED THAT the Council of the County of Frontenac approve the Multi-Year Accessibility Plan 2013 Annual Status Report attached to this report as Appendix A;

AND FURTHER THAT staff be directed to post the Multi-Year Accessibility Plan 2013 Annual Status Report on the County website;

AND FURTHER THAT a copy of the Multi-Year Accessibility Plan 2013 Annual Status Report be forwarded to the Townships of North, Central and South Frontenac and Frontenac Islands requesting that the Annual Status Report be posted to the Townships respective websites.

56-75

- b) 2013-220
Emergency and Transportation Services
County Emergency Response Plan - Revisions

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this Emergency and Transportation Services – County Emergency Response Plan - Revisions;

AND FURTHER THAT a by-law be introduced later in the meeting to rescind By-law 2009-0038 and to adopt the amended County Emergency Response Plan.

76-77

- c) 2013-222
Financial Services
2013 Year-End Transfer of Excess Funds into Reserve

Recommendation

RESOLVED THAT Council of the County of Frontenac receive this Financial Services – 2013 Year-End Transfer of Excess Funds into Reserve report;

AND FURTHER THAT Council direct that a by-law be introduced later in the meeting to authorize the transfer of any surplus/deficit funds at the end of

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

2013 to the Reserve for Working Funds.

78-80

- d) 2013-223
Financial Services
2014 Tax Ratios and Tax Rate Reductions

Recommendation

RESOLVED THAT Council of the County of Frontenac accept this Financial Services – 2014 Tax Ratios and Tax Rate Reductions report;

AND FURTHER THAT Council consider a by-law, introduced later in the meeting, to reconfirm for 2014 the tax ratios and tax rate reductions currently in place.

81-82

- e) 2013-224
Financial Services
Interim Approval of 2014 Expenditures

Recommendation

RESOLVED THAT Council of the County of Frontenac receive the Financial Services – Interim Approval of 2014 Expenditures report;

AND FURTHER THAT Council direct the Treasurer to continue to pay 2014 accounts and payroll in accordance with amounts approved for the 2013 budget until such time as the 2014 budget has been adopted.

83-89

- f) 2013-225
Administrative Services
Recruitment Policy

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the Administrative Services – Recruitment Policy report for information;

AND FURTHER THAT the Council of the County of Frontenac adopt the Recruitment Policy attached to this report as Exhibit A.

90-134

- g) 2013-226
Emergency & Transportation Services

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

Land Ambulance Services Grant (LASG) Transfer Payment Framework Agreement

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this Emergency and Transportation Services – Land Ambulance Services Grant (LASG) Transfer Payment Framework Agreement report for information; and

FURTHER THAT the Council of the County of Frontenac authorize the Warden and Clerk to execute the agreement with the Ministry of Health and Long Term Care, Emergency Health Services Branch.

135-140

- h) 2013-231
Sustainability
PAPER/CHEERIO Update

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the Sustainability - PAPER/CHEERIO Update report for information;

AND FURTHER THAT staff be directed to discontinue work on developing a business case for PAPER/CHEERIO projects until further information is available regarding PAPER programs in other Ontario municipalities and the Ontario government's proposed on-bill financing of energy efficiency improvements.

141-157

- i) 2013-233
Sustainability
Kennebec Lake Draft Plan of Subdivision Approval – County File 10T-2011/001

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the Sustainability – Kennebec Lake Draft Plan of Subdivision Change of Conditions– County File 10T-2011/001 report;

AND FURTHER THAT condition 13 d) be deleted in its entirety and replaced with:

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

“That a notice be placed in the purchase and sale agreement alerting prospective purchasers of the subdivision lots that all future landowners shall be required to maintain and install a septic system which utilizes soil with a minimum phosphorus retention capacity of 500 ug/g.”

AND FURTHER THAT condition 14 a) be deleted in its entirety and replaced with:

“That the following requirements with respect to the location and construction of wells and sewage systems are to be carried out to the satisfaction of the Township and the approval authority.”

AND FURTHER THAT condition 14 c) be deleted in its entirety and replaced with:

“That on-site sewage systems, for residences within the subdivision meet the requirements of the Ontario Building Code to the satisfaction of the Approval Authority. In order to maximize the protection of Kennebec Lake from the effects of phosphorus, leaching beds or disposal areas must incorporate a minimum amount of soil with phosphorus retentive qualities. Details of these requirements should be incorporated into the subdivision agreement.”

AND FURTHER THAT condition 20 c) relating to Hydro One as a clearance agency be deleted in its entirety;

AND FURTHER THAT the Manager of Sustainability Planning be delegated authority to make any further technical changes to the text of the draft conditions to implement Council's decision;

AND FINALLY THAT Council deems the change of conditions to be minor.

158-160

- j) 2013-234
Administrative Services
Ontario Municipal Internship Program

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the Administrative Services - Ontario Municipal Internship Program report;

AND FURTHER THAT the Council of the County of Frontenac instruct staff to proceed in making an application to the Ontario Municipal Internship

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

Program for the placement of one intern;

AND FURTHER THAT the Council of the County of Frontenac instruct the Treasurer to make the necessary provisions in the 2014 budget as indicated in this report;

AND FINALLY THAT the Council of the County of Frontenac authorize the execution by Warden an Clerk of an agreement with the Association of Municipal Managers, Clerk's and Treasurers (AMCTO) should the application be successful.

161-169

- k) 2013-235
Financial Services
Township of Frontenac Islands Financial Services Contract Extension

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the Financial Services – Township of Frontenac Islands Financial Services Contract Extension report for information;

AND FURTHER THAT Council pass a bylaw later in the meeting to authorize the execution of a contract by which the County will provide financial services to the Township of Frontenac Islands on an interim basis.

170-172

- l) 2013-237
Administrative Services
Non-Union Cost of Living Adjustment

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the Administrative Services – Non-Union Cost of Living Adjustment report for information;

AND FURTHER THAT the Council of the County of Frontenac authorize a non-union salary increase in accordance with the Non Union Salary Adjustment Policy, effective January 1, 2014 to be applied to all steps of the non-union staff salary schedule.

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

173-174

- m) 2013-238
Sustainability
2015 County Planners Conference

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the Sustainability – County Planners Conference report;

AND FURTHER THAT Council consider endorse the County's application to host this conference in 2015.

175-187

- n) 2013-240
Administrative Services
Mental Health Commission of Canada Psychological Safety Standards Case Study Research Project

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this Mental Health Commission of Canada-Psychological Safety Standards Case Study Research Project agreement for information

AND FURTHER THAT the Council of the County of Frontenac authorize the Warden and Clerk to enter into an Agreement with the Mental Health Commission of Canada to allow for the County of Frontenac to participate in the Case Study Research Project, as attached to this report as Exhibit A;

AND FINALLY THAT County Council authorize staff to proceed with participation in the research project.

188-191

- o) 2013-241
Financial Services
Service Delivery and Organizational Review

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the Financial Services – Service and Organization Review report for information;

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

AND FURTHER THAT Council direct staff to report to Committee of the Whole every other month on the progress of the implementation of the recommended opportunities in the KPMG report;

AND FURTHER THAT Council include an allocation in the 2014 budget to undertake the research and processes required to facilitate some of the recommended opportunities in the KPMG report.

192-195

- p) 2013-242
Award of Contract for the CAO Executive Search Firm

Recommendation:

THAT the Council of the County of Frontenac accept this Award of Contract for the CAO Executive Search Firm report for information;

AND FINALLY THAT the Council of the County of Frontenac authorize the Warden and Acting Clerk, subject to the satisfaction of the Acting Clerk with the final negotiation of the contract, to enter into agreement with Ravenhill Group Inc. to undertake the executive search for a CAO for the County of Frontenac as recommended in the KPMG report attached to this report as Appendix A.

[Addenda]

11. INFORMATION REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER (CONSENT)

All items listed on the Information Reports from the Chief Administrative Officer are for information only and shall be the subject of one motion. Any member of County Council may ask for any item(s) included in the Information Reports to be separated from that motion and considered separately, whereupon the Information Reports without the separated item(s) shall be put to the vote and the separated item(s) shall be considered immediately thereafter.

Recommendation:

RESOLVED THAT the following Information Reports a) through d) received from the Chief Administrative Officer (Consent) be received for information.

196-222

- a) 2013-221
Fairmount Home
2013 3rd Quarter Consolidated Statistical Update

11. INFORMATION REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER (CONSENT)

All items listed on the Information Reports from the Chief Administrative Officer are for information only and shall be the subject of one motion. Any member of County Council may ask for any item(s) included in the Information Reports to be separated from that motion and considered separately, whereupon the Information Reports without the separated item(s) shall be put to the vote and the separated item(s) shall be considered immediately thereafter.

Recommendation:

RESOLVED THAT the following Information Reports a) through d) received from the Chief Administrative Officer (Consent) be received for information.

223-229

- b) 2013-227
Emergency and Transportation Services
Robertsville Station Construction Progress Report #2

230-235

- c) 2013-228
Additions and Alterations to Fairmount Home Auditorium Construction
Progress Report # 2

236-237

- d) 2013-232
Sustainability
Community Improvement Plans - Fall 2013 Update

12. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE COUNCIL

238-244

- a) December 4, 2013 Committee of the Whole Meeting Minutes

245-335

- b) Report to County Council of the Committee of the Whole

Recommendation:

BE IT RESOLVED THAT staff be directed to submit the second draft of the County Official Plan to the Ministry of Municipal Affairs and Housing for comments.

13. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

13. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

336-338

- a) Kingston Frontenac Library Board Update - Councillor Purdon
October 23, 2013 KFPL Board Meeting Minutes

339-344

- b) KFL&A Public Health Board Update - Councillor Clayton
September 25, 2013 KFL&A Public Health Board Meeting Minutes
- c) RULAC, LSR and Other Updates
- d) Algonquin Land Claim Update - Councillor Inglis
- e) Frontenac County Youth Justice Advisory Committee Update - Councillor Davison
- f) Housing and Homelessness Committee Update - Councillor McDougall
- g) Rideau Corridor Landscape Steering Committee Update - Councillor Jones

14. REPORTS FROM ADVISORY COMMITTEES OF COUNTY COUNCIL

345-348

- a) November 18, 2013 Joint Accessibility Advisory Committee Meeting Minutes

349-354

- b) December 2, 2013 Sustainability Advisory Committee Meeting Minutes

355-357

- c) November 20, 2013 - Service Delivery & Organizational Review Committee
Meeting Minutes

358-362

- d) December 5, 2013 Trails Advisory Committee Meeting Minutes

14. REPORTS FROM ADVISORY COMMITTEES OF COUNTY COUNCIL

363

- e) December 5, 2013 Trails Advisory Committee Recommendations to County Council

Recommendation:

THAT the Council of the County of Frontenac approve the Frontenac K&P Trail Implementation Plan – Phase 2 (Tichborne to Sharbot Lake).

364-519

- f) December 9, 2013 - Service Delivery & Organizational Review Committee Meeting Minutes

520

- g) December 9, 2013 Service Delivery and Organization Review Committee Recommendations to County Council

Recommendation:

THAT County Council review and provide direction on the 27 Recommended opportunities identified in the KPMG Frontenac County Comprehensive Review of Services & Organization Draft Final Report;

AND FURTHER THAT By-law 2013-0020 be amended to amend the Terms of Reference of the Service Delivery and Organization Review Committee to include the implementation and monitoring of the 27 KPMP recommendations.

15. ACCOUNTS

521-527

- a) Posted Cheque Listing for the Period of:
November 13, 2013 to December 12, 2013

16. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

- a) **Development of a New Long-Term Federal Plan to Fix Canada's Housing Crunch**

Moved by: Councillor McDougall
Seconded by: Councillor Davison

WHEREAS a stable and secure housing system that creates and maintains jobs and allows for a range of living options is essential to attracting new workers, meeting the needs of young families and supporting seniors and our most vulnerable citizens; and,

16. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

WHEREAS the high cost of housing is the most urgent financial issue facing Canadians with one in four people paying more than they can afford for housing, and mortgage debt held by Canadians now standing at just over \$1.1 trillion; and,

WHEREAS housing costs and, as the Bank of Canada notes, household debt, are undermining Canadians' personal financial security, while putting our national economy at risk; and,

WHEREAS those who cannot afford to purchase a home rely on the short supply of rental units, which is driving up rental costs and making it hard to house workers in regions experiencing strong economic activity; and,

WHEREAS an inadequate supply of subsidized housing for those in need is pushing some of the most vulnerable Canadians on to the street, while \$1.7 billion annually in federal investments in social housing have begun to expire; and,

WHEREAS the stakes are especially high for Ontario's municipal governments as housing responsibilities have already been downloaded (unlike other provinces and territories) and this is not sustainable on the property tax base; and,

WHEREAS, the Federation of Canadian Municipalities (FCM) has launched a housing campaign, "Fixing Canada's Housing Crunch," calling on the federal government to increase housing options for Canadians and to work with all orders of government to develop a long-term plan for Canada's housing future; and,

WHEREAS FCM has asked its member municipalities to pass a council resolution supporting the campaign;

AND WHEREAS, our community has continuing housing needs, such as outlined in the City of Kingston and the County of Frontenac 10-Year Housing and Homelessness Plan and the Poverty Reduction Initiative of the Kingston Frontenac Lennox and Addington United Way, The City of Kingston, the Kingston Community Health Centres, the Community Foundation for Kingston and Area and Sustainability Kingston, that can only be met through the kind of long-term planning and investment made possible by federal leadership;

THEREFORE BE IT RESOLVED that council endorses the FCM housing campaign and urges the Minister of Employment and Social Development to develop a long-term plan for housing that puts core investments on solid ground, increases predictability, protects Canadians from the planned expiry of \$1.7 billion in social housing agreements and ensures a healthy stock of affordable rental housing for Canadians; and,

BE IT FURTHER RESOLVED that a copy of this resolution be sent to the minister noted above, to Ontario's Minister of Municipal Affairs and Housing, Ted Hsu, MP, Kingston and the Islands, Scott Reid, MP, Lanark-Frontenac-Lennox and

16. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

Addington, the Federation of Canadian Municipalities, the Association of Municipalities of Ontario, the City of Kingston, the Township of Frontenac Islands, the Township of South Frontenac, the Township of Central Frontenac, the Township of North Frontenac and to the United Way of Kingston, Frontenac, Lennox and Addington.

528

b) 2014 Budget Direction to Staff

Moved by: Councillor Doyle
Seconded by: Councillor Davison

WHEREAS at recent Council meetings Councillors made the valid point that it is not appropriate for Council to sit in meetings arguing over how much money to include in every line of the budget.

AND WHEREAS it is not the leading practice to develop budgets in this manner, for example over the past few years the practice of upper levels of government was to direct staff to find a specified percentage reduction in budgets year over year, and it then becomes staff's responsibility to propose what cuts could be taken to achieve the requested percentage decrease, and then present recommendations for political consideration.

AND WHEREAS staff have been asking for direction on how to proceed with the budget and other strategic matters. Given the Strategic Plan underway will not be completed in time for the 2014 budget discussions specific direction is needed to assist in expeditiously deciding on the 2014 budget.

THEREFORE BE IT RESOLVED THAT Council directs Staff to prepare two versions of the 2014 draft budget for discussion in January: a) one that shows a 1% increase in the 2014 budget over 2013, b) and the second version of the draft budget shows a 1% reduction in expenses year over year. These budgets must find true expense savings and not be accomplished by transferring money from reserves to offset 2014 expenses. Council also directs staff to first of all find savings to offset the approximate \$150,000 that was transferred from the working capital reserve in the 2013 budget. It is suggested that the KPMG SDOR report be used to help identify savings to assist in meeting the above directions. It is further suggested that particular attention be given to areas that are expected to be under budget in 2013 and that the 2014 budget for those areas be 2013 actual expense as opposed to the traditional approach of using last year's budget, and adding some percentage to account for inflation.

17. GIVING NOTICE OF MOTION

18. OTHER BUSINESS

19. PUBLIC QUESTION PERIOD

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

529-531

- a) By-law No. 2013-0042
To Appoint LAS the Closed Meeting Investigator for the County of Frontenac

532-534

- b) By-law No. 2013-0043
Emergency Management Program

535-537

- c) By-Law No. 2013-0044
To Set Tax Ratios and Tax Rate Reductions for 2014

538

- d) By-Law No. 2013-045
To Authorize Transfer of any Surplus or Deficit from 2013 Budget to Reserve
for Working Funds

539

- e) By-Law No. 2013-0046
Frontenac Islands Financial Agreement

540

- f) By-law No. 2013-0047
To Amend By-law 2013-0020 (Council Procedural By-law)

- g) By-law No. 2013-0048
To Appoint the Warden and Warden

541-542

- h) By-Law No. 2013-0049
Confirmation of Proceedings

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21. ADJOURNMENT



MINUTES OF THE REGULAR MEETING OF COUNCIL
November 20, 2013

A regular meeting of the Council of the County of Frontenac was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, November 20, 2013 at 9:00 a.m.

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

REGRETS: Warden Janet Gutowski

ALSO PRESENT: **County:** Marian VanBruinessen, Acting CAO/Treasurer; Paul Charbonneau, Director of Emergency & Transportation Services; Julie Shillington, Administrator-Fairmount Home; Anne Marie Young, Manager of Economic Sustainability; Joe Gallivan, Manager of Sustainability Planning; Jannette Amini, Acting Clerk; Angelique Tamblyn, Acting Deputy Clerk/Executive Assistant
Media: Jeff Green, The Frontenac News and Craig Backay, Frontenac EMC

1. CALL TO ORDER

In the absence of the Warden, Deputy Warden Bud Clayton assumed the Chair and called the meeting to order at 9:03 a.m.

2. ADOPTION OF AGENDA

Motion #: 403-13 Moved By: Councillor Doyle
Seconded By: Councillor Jones

RESOLVED THAT the agenda for the November 20, 2013 meeting of the Council of the County of Frontenac be amended to move the correspondence from The Royal Canadian Legion Ontario Command from the Communications of Interest to the Communications that are requesting Action from Council, and as amended be approved.

CARRIED

3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Deputy Warden requested the Clerk to record that in accordance with the *Municipal Conflict of Interest Act* no disclosures of pecuniary interest were declared.

4. ADOPTION OF MINUTES

Motion #: 404-13 Moved By: Councillor Jones
Seconded By: Councillor Doyle

RESOLVED THAT the minutes of the regular meeting of County Council held on October 16, 2013 be adopted as circulated.

CARRIED

5. DEPUTATIONS AND/OR PRESENTATIONS – Nil

6. CLOSED MEETING

Motion #: 405-13 Moved By: Councillor Doyle
Seconded By: Councillor Jones

RESOLVED THAT the Council of the County of Frontenac enter into a closed meeting as authorized under Section 239 of the Municipal Act, to consider:

- (d) Labour relations or employee negotiations
- Closed Meeting Minutes of Meeting held October 16, 2013
- Closed Meeting Minutes of the Committee of the Whole Meeting held November 6, 2013

CARRIED

Motion #: 406-13 Moved By: Councillor Doyle
Seconded By: Councillor Jones

THAT Council rise from Closed Meeting with the Deputy Warden reporting.

CARRIED

Motion #: 407-13 Moved By: Councillor Doyle
Seconded By: Councillor Purdon

BE IT RESOLVED THAT the Clerk functions currently residing within the duties of the Chief Administrative Officer be divested from the position;

AND FURTHER THAT the County of Frontenac establish the separate position of the County Clerk;

AND FURTHER THAT the new position of the County Clerk be evaluated under the joint job evaluation system of the County in accordance with the Pay Equity Act, RSO 1990;

AND FURTHER THAT the current incumbent in the Deputy Clerk position be appointed Clerk for the County of Frontenac at the time of the appointment of the new CAO;

AND FUTHER THAT the positions of Chief Administrative Officer and Treasurer be appointed Deputy Clerks at the time of the appointment of the new CAO to meet the requirements under the Municipal Act, RSO 2001 for the attendance of a Clerk at each meeting of Council;

AND FURTHER THAT the new salary scale for the CAO position be as identified in the KPMG report.

CARRIED

7. BRIEFINGS

Mr. Peter Young, Community Planner, briefed County Council on Information Report 2013-208, Willowbrook Estates Draft Plan of Subdivision, Township of South Frontenac as well as other Draft Plans of Subdivisions now being processed by the County, noting that the majority of applications received are located in South Frontenac Township. A copy of Mr. Young's presentation is attached to the record in the Clerk's Office.

8. UNFINISHED BUSINESS

9. COMMUNICATIONS

2013-199

November 20, 2013 Communications of Interest to Council

Fairmount Home Grapevine Gazette (Hard-copy provided)

October 2013 Edition of Frontenac County Bytes Newsletter

August 12, 2013 EOWC Meeting Minutes

Motion #: 408-13 Moved By: Councillor Doyle
Seconded By: Councillor Purdon

RESOLVED THAT the Council of the County of Frontenac accept the Administrative Services – Communications of Interest to Council report for information;

AND FURTHER THAT the following communications of interest to Council listed under the headings A, B, and C be received and filed.

CARRIED

Communications that are requesting Action from Council:

Motion #: 409-13 Moved By: Councillor Doyle
Seconded By: Councillor Purdon

BE IT RESOLVED THAT the Council of the County of Frontenac authorizes the 2013 and 2014 (if applicable) Federal Gas Tax Eco-Tourism Funding allocated to the Township of North Frontenac to be carried forward to 2014.

CARRIED

Motion #: 410-13 Moved By: Councillor Doyle
Seconded By: Councillor Davison

BE IT RESOLVED THAT the Council of the County of Frontenac authorize the purchase of advertising space in the Royal Canadian Legion Ontario Command "Military Service Recognition Book" through a 1/2 page full colour advertisement in the amount of (\$792.04 + applicable tax).

AND FURTHER THAT Council authorize an amendment to Budget By-Law 2013-0017 in the amount of (\$792.04 + applicable tax) to be transferred from the FRC Working Fund Reserve.

CARRIED

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

a) **2013-206**
Administrative Services
Reinvested of Surplus Fund from the Residency Benefit Fund into
Homelessness Programs

Motion #: 411-13 Moved By: Councillor Purdon
Seconded By: Councillor Doyle

WHEREAS the Committee of the Whole at its meeting held July 3, 2013 deferred Report 2013-125, Reserve and Reserve Fund Policy, pending the Strategic Planning Session.

BE IT RESOLVED THAT Council of the County of Frontenac accept the Administrative Services – Reinvested of Surplus Fund from the Residency Benefit Fund into Homelessness Programs report for information;

AND FURTHER THAT Council of the County of Frontenac direct staff to create a Reserve for the Kingston – Frontenac Renovates Program to be utilized for applications received by County of Frontenac residents;

AND FURTHER THAT any County of Frontenac Discretionary Residency Benefit Program surplus for 2013 be transferred to the Kingston – Frontenac Renovates Program County Reserve;

AND FURTHER THAT Council of the County of Frontenac allocate in the 2014 budget the County of Frontenac portion of the 2014 Housing and Homelessness budget that will be reduced from its initial projection (currently anticipated at \$87,176) to \$0 to the Kingston – Frontenac Renovate Program County Reserve.

AND FURTHER THAT the discussion of homelessness and the provision of self funding to support the Kingston-Frontenac Renovates program as it pertains to the County of Frontenac be incorporated in the Strategic Planning discussion for the County of Frontenac.

CARRIED

b) **2013-187**
 Financial Services
 Fairmount Home Interest on Overdue Accounts

Motion #: 412-13 Moved By: Councillor Davison
 Seconded By: Councillor McDougall

RESOLVED THAT the Council of the County of Frontenac accept this Financial Services – Fairmount Home Interest on Overdue Accounts report;

AND FURTHER THAT the Council of the County of Frontenac direct staff to apply interest on overdue Fairmount Resident Accounts as outlined in this report.

CARRIED

c) **2013-198**
 Financial Services
 2014 Frontenac-Howe Islander Ferry Fees and Fares Schedule

Motion #: 413-13 Moved By: Councillor McDougall
 Seconded By: Councillor Davison

RESOLVED THAT Council of the County of Frontenac accept the Financial Services – 2014 Frontenac-Howe Islander Ferry Fees and Fares Schedule report;

AND FURTHER THAT a by-law be introduced later in the meeting to adopt the 2014 Frontenac-Howe Islander Ferry Fees and Fares Schedule.

CARRIED

- d) **2013-200**
 Administrative Services
 Appointment of a Closed Meeting Investigator

Motion #: 414-13 Moved By: Councillor Davison
 Seconded By: Councillor McDougall

RESOLVED THAT Council of the County of Frontenac accept the Administrative Services – Appointment of a Closed Meeting Investigator report for information;

AND FURTHER THAT Council authorize the Warden and Clerk to enter into an agreement with Local Authority Services Ltd. (LAS) for the services of a Closed Meeting Investigator for a period of two years effective from January 1, 2014 to December 31, 2015.

AND FURTHER THAT a by-law be introduced at the December County Council meeting to appoint Local Authority Services Ltd. (LAS) as the Closed Meeting Investigator for the County of Frontenac Pursuant to Sections 8, 9, 10 and 239.1 of the Municipal Act, 2001, as amended.

CARRIED

- e) **2013-202**
 Financial Services
 Fairmount Home Auditorium Redevelopment Project Award of Contract

Motion #: 415-13 Moved By: Councillor McDougall
 Seconded By: Councillor Davison

RESOLVED THAT Council of the County of Frontenac receive this Financial Services – Fairmount Home Auditorium Redevelopment Award of Contract report;

AND FINALLY THAT the Council of the County of Frontenac authorize, subject to the satisfaction of the Acting CAO with the final negotiation of the contract, the execution of an agreement with Emmons and Mitchell Construction to undertake the Fairmount Home Auditorium Redevelopment.

CARRIED

- f) **2013-207**
 Financial Services
 2014 Budget Discussion

Motion #: 416-13 Moved By: Councillor Davison
Seconded By: Councillor McDougall

RESOLVED THAT Council of the County of Frontenac receive this Financial Services – 2014 Budget Discussion report for information;

AND FURTHER THAT the Council of the County of Frontenac set the budget meetings at the end of January and/or beginning of February with a goal of budget adoption by February 19, 2014.

CARRIED

g) **2013-210**
Sustainability
Source Protection Municipal Implementation Fund Grant

Motion #: 417-13 Moved By: Councillor McDougall
Seconded By: Councillor Davison

RESOLVED THAT the Council of the County of Frontenac receive the Sustainability – Source Protection Municipal Fund Grant report for information;

AND FURTHER THAT the Council of the County of Frontenac authorize the Warden and Acting Clerk to enter into an agreement with the Province of Ontario to allow for receipt of a grant up to \$61,426 for the implementation of the Source Water Protection Plan as it relates to the County of Frontenac.

CARRIED

h) **2013-213** **Sustainability** **Sustainable Actions 2013**

Motion #: 418-13 Moved By: Councillor Davison
Seconded By: Councillor McDougall

RESOLVED THAT the Council of the County of Frontenac receive this Sustainability – Sustainable Actions 2013 report;

AND FURTHER THAT Council adopt Directions for Our Future, Sustainable Actions 2013.

CARRIED

i) **2013-217**
Administrative Services
FCM 2014 Sustainable Communities Conference and Trade Show

Motion #: 419-13 Moved By: Councillor McDougall
Seconded By: Councillor Davison

BE IT RESOLVED THAT the Council of the County of Frontenac receive this Administrative Services – FCM Sustainable Communities Conference (SCC) and Trade Show report;

AND FURTHER THAT the Council of the County of Frontenac authorize the Manager of Economic Sustainability to attend the annual FCM 2014 Sustainable Communities Conference in Charlottetown, Prince Edward Island from February 11 to February 13, 2014;

AND FURTHER THAT Councillor McDougall, Councillor Doyle and Deputy Warden Clayton be authorized to attend the annual FCM 2014 Sustainable Communities Conference;

AND FURTHER THAT Council authorize the payment of the conference fee for Mr. Geoff Sandiford, Chair, Sustainability Advisory Committee.

CARRIED AS AMENDED

(See motion to amend below which was CARRIED)

Motion #: 420-13 Moved By: Councillor Davison
Seconded By: Councillor Jones

AND FURTHER THAT Councillor McDougall, Councillor Doyle and Deputy Warden Clayton be authorized to attend the annual FCM 2014 Sustainable Communities Conference;

AND FURTHER THAT Council authorize the payment of the conference fee for Mr. Geoff Sandiford, Chair, Sustainability Advisory Committee.

CARRIED

11. INFORMATION REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER (CONSENT)

County Council consented to the separation of item g)

Motion #: 421-13 Moved By: Councillor Davison
Seconded By: Councillor McDougall

RESOLVED THAT the following Information Reports a) through f) received from the Chief Administrative Officer (Consent) be received for information.

- a) **2013-195**
Emergency and Transportation Services
Robertsville Station Construction Progress Report #1
- b) **2013-197**
Emergency & Transportation Services
Township of Frontenac Islands' Resolution Concerning Transport of Dangerous Goods on the Frontenac Howe Islander II
- c) **2013-201**
Sustainability
Frontenac K&P Trail – Development Update
- d) **2013-203**
Fairmount Home
Fairmount Auditorium Renovation Progress Report #1
- e) **2013-204**
Financial Services
3rd Quarter Financial Summary Report
- f) **2013-208**
Sustainability
Willowbrook Estates Draft Plan of Subdivision Complete Application – County File 10T-2013/001
- g) **2013-216**
Sustainability
Second Draft – County Official Plan

CARRIED

(Clauses (a) through (f))

Motion #: 422-13 Moved By: Councillor Purdon
Seconded By: Councillor Doyle

RESOLVED THAT the Council of the County of Frontenac receive the *Sustainability - County Official Plan - Second Draft* report, including the Second Draft of the County Official Plan dated June 2013;

AND FURTHER THAT Council hold a working session on the review of the draft Official Plan as part of a Committee of the Whole Meeting on December 4th, 2013;

AND FURTHER THAT Council direct the Manager of Sustainability Planning to formally present a copy of Second Draft to each Township Council in December 2013 or January 2014.

CARRIED

12. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE COUNCIL

Minutes of Meeting held November 6, 2013

Motion #: 423-13 Moved By: Councillor McDougall
Seconded By: Councillor Davison

RESOLVED THAT the minutes of the regular meeting of the Committee of the Whole held on November 6, 2013 be adopted as circulated.

CARRIED

Report of the Committee of the Whole

Motion #: 424-13 Moved By: Councillor McDougall
Seconded By: Councillor Doyle

- a) **RESOLVED THAT** the Council of the County of Frontenac authorize the Acting Clerk to issue a Request for Proposals for a Strategic Plan for the County of Frontenac, the terms of which have been authorized by Council.
- b) **RESOLVED THAT** the County of Frontenac retain the services of an executive search consultant to conduct the search for a new Chief Administrative Officer;

AND FURTHER THAT the County of Frontenac retain the services of an external consultant to advise and manage the RFP for an executive search firm;

AND FURTHER THAT KPMG be requested to take on the latter role and bring forward the terms of reference for the executive search firm to the November 20th Council meeting at a cost no greater than \$7,000.

CARRIED

(Clauses a) and b))

13. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

- a) **Kingston Frontenac Library Board Update - Councillor Purdon**

Councillor Purdon advised that the Kingston Frontenac Library Board has approved a strategic plan and this will be further discussed at its next meeting.

- b) KFL&A Public Health Board Update – Deputy Warden Clayton**

Deputy Warden Clayton advised that the next meeting will be held on Wednesday, November 27th.

c) RULAC, LSR and Other Updates

The next RULAC meeting will be held on November 25, 2013 at the City of Kingston.

d) **Algonquin Land Claim Update - Councillor Inglis**

Councillor Inglis advised there were no updates at this time.

e) **Frontenac County Youth Justice Advisory Committee Update - Councillor Davison**

Councillor Davison attended a meeting last week. He noted that the female young offender transition house will be converted to a young male offenders home, with the females being transferred to other locations.

Housing and Homelessness Committee Update - Councillor McDougall

Councillor McDougall advised that he attended a meeting last week. The City of Kingston has provided a second draft of the Homelessness & Housing Plan.

Rideau Corridor Landscape Steering Committee Update - Councillor Jones

Councillor Jones was unable to attend the October 18th meeting; however noted the minutes of that meeting as well as correspondence were attached to the agenda.

14. REPORTS FROM ADVISORY COMMITTEES OF COUNTY COUNCIL

**150th Anniversary Planning Advisory Committee - Minutes of Meeting
held October 30, 2013**

Motion #: 425-13 Moved By: Councillor Doyle
Seconded By: Councillor McDougall

RESOLVED THAT the minutes of the 150th Anniversary Planning Advisory Committee meeting held on October 30, 2013 be received for information only.

CARRIED

150th Anniversary Planning Advisory Committee - Report to Council

Motion #: 426-13 Moved By: Councillor McDougall
Seconded By: Councillor Doyle

a) **2013-194**
2013 Work Plan Update

RESOLVED THAT the Council of the County of Frontenac approved the 150th Anniversary Planning Advisory Committee 2014 Work Plan;

AND FURTHER THAT the proposed 2014 Draft 150th Anniversary Planning Advisory Committee budget be forwarded to staff for inclusion in the 2014 Budget presentation to County Council as amended to include a \$30,000 allocation to the appropriate Reserve Fund;

b) Funding Application
Building Communities through Arts and Heritage

RESOLVED THAT Council of the County of Frontenac authorize staff to proceed with contracting services to develop the comprehensive plan and all necessary details to support a funding application in support of the 150th Anniversary to Building Communities through Arts and Heritage Fund which offers funding up to a maximum of \$700,000;

AND FURTHER THAT the costs for the contracting services not exceed \$5,000.

CARRIED
(Clauses a) and b))

15. ACCOUNTS

Posted Cheque Listing for the Period of: October 10, 2013 - November 12, 2013 (inclusive)

Motion #: 427-13 Moved By: Councillor Doyle
Seconded By: Councillor McDougall

RESOLVED THAT the Council of the County of Frontenac receive for information the following accounts for the period of October 10, 2013 - November 12, 2013:

- Payroll dated between October 6, to November 3, 2013 in the amount of \$1,251,360.63 and Cheque Listing in the amount of \$1,157,536.64.

CARRIED

16. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

a) **Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) Education on Long Term Care Governance and Leadership**

Motion #: 428-13 Moved By: Councillor Davison
Seconded By: Councillor McDougall

WHEREAS the Council of the County of Frontenac is the Board of Management for Fairmount Home;

AND WHEREAS the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) is offering an educational session designed for long term care Board and Committee of Management members to gain insights into the current long term care environment and understand the government's expectations for the sector.

THEREFORE BE IT RESOLVED THAT Councillor Gary Davison be authorized to attend the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) Education on Long Term Care Governance and Leadership to be held in Toronto December 1 & 2, 2013;

AND FURTHER THAT the Council of the County of Frontenac pass a by-law later in the meeting to amend the 2013 budget to increase the operating budget by \$1,000 for the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) Education on Long Term Care Governance and Leadership and transfer \$1,000 from the FRC Working Fund Reserve to cover this cost.

CARRIED

b) Discussion on Planning Issues

Motion #: 429-13 Moved By: Councillor McDougall
Seconded By: Councillor Davison

WHEREAS Council has not examined and recognized the financial commitment of the Township of South Frontenac to expanding County planning services, which they themselves are not likely to be needing in the near future;

AND WHEREAS Council has not examined the possibility and the implications of the County assuming all planning for the four Townships;

AND WHEREAS with the adoption of the County of Frontenac Official Plan, the relationship between the Townships and the County will change, especially for planning matters with respect to any conflicts of interest if the Townships utilize the County Planning services;

THEREFORE BE IT RESOLVED THAT a meeting of the Committee of the Whole be scheduled for Wednesday, February 5, 2014 to allow County Council discuss these planning issues.

CARRIED

17. GIVING NOTICE OF MOTION – Nil

18. OTHER BUSINESS

a) **AMO Conference Report by Warden Gutowski**

Motion #: 430-13 Moved By: Councillor Inglis
Seconded By: Councillor Jones

RESOLVED THAT the Council of the County of Frontenac receive this AMO Conference Report for information.

CARRIED

b) **AMO Strategic Planning Symposium Notes**
Walter Knott, Deputy Warden Clayton & Councillor Doyle

Motion #: 431-13 Moved By: Councillor Inglis
Seconded By: Councillor Jones

RESOLVED THAT the Council of the County of Frontenac receive the AMO Strategic Planning Notes for information.

CARRIED

c) **Strategic Plan – RFP**

Ms. VanBruinessen, Acting CAO/Treasurer will be attending a meeting today with Deputy Warden Clayton and Councillor Doyle to discuss the draft of the County Strategic Plan Request for Proposals (RFP). Ms. VanBruinessen commented that the County Strategic Plan RFP will be a 6 week process. She would also like to confirm details with Township staff in January 2014.

19. PUBLIC QUESTION PERIOD – Nil

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

1 **By-Law No. 2013-0039 - To Establish 2014 Howe Island Ferry Fees and Fares**

- 2 **By-law No. 2013-0040 - To amend the 2013 Budget By-law No 2013-0017**
- 3 **By-Law No. 2013-0041 - Confirmation of Proceedings**

Motion #: 432-13 Moved By: Councillor Inglis
 Seconded By: Councillor Jones

RESOLVED THAT leave be given the mover to introduce the following by-laws that have been circulated to all members of County Council and that these by-laws be read a first and second time:

- By-Law No. 2013-0039 - To Establish 2014 Howe Islander Ferry Fees and Fares
- By-Law No. 2013-0040 - To amend the 2013 Budget By-law No 2013-0017; and
- By-Law No. 2013-0041 - Confirmation of Proceedings.

CARRIED

Motion #: 433-13 Moved By: Councillor Inglis
 Seconded By: Councillor Jones

RESOLVED THAT the following by-laws be read a third time, signed, sealed and finally passed:

- By-Law No. 2013-0039 - To Establish 2014 Howe Islander Ferry Fees and Fares
- By-Law No. 2013-0040 - To amend the 2013 Budget By-law No 2013-0017; and
- By-Law No. 2013-0041 - Confirmation of Proceedings.

CARRIED

21. ADJOURNMENT

Motion #: 434-13 Moved By: Councillor Jones
 Seconded By: Councillor Inglis

RESOLVED THAT the meeting hereby adjourn at 11:45 a.m.

CARRIED

Jannette Amini, Acting Clerk

Janet Gutowski, Warden

Impact Report

The County of Frontenac



The Redevelopment of Kingston's Hospitals

December, 2013



UNIVERSITY HOSPITALS
KINGSTON FOUNDATION
Your Hospitals. Your Health. Your Future.

Supporting Kingston's university hospitals:



Hotel Dieu
HOSPITAL



Kingston
General
Hospital

Providence
Care

Wednesday, December 18, 2013

The County of Frontenac
2069 Battersea Rd.,
Glenburnie, ON K0H 1S0

Dear Council Members,

Today, we would like to thank you and your community for your long history supporting our hospitals, and specifically your 10 year pledge in support of hospital redevelopment projects. As you know, there are many ways we are working to improve the care for people in Kingston and the region, and the County of Frontenac has helped us in this endeavour. Through your gift and the community's commitment to better health in Southeastern Ontario, you have been pillars of leadership and philanthropy, and have become valuable friends to us at UHKF.

As requested, your pledge supported the highest needs across major redevelopment projects at Kingston's University Hospitals. This is helping to ensure outstanding outcomes for your neighbours, friends and the people of Frontenac County. But you and your community are also supporting us as our experts train the nurses, doctors and other health care leaders of tomorrow. Because of this, our children and future generations of people in the region will live knowing that outstanding health care is close to home.



One area where this is particularly true is with cancer care, which was a major focus of the KGH redevelopment project through the construction of the Cancer Centre of Southeastern Ontario. The Centre is now benefitting patients from across the region with a new chemotherapy suite filled with natural light, new examination rooms outfitted with the latest equipment, and an expanded patient care area.

On budget and completed four months early, the KGH redevelopment project also included a new pediatric inpatient unit, kidney dialysis unit, new medical/oncology inpatient unit, expanded intensive care unit, expanded central processing unit, and a new inpatient acute mental health unit. Altogether these changes are helping to launch Kingston General Hospital into new spheres of recognition through its ability to provide outstanding acute care in more areas of need.

Of course, we are also very excited about the new Providence Care Hospital, which your community's gift also helped to make possible. The new building will be a 270-bed state-of-the-art facility, and will exemplify the modern care environment. Inside, the hospital will feel like a community and contribute to increased patient comfort, while also being beneficial to our physicians,



An artist rendering of the new Providence Care Hospital

staff and volunteers. The redevelopment will bring together our rehabilitation, complex care, specialized geriatrics, palliative care and mental health programs under one roof.

Above all, the new hospital will inspire and instill a hopeful path to rehabilitation and recovery that enhances the patient's treatment experience. At the same time, the new space will be supportive of our staff's health, with exercise classes and common spaces that will help to promote wellness among our care providers. In turn, this will help to foster a workplace in which education and research can thrive, keeping us among the top 3 performers (above 90th

percentile) for rehabilitative care in Ontario.

And not to be forgotten, The County of Frontenac's gift in support of redevelopment has also resulted in significant improvements in outpatient care for many patients from across the region. In February, we officially opened the new ambulatory clinic space at Hotel Dieu Hospital, marking completion of that \$20-million project that is transforming specialized ambulatory care for people from across Southeastern Ontario. In fact, it was just recently announced that Hotel Dieu's day surgery program has achieved a place as the top performer in Ontario, highlighting the impact of our donors' generosity, and the importance of modern spaces filled with the latest medical equipment.



We cannot thank the people of Frontenac County enough, on behalf of our physicians, staff, patients and volunteers. Council's commitment to healthcare in Kingston and our region is second to none, and has earned your community, and the people of Frontenac County, a place among our most dedicated and valuable friends. Thank you again for helping us to make a difference in the lives of people living in Kingston, Frontenac County, and Southeastern Ontario.

Sincerely,

Denise Cumming



Report 2013-229

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Angelique Tamblyn
Executive Assistant

Date Prepared: December 12, 2013

Date of Meeting: December 18, 2013

Re: Administrative Services – Communications of Interest to Council

Recommendation

RESOLVED THAT the Council of the County of Frontenac accept the *Administrative Services – Communications of Interest to Council* report for information;

AND FURTHER THAT the following communications of interest to Council listed under the headings A, B, and C be received and filed.

Background

The following correspondence has been received that may be of interest to members of Council. Copies can be made available upon request.

Comment

A Ministries, Other Municipalities, etc:

1. United Counties of Prescott Russell, December 11, 2013 – Correspondence from Justin Bromberg Re: Resolution – Amendment to the Aggregate Resources Act regarding peat moss extraction. They've provided a certified copy of their resolution 2013/208 and their letter to the Minister of Natural Resources

Administrative Report
Administrative Services - Communications of Interest to Council
December 18, 2013

Page 1 of 4

regarding an amendment to the Aggregate Resources Act for the extraction of peat moss.

2. Township of South Frontenac, December 10, 2013 – Correspondence from Mr. Wayne Orr, CAO Re: Fixing Canada's Housing Crunch. The Council of the Corporation of the Township of South Frontenac passed the following resolution at their meeting held December 3, 2013: "That Council endorses the resolution addressing Canada's Housing Crunch as printed in the report presented December 3, 2013. Carried." A copy of the report and the endorsed resolution was provided.
3. The Honourable David C. Onley, December 6, 2013 – Holiday Card received from The Honourable David C. Onley Lieutenant Governor of Ontario and Mrs. Ruth Ann Onley Re: Invitation to attend the Lieutenant Governor's 2014 New Year's Levee on Wednesday, January 1, 2014 Noon to 2 o'clock at the Lieutenant Governor's Suite, Queen's Park, Toronto. All are welcome.
4. Randy Hillier, MPP Lanark-Frontenac-Lennox & Addington, December 5, 2013 – Holiday Card received from Randy Hillier, MPP including upcoming events. Annual Christmas Hootenanny, December 15, 2-4 p.m. Lake Park Lodge Carleton Place; New Years Levy, Verona January 18, 2014 Noon to 2 p.m. Verona Lions Hall; New Years Levy, Perth January 19, 2014, Noon to 2 p.m., Perth Civitan Hall, Perth.
5. Ministry of the Environment, December 5, 2013 – Correspondence from Susan Lo Re: Ministry of Environment Chief Drinking Water Inspector's Annual Report 2011-2012 – Notice of Release. The report provides an overview of the ministry's progress during 2011-2012 and includes in-depth information on the performance of Ontario's drinking water systems and licensed laboratories. The report is available online at www.ontario.ca/drinkingwater.
6. Ministry of Municipal Affairs & Housing, November 28, 2013 – Correspondence Re: Municipal Performance Measurement Program for 2013. They have provided the requirements for the 2013 Municipal Performance Measurement Program (MPMP). The program contributes to improved delivery of municipal services across Ontario by providing a standardized set of efficiency and effectiveness measures for key service areas.
7. Ministry of Municipal Affairs & Housing, November 18, 2013 – Correspondence from Linda Jeffrey, Minister Re: Official Plan. The Minister has received the material outlining key aspects of the County and learning about the work undertaken to date as the County moves toward completion of the first Official Plan. The Minister commends County officials for their leadership efforts to educate and consult residents around the County on the new Official Plan. They look forward to working closely with the County in the months ahead toward a timely approval of the Plan in early 2014.

Other Correspondence:

- Brian A. Crane, December 10, 2013 – Correspondence from Brian A. Crane, Chief Ontario Negotiator Re: Algonquin Land Claim Update
- W.A. Robinson Asset Management Ltd. December 6, 2013 – Correspondence from Mr. Wayne Robinson Re: Elder Care for Northern Portion of Frontenac County. Mr. Robinson has expressed concern for the matter of care and housing of seniors in the northern sections of Frontenac County.

- Rideau Valley Conservation Authority, November 29, 2013 – Correspondence from Rideau Valley Conservation Authority Re: Fisheries and Oceans Canada/Conservation Authority Partnership Agreements Update. They have provided an update to advise the municipality of amendments to the Canada Fisheries Act and a related partnership agreement between Fisheries and Oceans Canada and Conservation Authorities. These changes will affect their technical review services as it relates to the fish habitat advice provided to local municipalities, residents and businesses. For more information, please contact Jennifer Lamoureux, 1-800-267-3504 ext. 1108 or Jennifer.lamoureux@rvca.ca
- University Hospitals Kingston Foundation, November 2013 – Correspondence from Denise Cumming Re: 2012/13 Community Report. To view the report visit www.uhkf.ca
- OMSSA, September 3, 2013 – Correspondence from Manager of Education Diya Gill Re: Integrated Accessibility Standards Regulation. OMSSA has provided a copy of two guides: Guide to Conducting Accessible Public Engagement and the Guide to Conducting Accessible Meetings. OMSSA is currently developing educational workshops to support these guides. These workshops will provide tips to municipal staff as well as community partners to build accessible community engagement processes. Copies of the guide are available <http://www.omssa.com/> or contact Melissa Shepherd 416-646-0511.

AMO Member Communications:

1. News Releases

- Video Demonstrates Investment of Canada's Gas Tax Fund in Goderich (November 4, 2013)

2. AMO Breaking News & Policy News

- 2013 Fall Economic Statement Highlights (November 7, 2013)
The Provincial government is forecasting a deficit of \$11.7 billion for the 2013-14 fiscal year.

3. Watch Files

- http://www.amo.on.ca/WCM/AMO/AMO/About/Watch_File.aspx
• November 14, 21, 28 and December 5, 2013

FCM Member Communications:

1. News Releases

- Statement by FCM President following Address by the Leader of Canada's Official Opposition, Thomas Mulcair (November 28, 2013)
- Statement by FCM President on the Announcement of a New Global Markets Action Plan (November 27, 2013)
- 100 Municipal Leaders in Ottawa to Tackle National issues Facing Cities and Communities (November 26, 2013)
- Majority of By-election Candidates Voice Strong Support for Fixing Canada's Housing Crunch (November 22, 2013)

- Statement by FCM President on New Measures to Strengthen Rail Safety in Canadian Communities (November 20, 2013)
- Municipalities Launch Housing Roundtables as 1/3 of Canadians Surveyed Say that Affordability is a Major Concern (November 19, 2013)
- Statement by FCM President following delivery of Gas Tax Fund for municipal infrastructure (November 14, 2013)

2. PCP News

- Free Workshop: Municipal Climate Change Action Training during Quest Conference (November 1, 2013)

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

C Agency/Board Minutes:

1. Kingston Frontenac Public Library Board Minutes
 - October 23, 2013 & November 27, 2013
2. KFL&A Board of Health Minutes
 - September 25, 2013

D The following items of correspondence are requesting action from Council:

1. Township of Frontenac Islands, December 11, 2013 – Correspondence from Carol Dwyre Re: Resolution for FGT funding. Resolution as follows: "That Council request The County of Frontenac to carry forward to 2014, monies allocated to The Township of Frontenac Islands for funding for the 18th Line Road Boat Ramp Project on Wolfe Island which monies are in lieu of funding for the K&P Trail, in other Municipalities in the County. Carried"
2. Janet Gutowski, December 10, 2013 – Correspondence from Janet Gutowski Re: Resignation of Warden Gutowski. Warden Gutowski will be stepping down from the position of Warden at the end of December 2013 and she has requested to include an election of a new Warden at the December 18, 2013 County of Frontenac Council Meeting.
3. Chris West, November 16, 2013 – Correspondence from Mr. Chris West requesting County support on the Save the VIA Rail Campaign.

E County of Frontenac Outgoing Communications:

1. Media Releases:
 - Council Receives Second Draft of County Official Plan (November 26)
2. E-Newsletters
 - November edition of Frontenac County Bytes (attached)

Dec 10 Council
Agenda

DRAFT Minutes of Meeting 06-2013
Kingston & Frontenac Housing Corporation
Monday October 28, 2013 at 1:00 p.m.
Boardroom, 119 Van Order Drive Kingston

Present : Mr. Geoff Heminsley, Chair
Ms Karen Pagratis, Vice-Chair
Ms Beth Moore
Ms Penny Wall
Councillor Neill
Ms Humphries Blake
Councillor Schell

Regrets: Mr. Hunt
Councillor Hector

Also Present:
Ms Mary Lynn Cousins Brame, CEO
Scott VanderSchoor Manager Technical Services
Ms Janice Dobler, Executive Assistant, Recorder

MEETING TO ORDER

The Chair called the meeting to order, time being 1:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST - None

APPROVAL OF AGENDA

Moved by Councillor Neill
Second by Ms Humphries Blake
That the agenda for October 28, 2013 meeting No. 06-2013 be approved.

CARRIED

CONFIRMATION OF MINUTES

Moved by: Councillor Hector
Second by: Ms Moore
THAT the minutes of the Kingston & Frontenac Housing Corporation, Meeting No. 05-2013 held on Monday September 26, 2013 be approved with amendment to change Mrs. to Ms Moore as mover under Confirmation of Minutes and remove Mr. Hunt and add Mrs. Humphries Blake as mover under Other Business.

CARRIED

PRESENTATIONS: None

BUSINESS

Chief Executive Officer

Moved by Councillor Schell
Seconded by Ms Pagratis
THAT the Board of Directors approve reports a) to d) as presented by the CEO.

CARRIED

a) **Summary Report October 2013**

THAT the Kingston and Frontenac Housing Corporation Board of Directors receive the Summary Report for October 2013 as presented by the Chief Executive Officer.

b) **Operational Plan 2014**

THAT the Kingston & Frontenac Housing Corporation Finance and Administration Committee recommend that the Board of Directors approve the 2014 Operational Plan.

Minutes of Meeting No. 06-2013
Kingston & Frontenac Housing Corporation
October 28, 2013

Page 2

- c) **Capital Budget 2014**
THAT the Kingston & Frontenac Housing Corporation Finance & Administration Committee recommend that the Board of Directors approve the 2014 Capital Budget.
- d) **Operating Budget 2014**
THAT the Kingston & Frontenac Housing Corporation Finance & Administration Committee recommend that the Board of Directors approve the 2014 Operating Budget.
- e) **PT 13-08, New Playground at 28 Cliff Crescent**
Moved by Councillor Neill
Second by Ms Humphries Blake

Ms Moore abstained from vote due to conflict of interest.

THAT the Kingston & Frontenac Housing Corporation Board of Directors approve the award for New Playgrounds, PT 13-05, under 2013 Capital Project #5, to ForceCon Inc. for an amount of \$119,000 including HST.

CARRIED

Other Business

Moved by Ms Humphries Blake

Second by Ms Moore

THAT the Kingston & Frontenac Housing Corporation Board of Directors receive item i) for information.

- i) Receive Minutes of Meeting No. FA 06-2013, Finance & Administration Committee, held on Monday September 16, 2013.

CARRIED

Date of Next Meeting

It was agreed that the next Board meeting will be held on Monday November 18, 2013 at 1:00 p.m. in the Boardroom, 119 Van Order Drive.

Adjournment

Moved by Councillor Neill

Second by Ms Wall

THAT the meeting be adjourned, the time being 2:15 p.m.

CARRIED

Kingston & Frontenac Housing Corporation

Geoff Heminsley, Chair

Mary Lynn Cousins Brame, CEO

Municipal Update



November 25, 2013

Fisheries and Oceans Canada/Conservation Authority Partnership Agreements Update

This update has been prepared by RVCA staff to advise your municipality of amendments to the Canada *Fisheries Act* and a related partnership agreement between Fisheries and Oceans Canada and Conservation Authorities. These changes will affect our technical review services as it relates to fish habitat advice provided to local municipalities, residents and businesses.

Amendments to the Canada *Fisheries Act* passed through the federal Parliament and received Royal Assent on June 29 and December 14, 2012. Since that time, transition arrangements remained temporarily in effect. On November 25, 2013 federal amendments to the *Canada Fisheries Act*, associated *Applications for Authorization* (under Paragraph 35(2)(b) of the *Fisheries Act Regulations*) and *Information Requirements Regulations* came into force. With these changes, the existing partnership agreements between DFO and Conservation Authorities in Ontario are null and void. The RVCA and other groups have had agreements in place with DFO to undertake prescribed reviews of development and regulatory applications related to the administration of Section 35 (habitat) of the *Fisheries Act* since June of 1998.

As of November 25, 2013, whenever asked about *Fisheries Act* requirements, DFO has requested that Conservation Authority staff direct proponents and the public to the DFO website at www.dfo-mpo.gc.ca/pnw-ppe/index-eng.html. DFO may also be contacted directly by phone at 1-855-852-8320 or by email at fisheriesprotection@dfo-mpo.gc.ca. When proponents submit projects for review after November 25, we have been instructed to refer such applicants directly to the DFO website. The website, we are told, has all the information proponents need to self-assess their project and if required submit an application to DFO. Additional details on transition arrangements will be available in the coming weeks once provided by DFO.

DFO and Conservation Ontario are working to develop a new Memorandum of Understanding under the new Fisheries Protection Program but it is not expected that there will be any tangible action toward such an arrangement before the spring of 2014.

We have valued our relationship with the Department of Fisheries and Oceans; both parties learned much during the time in which the partnership agreements were in effect. **We shall continue to manage the resources of the Rideau watershed, consistent with our mandate, using science based approaches and tools provided to us by the Ontario *Conservation Authorities Act* which includes the protection of aquatic resources in our watershed.**

For more information, please contact:

Jennifer Lamoureux
RVCA Aquatic and Fish Habitat Biologist
613-692-3571 or 1-800-267-3504 ext. 1108
jennifer.lamoureux@rvca.ca

TOWNSHIP OF FRONTENAC ISLANDS

Resolution

November 27, 2013 No. 5

Moved by

Wayne Grant

Seconded by

Joan

That Council request The County of Frontenac to carry forward to 2014, monies allocated to The Township of Frontenac Islands for funding for the 18th Line Road Boat Ramp Project on Wolfe Island which monies are in lieu of funding for the K & P Trail, in other Municipalities in the County.

Wf Doyle
Mayor Denis Doyle

Gordon Burns, Interim CAO/Clerk

✓ Carried

 Lost

Dec 11/2013

from Carol Dwyre

Irene Mathyssen, MP

Member of Parliament, London-Fanshawe

GET UPDATES FROM Irene Mathyssen, MP

Why I Support the Save VIA Rail Campaign

Posted: 11/04/2013 5:44 pm

[Read more](#)



The "Save VIA" Campaign began as a grassroots response to the VIA Rail cuts that the federal government announced in 2012; but with a huge amount of public support it has grown into a nationwide appeal to restore passenger rail service. Mr. Harper's government needs to listen to the Canadians who are clearly saying that we need to retain and improve Canada's rail services.

Canadians from all walks of life are dependent upon these services and as Seniors Critic I am particularly worried for the seniors in my community who rely upon VIA rail for both medical-related trips and family visits. Many seniors who responded to the VIA campaign, stated that they prefer not to drive and are fearful of the time when they cannot drive.

Canada's rail network is the backbone of our national transportation system. But sadly the federal government is turning its back on passenger rail at a time when our G8 peers are investing in high-speed rail. Make no mistake about this: the service reductions, cancelled connections, shuttered train stations and staff cuts are the direct result of the Conservatives slashing of VIA's funding.

Towns and cities are deprived of vital connections when commuters lose their public transit and elderly and disabled passengers struggle to buy tickets and board trains. All the while crucial service personnel are being laid off.

An improved rail service is imperative for alleviating traffic congestion on Canada's highways and roads. My constituents feel particularly disenfranchised because of the service reduction. It is obvious that action must be taken and we must reinvest in VIA. We should be looking at all kinds of opportunities for mass transportations. If there was an improvement in the service to make it more efficient, there would be more people who would be able to use the trains.

We must erase any notion that VIA trips are a luxury. Over four million VIA trips occur across Canada each year, and for many they are a necessity. The route from Windsor to Quebec City is indispensable for students, seniors, tourists and those using it for business and employment purposes. The cuts to VIA rail will only exacerbate the issue of congestion in major cities and on major roadways.

I am calling upon the Conservative government to support the existing schedule so the many who rely upon the service can continue to use VIA. I also call upon the government to reverse the budget cuts to VIA Rail. The government needs to put in place stable, long-term funding to secure the future of passenger rail in Canada and legislation that defines VIA Rail's role and mandate. Currently the crown corporation is at the whim of the federal government funding and prone to government interference. To end this limbo, New Democrats are demanding a legal framework to strengthen VIA Rail.

Canadians deserve fast and environmentally friendly rail connections between our cities and towns. Let's continue to work together to stop the dangerous cuts and make VIA Rail fit for the 21st century.

Follow Irene Mathyssen, MP on Twitter: www.twitter.com/@irenemathyssen

✓

Action

Angelique Tamblyn

From: Jannette Amini
Sent: Wednesday, December 11, 2013 8:43 AM
To: Angelique Tamblyn; Marian VanBruinessen
Subject: FW: Resignation of Warden Gutowski

Hi Angelique,

I'm not certain how this has been done in the past but I think this would need to be added as Communications for action and I will list the election of the Warden in that area.

Marian is this your take as well?

Jannette Amini, Dipl.M.M.
Acting Clerk
County of Frontenac - Administrative Services
2069 Battersea Road
Glenburnie ON K0H 1S0
Phone: 613-548-9400 x 302
Fax: 613-548-8460
Email: jamini@frontenaccounty.ca

-----Original Message-----

From: Janet Gutowski [<mailto:j.gutowski@sympatico.ca>]
Sent: Tuesday, December 10, 2013 10:11 PM
To: Marian VanBruinessen
Cc: Jannette Amini
Subject: Resignation of Warden Gutowski

Dear Marian,

As I stated at the September 18, 2013 meeting of Frontenac County council, I am stepping down from the position of Warden at the end of this year. I therefore submit to you my resignation in writing and request that staff take appropriate steps for the December agenda to include the election of a new Warden.

It has been an honour and a pleasure to serve as County Warden to the good people of Frontenac County and through the delivery of EMS, the people of the City of Kingston. It has also been a pleasure to work closely with exceptionally dedicated and talented staff. As per the county's mission statement, which was adopted earlier this year, I am confident that Frontenac County has and will continue to provide effective, efficient and sustainable delivery of of services to citizens.

Sincerely,

Janet Gutowski

Warden, County of Frontenac

"Well-behaved women seldom make history" Laurel Thatcher Ulrich



Report 2013-219

ADMINISTRATIVE REPORT

To: Warden and Council Members of County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared By: Jannette Amini
Acting Clerk

Date prepared: December 1, 2013

Date of meeting: December 18, 2013

Re: **Administrative Services – Multi-Year Accessibility Plan 2013
Annual Status Report**

Recommendation

RESOLVED THAT the Council of the County of Frontenac approve the *Multi-Year Accessibility Plan 2013 Annual Status Report* attached to this report as Appendix A;

AND FURTHER THAT staff be directed to post the Multi-Year Accessibility Plan 2013 Annual Status Report on the County website;

AND FURTHER THAT a copy of the Multi-Year Accessibility Plan 2013 Annual Status Report be forwarded to the Townships of North, Central and South Frontenac and Frontenac Islands requesting that the Annual Status Report be posted to the Townships respective websites.

Background

In 2013, with the implementation of the new Integrated Accessibility Standards Regulation, designated public sector organizations, including municipalities, were required to establish, implement, maintain and document a multi-year accessibility plan which outlines the organization's strategy to prevent and remove barriers and meet its requirements under the Regulation. This replaced the requirement to have an Annual Accessibility Plan which was mandated under the *Ontarians with Disabilities Act, 2001*, (ODA). Further, as part of the requirement for a multi-year plan, municipalities must now

Administrative Report
Administrative Services – Multi-Year Accessibility Plan 2013 Annual Status Report
December 18, 2013

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prepare an Annual Status Report on the progress of measures taken to implement the strategy referenced in the multi-year plan, including steps taken to comply with the IASR Regulation.

Comment

The purpose of this report is to provide the required Annual Status Report for the County of Frontenac on the progress of measures taken in 2013 by both the County and its four lower-tiered Townships on the implementation strategies referenced in the County of Frontenac Joint Multi-Year Plan. A copy of the Annual Status Report is attached to this report as Appendix A.

The Joint Multi-Year Accessibility Plan is a collaborative plan for the County of Frontenac and the Townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands. Section 7 c, Accessibility Policies and Plan, of the Multi Year Plan outlines the commitment by the County of Frontenac, including its four respective Townships, to providing service in a manner that respects the dignity and independence of people with disabilities as well as providing people with disabilities the same opportunity to access its goods and services and allow them to benefit from the same services, in the same place and in a similar way as other customers.

Staff would note that at this time, the County of Frontenac has met all of its legislative requirements as of January 1, 2014.

Sustainability Implications

Creating barrier-free communities through accessibility planning will enhance the County's move towards its goal of sustainability in both the social and economic pillars of the County's sustainability plan. As stated in *Directions for Our Future*, social sustainability is based on equity, diversity, connectivity, democracy and a good quality of life. It further states that economic development takes health, community, education, and environmental and social objectives into account.

Financial Implications

There are no direct financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac Accessibility Advisory Committee
Township of North Frontenac
Township of Central Frontenac
Township of South Frontenac
Township of Frontenac Islands
Staff Accessibility Committee



**COUNTY OF FRONTENAC
2013 – 2017 MULTI-YEAR PLAN
ANNUAL STATUS UPDATE REPORT**

BACKGROUND

In 2013, the Council of the County of Frontenac approved its first Joint Multi-Year Accessibility Plan which is a collaborative plan for the County of Frontenac and the Townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands. Section 7 c, Accessibility Policies and Plan, of the Multi Year Plan outlines the commitment by the County of Frontenac, including its four respective Townships, to providing service in a manner that respects the dignity and independence of people with disabilities as well as providing people with disabilities the same opportunity to access its goods and services and allow them to benefit from the same services, in the same place and in a similar way as other customers.

STATUS TO DATE OF THE STRATEGIES IDENTIFIED IN THE MULTI YEAR PLAN

Accessibility Policies and Plan – 2013 – 2017 for the Township of North Frontenac

Under the Joint Multi-Year Accessibility Plan 2013 – 2017 for the County of Frontenac, the Township of North Frontenac will put in place the policies and actions to improve opportunities for people with disabilities in North Frontenac including updating existing applicable policies, such as but not limited to, the Procurement Bylaw, Personnel Policy and User Fees Bylaw, etc. to ensure compliance with the *Accessibility Act*. This includes Accessible Emergency Information, Training on Ontario's accessibility laws and on the Human Rights Code as it relates to people with disabilities, Information and Communications, and Employment.

Accessibility Policies and Plan for the County of Frontenac

1. Integrated Accessibility Standards Regulation Policy

In 2013, Frontenac County Council adopted its Integrated Accessibility Policy as required under Part I, Section 3(1) of Ontario Regulation 191/11, the Integrated Accessibility Standards. The development of this policy identifies how the County of Frontenac will attain its legislated requirements under O.Reg. 191/11, including the training of all staff on the said policy and Regulation. The Policy also identifies how the County of Frontenac will meet its obligations with respect to the Information and Communications Standard, the Employment Standard, the Transportation Standard and the Design of Public Spaces Standard. [Click here](#) to view a copy of the County of Frontenac Integrated Accessibility Policy on the County of Frontenac website.

2. Training

As of December 31st, 2013, all staff, volunteers and those who provide goods, services and facilities on behalf of the County of Frontenac, the Township of South, Central and Frontenac Islands will have received training on the requirements of the accessibility standards referred to in the IASR Regulation and on the *Human Rights Code* as it pertains to persons with disabilities.

Ongoing Customer Service Training took place for all new employees and volunteers to the County of Frontenac in 2013.

3. Procurement Policy

On March 20, 2013, County Council adopted By-law 2013-0011, being a By-law to Adopt a Policy to Govern the Procurement of Goods and Services by the County of Frontenac, which, as required under Section 5(1) of the IASR Regulation, incorporates accessibility design, criteria and features when procuring or acquiring goods, services or facilities for the County of Frontenac, except where not practicable to do so.

4. Website Compatibility

The County website was re-developed in 2013 to be W3C compliant and went live on May 24, 2013.

5. Building Code consultation Paper (Proposed Accessibility amendments to the *Ontario Building Code*)

The Joint Frontenac Accessibility Advisory Committee and the Accessibility Staff Committee of the County of Frontenac reviewed and discussed the Building Code Consultation Paper that was issued by the Province that proposes amendments to the *Ontario Building Code* with respect to accessibility requirements. A report went to County Council on March 20th recommending that Council direct staff to submit the comments as outlined in the report to the Ministry of Municipal Affairs and Housing. The comments were submitted to the Ministry of Municipal Affairs and Housing on March 21, 2013. A copy of the report that went to County Council may be viewed at:

<https://frontenac.civicweb.net/Documents/DocumentList.aspx?ID=32340>.

6. International Day of Persons with Disabilities Access Award

In 2013, through recommendations made by the Frontenac Accessibility Advisory Committee, County Council endorsed the implementation and promotion of the International Day of Persons with Disabilities Access Award, which honours, once per year, a person, group or organization that has made a significant contribution towards improving access for persons with disabilities in their respective communities. The recipient of the award is chosen from a public nominations process and each year, the recipient's name is placed on a multi-plated plaque for perpetual recognition which is to be displayed at the County Administrative Offices.

7. Creation of a County of Frontenac Accessibility Logo
In conjunction with the implementation of the International Day of Persons with Disabilities Access Award, the Frontenac Accessibility Advisory Committee recommended to County Council, an Accessibility logo for the County of Frontenac, of which County Council endorsed. The new County of Frontenac Accessibility Logo and Statement have been incorporated into this report as part of the title.
8. Creation of a County of Frontenac Accessibility Statement
In 2013, through recommendations from the Frontenac Accessibility Advisory recommended, County Council endorsed an Accessibility Statement for the County of Frontenac in part to continue to promote the Frontenac's commitment to improving opportunities for people with disabilities. The Accessibility Statement for the County of Frontenac is "Making Accessibility Happen". The new County of Frontenac Accessibility Logo and Statement have been incorporated into this report as part of the title.
9. Accessibility Upgrades
In 2013, the County of Frontenac had five (5) accessible doors installed in the County Administrative building leading to the Council meeting room and ETS area of the building, including two (2) accessible doors to the Men's and Women's washrooms. These doors will also be electronically wired to the County's generator to ensure accessibility during power outages

Targets for 2014

1. Ongoing training on Accessible Customer Service Standards and the IASR Standards
2. Ongoing updating of current County Policies & development of new policies to meet legislation
3. Re-development of the Fairmount Home Auditorium
4. New development of the County K & P trail system to meeting the Design of Public Spaces Regulation



Report 2013-220

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

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

Date prepared: October 24, 2013

Date of meeting: December 18, 2013

Re: **Emergency and Transportation Services – County Emergency Response Plan - Revisions**

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Emergency and Transportation Services – County Emergency Response Plan - Revisions*;

AND FURTHER THAT a by-law be introduced later in the meeting to rescind By-law 2009-0038 and to adopt the amended County Emergency Response Plan.

Background

Each municipality in Ontario is mandated to maintain an Emergency Response Plan under the *Emergency Management and Civil Protection Act*.

Comment

The County of Frontenac Community Emergency Management Program Committee is tasked with reviewing and recommending changes to the County Emergency Response Plan. The committee has completed a review of the current document and has recommended several housekeeping changes. The style and layout of the document

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Emergency and Transportation Services – County Emergency Response Plan – Revisions
December 18, 2013

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was updated and the location of the EOC was removed. The amended Emergency Response Plan is attached below as Appendix A.

Financial Implications

None.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac Community Emergency Management Program Committee
Lisa Harvey, Field Officer, Loyalist Sector, Emergency Management Ontario (EMO)



APPENDIX A

Emergency Response Plan

Schedule "A" to By-law No. 2013-

December 2013

Administrative Report
Emergency and Transportation Services – County Emergency Response Plan – Revisions
December 18, 2013

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Annex B	Emergency Operation Centre Location
Annex C	Emergency Management and Civil Protection Act
Annex D	Hazard Identification and Risk Assessments
Annex E	Critical Infrastructure
Annex F	Emergency Declaration Checklist
Annex G	Declaration of Emergency Form Termination of Declaration Form

Introduction

The County of Frontenac, herein referred to as the “County” has developed this emergency management plan in accordance with the Emergency Management and Civil Protection Act, 2009. This Emergency Management Plan has been prepared to facilitate a controlled and coordinated response to any type of emergency occurring within or affecting the County. It is an important component of an integrated emergency management program, which works within the parameters outlined by the Office of the Fire Marshal and Emergency Management pertaining to prevention, mitigation, preparedness, response and recovery.

The aim of this plan is to provide key officials, agencies and the municipal departments with an overview of their collective and individual responsibilities in an emergency. Also to make provisions for the extraordinary arrangements and measures that may have to be taken to safeguard property and the health, safety and welfare of the inhabitants of the County, when faced with an emergency situation.

Emergencies affect public safety, health, welfare and property, as well as the environment and economic health of the County. In order to protect residents, businesses and visitors, the County requires a coordinated emergency response by a number of agencies under the direction of the Emergency Control Group. These are distinct arrangements and procedures from the normal, day-to-day operations carried out by emergency services.

For this Emergency Management Plan to be effective, all participating agencies and departments must be familiar with its provisions and procedures. The information contained within this plan must be reviewed, tested and maintained on a regular schedule in order for it to remain effective, appropriate, and up-to-date as municipal officials, corporate structures and the nature of emergencies change over time.

The annexes contain essential and supporting documentation – the information contained within them is confidential and therefore are considered and maintained separate from this document.

Aim

The Aim of this plan is to protect the health, safety, welfare and property of the citizens of Frontenac County from the effects of a natural, technological or human caused emergency.

The Aim is also to support the local municipalities in the implementation and operation of their emergency plans.

The County of Frontenac will also support all local municipalities in the mitigation of an emergency in the county.

The County of Frontenac will provide available resources to assist the local municipalities, as required.

Authority

The Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9 is the legal authority for this emergency management plan in Ontario.

The Emergency Management and Civil Protection Act states that:

Section 3 (1):

Every county shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the county and other persons will respond to the emergency and the council of the county shall by by-law adopt the emergency plan. 2002, c.14, s 5(1).

Section 4 (1):

The head of council of a county may declare that an emergency exists in the county or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the county and to protect property and the health, safety and welfare of the inhabitants of the emergency area. R.S.O. 1990, c. E.9, s.4 (1).

Section 11 (1):

No action or other proceeding lies or shall be instituted against a member of council, an employee of a county, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty. 2006, c.13, s.1(6); 2006, c.35, Sched.C, s.32 (6).

As per section 3 (1) of the Emergency Management and Civil Protection Act, the County of Frontenac has adopted by by-law this emergency management plan and its elements, and filed the plan with the Office of the Fire Marshall and Emergency management, Ministry of Community Safety and Correctional Services.

This Emergency Plan is Schedule “A” of By-law No. 2013-0043 which is the local authority for this plan and related activities. A copy of the By-law is available for inspection at the County Administration offices.

Scope

This plan supersedes and replaces all previous plans and procedures for emergency management enacted by the County of Frontenac.

Definition of and Emergency

The Emergency Management and Civil Protection Act defines an emergency as:

“a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or health risk, an accident or an act whether intentional or otherwise.”

For the purposes of this plan, an emergency may be defined as a situation or the threat of an impending situation, abnormally affecting the health, safety, welfare and property of the residents of the County, which by nature of its magnitude, requires a controlled and coordinated response by multiple agencies, under the direction of the Emergency Control Group. Emergencies are distinct from the normal daily routine carried out by municipal first response agencies/departments such as fire, police, EMS, health, etc.

Actions prior to a declaration

When an emergency exists but has not yet been declared to exist, County employees may take such action(s) under this emergency management plan as may be required to protect property and the health, safety and welfare of the county. The subordinate plans, attached as annexes to this document, may also be implements, in whole, or in part in the absence of a formal declaration.

Declarations

As the County of Frontenac is comprised of a number of townships, each with its own Emergency Response Plan, the declaration of a state of local emergency at the County level would only occur in certain instances which would include but not be limited to the following:

- A general health issue identified by the Medical Officer of Health that may affect the entire County;
- A general situation, such as severe weather which affects a majority of the County;
- At the request of one or more local municipalities which have already declared a state of local emergency;
- In situations, where the County was requested to support local emergency plans and mitigation measures.
- At the request of the Province of Ontario.

Plan Maintenance and Review

At a minimum, this plan will be reviewed annually for accuracy by the Community Emergency management Coordinator (CEMC) and the Emergency Management Program Committee of Frontenac County. The plan will be reviewed for effectiveness through emergency exercises on an annual basis, testing the plan in whole or in part. The CEMC and the Emergency Management Program Committee (or delegated sub-committee) will make the appropriate changes to the [plan as a result of these reviews and tests.

Amendments

Amendments to the plan require formal Council approval from all municipalities. Formal Council approval is not required for the following:

- Changes or revisions to the annexes
- Minor editorial changes (i.e. editorial changes to text, section numbering, reference changes, or changes to references to provincial status)
- Additions or deletions of individual's names.

Flexibility

No Emergency Management Plan can anticipate all of the varied emergency situations that may arise in a changing community. During the course of the implementation of this plan in an emergency situation, members of the Emergency Control Groups in the course of conducting their assigned roles and responsibilities may exercise flexibility. To ensure that the public health, safety and welfare of the community are of utmost priority in the emergency response, deviations from the emergency management plan may be necessary.

Emergency Control Group
2.1 Initial Contact

In the event of a real or potential emergency (see 1.3 Definition of an Emergency) requiring the activation or notification of an Emergency Control Group any member of the Emergency Control Group may initiate the activation procedure by contacting the Community Emergency Management Coordinator (CEMC). The CEMC or designate will contact the Senior Municipal Official of the affected county to discuss the situation and determine if the Emergency Control Group should be activated. It should be noted that should two or more municipalities be affected, the County Emergency Control Group would be activated and would include representation from the affected municipalities deemed to be appropriate by the Head of Council.

2.2 Notification / Activation

Any Emergency Control Group member or designate of the County or any emergency response agency may activate the Emergency Notification Fan-Out System (Annex A), by contacting the CEMC directly. The CEMC will in turn contact the Senior Municipal Official, who shall contact the local Head of Council.

Where a threat of an impending emergency exists, the Emergency Control Group will be notified and placed on standby. Monitoring should be implemented when a situation that is not yet an emergency is escalating or impeding. Examples include: flooding, severe weather, and emergencies in neighbouring municipalities.

It is the responsibility of all Emergency Control Group officials to notify their departmental or agency staff.

If the response level to be adopted is monitoring, the CEMC shall notify the Senior Municipal Officer and other officials, as required.

The content of messages transferred during Emergency Notification procedures will be standardized and as brief as possible, and include the following:

- Identify oneself with name and title, and describe (pending) emergency situation.
- Provide status of the notification call: either "STANDBY" or "CALL TO ASSEMBLE". To be placed on standby indicates that those individuals receiving the call shall await further developments and make themselves available to participate as a member of the County Control Group as the situation escalates.
- Provide the location of the Emergency Operations Centre (EOC)
- Indicate any special precautions to take if mobilization is required.
- Reminder to continue the notification fan-out.
- Request to repeat the message to confirm information is understood.

On receipt of the emergency alert call, each member of the Emergency Control Group will:

- Alert their own department, as required, ranging from a warning, to stand-by, to complete participation, and stand-down.
- Bring any required items, including a copy of the Emergency Management Plan, extra clothing, phone list, phone, laptop, photo ID.
- Proceed immediately to the identified Emergency Operation Centre and report to the Chair of the Emergency Control Group the status of their organization and resources.

2.3 Membership

The emergency response will be directed and controlled by the Emergency Control Group; a group of officials who are responsible for coordinating the provision of the essential services necessary to minimize the effects of an emergency on the community. The composition of the Emergency Control Groups and alternates is listed in Annex A.

In the County where the Head of Council is also serving as the Warden or alternate of the County, the County may choose to appoint a secondary alternate to the position of Head of Council.

Additional personnel called or added to the Emergency Control Group may include:

- Ontario Office of the Fire Marshal and Emergency Management Representative
- Conservation Authority Representatives
- Liaison staff from provincial ministries
- Any other officials, experts or representatives from the public or private sector as deemed necessary by the Emergency Control Group.

The Emergency Control Group may function with only a limited number of persons depending upon the emergency. While the Emergency Control Group may not require the presence of all the people listed, all members should be notified.

2.4 Business Cycle and Meeting Procedures

Members of the Emergency Control Group will gather at regular intervals to inform each other of actions taken and problems encountered; each member will report on the following:

- New information on threats, progress and results during last operation cycle meeting, and recommendations for new or continued mitigation strategies
- Present threats in order of severity and the plan to limit threats according to priority for the next operation cycle meeting
- Schedule for team meetings

Meetings will be kept as brief as possible thus allowing members to carry out their individual responsibilities. The Emergency Operation Centre scribe will keep minutes of these meetings and maintain a status board. See 2.7.12 for full list of duties.

2.5 Emergency Operations Centre (EOC)

The locations of the primary and alternate Emergency Operation Centers are confidential and detailed in (Annex B).

2.6 Roles and Responsibilities (Control Group)

The members of the Emergency Control Group or designate are likely to be responsible for the following actions or decisions:

- Coordinate all emergency support operations during and post the emergency
- Ensure there is no interruption in the provision of emergency services and essential services in unaffected areas outside the emergency site
- Call out and mobilize their emergency service, agency and equipment
- Coordinate and direct their service and ensure that any actions necessary for the mitigation of the effects of the emergency are taken, provided they are not contrary to law
- Ensure adequate emergency service provisions are maintained outside and separate from those responding at the emergency site
- Determine if the location and composition of the Emergency Control Group are appropriate
- Advise the Head of Council as to whether the declaration of an emergency is recommended
- Advise the Head of Council on the need to designate all or part of the community as an emergency area
- Ensure that a Site Incident Commander is appointed at the emergency site
- Ensure support to the Incident Management System by offering equipment, staff and resources, as required
- Assign an On-site Emergency Information Officer, as required
- Order, coordinate and/or oversee the evacuation of inhabitants considered to be in danger
- Discontinue utilities or services provided by public or private concerns, i.e. hydro, water, gas, shopping centres
- Arrange for services and equipment from local agencies not under community control, i.e. private contractors, industry, volunteer agencies, service clubs
- Notify and or request assistance from, and/or liaison with various levels of government and any public or private agencies not under community control, as considered necessary
- Determine if additional volunteers are required and if appeals for volunteers are warranted
- Determine if additional transport is required for evacuation or transport of persons and/or supplies
- Ensure that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer for dissemination to the media and public
- Determine the need to establish advisory groups and or sub-committees/working groups for any aspect of the emergency including recovery. And if so, determine the chair and composition of that committee, along with reporting structure
- Authorize expenditure of money required for dealing with the emergency
- Notify the service, agency or group under their direction, of the termination of the emergency

- Participate in a post-emergency debriefing
- Consider application for Ontario Disaster Relief Assistance Program (ODRAP) and make arrangements, as required

2.7 Individual Member or Designate Roles and Responsibilities

2.7.1 Head of Council

- Provide overall leadership in responding to an emergency
- Declaration of an emergency within the designated area
- Declaration that the emergency has terminated (Note: Council may also terminate an emergency)
- Ensure the Ontario Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services are notified of the declaration of the emergency, and termination of the emergency
- Ensure that the members of council are advised of the declaration and termination of an emergency, and are kept informed of the emergency situation
- Act as or designate the Media Spokesperson and conduct media briefings, as arranged and prepared by the Emergency Information Officer
- Establish a communication link and regular liaison with the Emergency Information Officer at the Emergency Operations Centre
- Maintain a personal log of all actions and participate in the post-emergency debriefing

2.7.2 Senior Municipal Official

- Chair the Emergency Control Group
- Manage and coordinate all operations within the Emergency Operations Centre, including establishing the business cycle and regular meetings
- Ensure a Site Incident Commander has been appointed for the emergency
- Ensure that a communication link is established between the Emergency Control Group and the Site Incident Commander
- Ensure liaison with the Police Service regarding security arrangements for the Emergency Operation Centre
- Advise the Head of Council on policies and procedures, as appropriate
- Approve, in conjunction with the Head of Council, major announcements and media releases prepared by the Emergency Information Officer, in consultation with the Emergency Control group
- Ensure staffing requirements for extended periods
- Direct all actions taken to assist municipal emergency response efforts, and conduct post emergency recover efforts
- Ensure that a record of issues and problems identified, resolved and yet to be resolved, is maintained throughout the emergency
- Maintain a personal log and participate in the post-incident debriefing

2.7.3 Community Emergency Management Coordinator (CEMC)

- Act as a resource to the Emergency Control Group
- Ensure the activation and arrange the Emergency Operations Centre

- Ensure that security is in place for the Emergency Operations Centre and registration of Emergency Control Group members
- Ensure that all members of the Emergency Control Group have necessary plans, resources, supplies, maps and equipment
- Provide advice and clarifications about the implementation details of the Emergency Management Plan
- Act as a resource to the Senior Municipal Official and assist in fulfilling their respective duties at the Emergency Operations Centre
- Ensure all outside agencies, neighbouring municipalities, ministries, etc. are advised of the declaration
- Provide guidance, direction and/or assistance to any emergency or support personnel at the Emergency Operations Centre, and/or any other location, as required by the Emergency Control Group
- Assist the Site Incident Commander as required by the Emergency Control Group
- Address any action items that may result from the activation of the Emergency Management Plan and keep the Emergency Control Group informed of implementation needs
- Coordinate the post-emergency debriefing
- Ensure the establishment of Post-Emergency Recovery Committee and maintain continuity between the emergency and recovery operations by participating in both groups
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing
- prepare debriefs and post-emergency report to Council

2.7.4 Senior Official – Police Services

- Advise the Emergency Control Group regarding the protection of life, property, the provision of law and order, and conduct of evacuations
- Establish a site command post with communications to the Emergency Operations Centre
- Appoint the Site Incident Commander, if required, and inform the Emergency Control Group
- Liaise with the Senior Official - EMS and provide an estimated number of casualties and safety concerns at the site, as required
- Notify necessary emergency and community services, as required
- Notify the Coroner regarding fatalities
- Coordinate all policing functions in support of the emergency site
- Advise the Emergency Control Group regarding the most effective use of police resources in support of the emergency response at the emergency site and external to the emergency site
- Establish the inner perimeter within the emergency area
- Establish the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict access to all but essential emergency personnel
- Provide traffic control staff to facilitate the movement of emergency vehicles at the emergency site

- Alert persons endangered by the emergency and coordinate evacuation procedures
- Provide police service in Emergency Operations Centre, evacuee centres, morgues, and other facilities, as required
- Ensure liaison with other community, provincial and federal police agencies, as required
- Establish physical security at the Emergency Operations Centre
- Maintain a personal log of all actions taken and participate in the post-emergency briefing

2.7.5 Senior Official – Fire Services

- Provide the Emergency Control Group with information and advice regarding all operations associated with fire suppression, fire prevention, hazardous materials response, and fire search and rescue
- Appoint the Site Incident Commander, if required and inform the Emergency Control Group
- Informing the County Fire Coordinator and/or initiating mutual aid arrangements for the provision of additional firefighters and equipment, if needed
- Determine if additional or special equipment is needed and recommend possible sources of supply, i.e. breathing apparatus, protective clothing
- Provide assistance to other community departments and agencies and being prepared to take charge of or contribute to non-fire fighting operations if necessary, e.g., rescue, first aid, casualty collection, evacuation
- Advise the Emergency Control Group regarding the need to evacuate buildings, areas, or the demolition of structures, which present a danger
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing

2.7.6 Senior Official – Emergency Medical Services

- Advise the Emergency Control Group on all aspects of emergency medical treatment, triage and transportation of the injured
- Appoint the Site Incident Commander, if required, and inform the Emergency Control Group
- Obtain EMS from other municipalities for support, if required
- Ensure triage at the site
- Advise the Emergency Control Group if other means of transportation is required for large scale response
- Ensure liaison with the receiving hospitals
- Ensure liaison with the Medical Officer of Health, as required
- Assess the need and initial request for special emergency health service resources at the emergency site, e.g. multi-patient units, support units, air ambulances, and forward these requests to the Central Ambulance Communications Centre
- Assist with the organization and transportation of persons in health care facilities, homes for the aged, nursing homes and rest homes, which are to be evacuated, as required

- In conjunction with the Central Ambulance Communications Centre, provide the main communication link through dispatch among health services, and notify and request assistance of the Ontario Ministry of Health and Long-term Care, Emergency Health Services branch
- Ensure that first aid supplies are available at the emergency site(s) and the evacuation centre(s)
- Maintain a personal log of all actions taken and participate in the post-emergency

2.7.7 Chief Medical Officer of Health

- Activate the municipal emergency notification system by contacting the Senior Municipal Officer or the CEMC upon becoming aware that an emergency has occurred or is threatening to occur
- Assume a lead role in response to a human health emergency through activation of Public Health Response Plan
- Work with the Emergency Information Officer to prepare information/instructions to the population pertaining to public health risk reduction for the county to distribute
- Consult on the safe disposal of biohazardous and other dangerous material that may affect public health
- Co-ordinate vaccine management and implement mass immunization plan, as required
- Advise county on potability of emergency water supplies and sanitation facilities, as required
- Liaise with the Ministry of Health and Long Term Care, Public Health Division
- Consult with coroner on temporary morgue facilities
- Coordinate local community medical services (i.e. CCAC, family health teams, hospital) in response to the emergency
- Fulfill legislative mandate of the Medical Officer of Health as outlined in relevant provincial legislation, such as the Ontario Public Health Standards, the Health Protection and Promotion Act and related protocols
- Provide direction on any matters which may adversely affect public health
- Liaise with voluntary and private agencies
- Liaise with County of Frontenac Control Group/Social Services on preventing human health risks in evacuation centres in areas of safe food preparation, infection control practices, water quality, and sanitation
- Keep record of all Public Health activities including actions taken and decisions made
- Participate in debriefings, as required

2.7.8 Emergency Information Officer

- Advise the Emergency Control Group on all matters related to information to be presented to the public through the media, the monitoring of information being presented from the media, and taking direction from the Emergency Control Group
- Establish a communication link with the Media Spokesperson and any other media coordinator(s), i.e. provincial, federal, private industry, etc., involved in the

incident, ensure that all information released to the media and public is timely, full, accurate and approved

- Ensure that the Emergency Information Centre is set up and staffed and a site Emergency Information Centre, if required
- Ensure liaison with the Emergency Control Group to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences
- Organize media briefings and prepare the Head of Council and other members of the Emergency Control Group prior to each media briefing, as required
- At the direction of the Emergency Control Group, communicate information regarding the emergency to the public through the media using media kits, news releases, press briefings, public service announcements, flyers, telephones, the internet, and public meetings, as required
- Ensure that the following are advised of the telephone number of the media centre:
 - o Media
 - o Emergency Control Group
 - o Switchboard (County, municipal and Emergency Services)
 - o Media Spokesperson
 - o OPP Communications Officer
 - o Citizen Inquiry Supervisor
 - o Neighbouring Communities
 - o Any other appropriate persons, agencies or businesses
- Ensure that the media releases are approved by the Senior Municipal Official, in consultation with the Emergency Control Group, prior to dissemination, and distribute hard copies of the media release to the Emergency Information Centre, the Emergency Control Group, and other key persons handling inquiries from the media
- Monitor news coverage, and correct any erroneous information and prepare appropriate responses
- Maintain copies of media releases and newspaper articles pertaining to the emergency Coordinate media site tours with the Site Incident Commander and the on-site Media Spokesperson
- Ensure communication with the Public Inquiry Bureau, regarding information to be provided to the public and information being requested by the public
- Ensure timely and current information updates with evacuees
- Attend all Emergency Control Group meetings in accordance with the operating cycle
- Coordinate media photograph sessions at the site when necessary and appropriate
- Coordinate on-site interviews between the emergency services personnel and the media
- Maintain a personal log of all actions taken and participate in the post-emergency debriefing.

2.7.9 Scribe

- Ensure all important decisions made and actions taken by the Emergency Control Group are recorded
- Record the minutes of all Emergency Control Group meetings
- Ensure that maps and status boards are kept up to date
- Provide a process for registering Emergency Control Group members and maintain a member list
- Notify the required support and advisory staff of the emergency, and the location of the Emergency Operations Centre
- Post Emergency Control Group objectives and priorities
- Post action items and mark off what has been completed
- Arrange for printed material, as required
- Initiate the opening, operation and staffing of the switchboard at the municipal offices, as the situation dictates, and ensure operators are informed of the Emergency Control Group members' telephone numbers in the EOC
- Coordinate the provision of clerical staff to assist in the Emergency Operations Centre, as required
- Upon direction by the Head of Council, ensure that all council are advised of the declaration and termination of declaration of the emergency
- Upon direction by the Head of Council, arrange special meetings of council, as required, and advise members of council of the time, date, and location of the meetings
- Ensure the maintenance of all records and logs for the purpose of the debriefs and post-emergency reports,
- Prepare debriefs and reports, as requested
- Maintain a personal log of all actions taken

2.8 Declaration of an Emergency

The Head of Council, or designate, of the County has the legislative authority, under the provisions of the Emergency Management and Civil Protection Act, and are responsible for declaring an emergency. This decision is usually made in consultation with other members of the Emergency Control Group.

When considering whether to declare an emergency, a positive response to one or more of the following criteria may indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

- Is the situation an extraordinary event requiring extraordinary measures?
- Does the situation pose a danger of major proportions to life or property?
- Does the situation pose a threat to the provision of essential services (e.g. energy, potable water, and sewage treatment/containment, supply of goods or medical care)?
- Does the situation threaten social order and the ability to govern?
- Is the event attracting significant media and/or public interest?
- Has there been a declaration of emergency by another level of government?
- Might legal action be taken against municipal employees or councillors related to their actions during the current crisis?
- Are volunteers assisting?

- Does the situation require a response that exceeds, or threatens to exceed the capabilities of the county for either resources or deployment of personnel?
- Does the situation create sufficient strain on the municipal response capability that areas within the county may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?
- Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?
- Does, or might, the situation require provincial support or resources?
- Does, or might, the situation require assistance from the provincial or federal government (e.g. military equipment)?
- Does the situation involve a structural collapse?
- Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?
- Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals [livestock] from your county?
- Will your county be receiving evacuees from another community?
- Does the situation pose a large-scale disruption to routine patterns of transportation, or rerouting of large numbers of people and vehicles?
- Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?
- Is it possible that a specific person, corporation, or other party has caused the situation?

Upon declaring an emergency, the Head of Council, or designate, will complete the 'Declaration of an Emergency' and will ensure the following are notified:

- Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services
- County Warden and/or Heads of Council of affected municipalities
- Public
- Neighbouring community officials, as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Ministry of Municipal Affairs and Housing

An emergency declaration is not required prior to any County or Municipal personnel taking actions under this plan to protect the lives, health, safety, and property of the inhabitants of the County. An emergency declaration, however, can often encourage greater public compliance, and understanding of the severity of an emergency situation.

2.9 Termination of an Emergency

A community emergency may be terminated at any time by:

- The Head of Council, or designate
- County Council and/or Municipal Council
- Premier of Ontario

When terminating an emergency, the Head of Council will complete 'Termination of Declared Emergency (Annex H) and will ensure the following are notified:

- Office of the Fire Marshal and Emergency Management, Ministry of Community Safety and Correctional Services
- County Warden and/or Heads of Council of affected municipalities
- Public
- Neighbouring community officials, as required
- Local Member of the Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- Ministry of Municipal Affairs and Housing



REPORT 2013-222

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County Of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Date Prepared: November 12, 2013

Date of Meeting: December 18, 2013

Re: **Financial Services – 2013 Year-End Transfer of Excess Funds into Reserve**

Recommendation

RESOLVED THAT Council of the County of Frontenac receive this *Financial Services – 2013 Year-End Transfer of Excess Funds into Reserve* report;

AND FURTHER, Council direct that a by-law be introduced later in the meeting to authorize the transfer of any surplus/deficit funds at the end of 2013 to the Reserve for Working Funds.

Background

The 2013 revenues and expenditures continue to be monitored to ensure that these are within budget to the greatest extent possible. An opportunity is provided in the *Municipal Act* for municipalities to pass a by-law or resolution prior to year-end authorizing any year-end surplus or deficit to be added to or subtracted from reserves.

Comment

The reserve for working funds is a reserve that allows for an adequate level of cash flow throughout the year and, if maintained, can significantly reduce and even eliminate the need for short-term borrowing.

Council expressed concern about the working fund balance during the 2013 budget deliberations. The discussion of the working fund reserve is to be part of a

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Financial Services – 2013 Year-End Transfer of Excess Funds into Reserve
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comprehensive review of reserves and reserve funds in the context of a strategic plan and long term financial plan.

Council has expressed concern that annual surpluses are retained in perpetuity. To facilitate completing the budget in a timely manner it is suggested that the surplus from one year be brought forward to offset the levy in the year following the current budget year. (2013 surplus brought forward in 2015). In this manner Council can be assured that any surplus is not retained long term, but also can facilitate the timely completion of the budget.

Council can direct that amounts be allocated from the Working Fund Reserve during budget deliberations.

Sustainability Implications

Within *Directions for Our Future*, the vision statement associated with Capacity Building and Governance states that “Government decision-making processes are clear, forward thinking and focused on the longer term”. Working funds are utilized to appropriately sustain County operations.



REPORT 2013-223

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Date Prepared: November 12, 2013

Date of Meeting: December 18, 2013

Re: **Financial Services – 2014 Tax Ratios and Tax Rate Reductions**

Recommendation

RESOLVED THAT Council of the County of Frontenac accept this *Financial Services – 2014 Tax Ratios and Tax Rate Reductions* report;

AND FURTHER THAT Council consider a by-law, introduced later in the meeting, to re-confirm for 2014 the tax ratios and tax rate reductions currently in place.

Background

Under the *Municipal Act*, subsection 308 (2) requires that the County establish tax ratios. Tax ratios are defined in subsection 308 (3) as “the ratios that the tax rate for each property class must be to the tax rate for the residential property class where the residential property class tax ratio is 1”.

The County is required under section 308 (5) of the *Act* to pass a by-law on or before April 30th each year to establish tax ratios for that year for the upper-tier municipality and its lower tiers.

The tax ratio for the managed forests property class prescribed under the *Assessment Act* is 0.25.

The tax ratio for the farm property class prescribed under the *Assessment Act* is 0.25 or such lower tax ratio as the upper-tier municipality or single-tier municipality may establish.

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Vacant commercial property is assessed at 70% of the commercial rate and vacant industrial property is taxed at 65% of the industrial as prescribed in the Act.

In 1998 after consultation with elected representatives of the four Townships, the County deemed it expedient to establish tax ratios that are within the “range of fairness”.

Comment

It is necessary to review the tax ratio by-law each year prior to the presentation of a new budget. In 1998 it was agreed that all assessment classes should be taxed equally, excluding those for which special consideration must be given according to legislation. At that time, and it continues, this acceptance of fair taxing practices can be implemented without having significant implications for any one property class. The current tax ratios and tax rate reductions are:

ASSESSMENT CLASS	TAX RATIO
Residential & Farm Residential	1.0000
Multi-Residential	1.0000
Commercial Occupied	1.0000
Industrial Occupied	1.0000
Pipeline	0.7000
Farmland	0.2500
Managed Forests	0.2500

SUBCLASSES	TAX RATE REDUCTION
Vacant Land, Vacant Units and Excess Land in the Commercial Property Class	30%
Vacant Land, Vacant Units and Excess Land Subclasses in the Industrial Property Class	35%
First Subclass of Farmland Awaiting Development for all Property Classes	65%
Second Subclass of Farmland Awaiting Development for all Property Classes	30%

Sustainability Implications

Within *Directions for Our Future*, the vision statement associated with Capacity Building and Governance states that “Government decision-making processes are clear, forward

thinking and focused on the longer term". In 1998 County Council decided to tax all classes equally and maintain a competitive tax structure.

Organizations, Departments and Individuals Consulted and/or Affected

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



REPORT 2013-224

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County Of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Date Prepared: November 12, 2013

Date of Meeting: December 18, 2013

Re: **Financial Services – Interim Approval of 2014 Expenditures**

Recommendation

RESOLVED THAT Council of the County of Frontenac receive the *Financial Services – Interim Approval of 2014 Expenditures* report;

AND FURTHER, Council direct the Treasurer to continue to pay 2014 accounts and payroll in accordance with amounts approved for the 2013 budget until such time as the 2014 budget has been adopted.

Background

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

Comment

Given that the 2014 budget process will not be completed before the year begins, it is reasonable to request authorization from Council to continue to pay salaries and general operating expenses in the same manner that these were budgeted for in 2013 until such time as the 2014 budget is passed, in addition to the expenses associated with approved activities and projects.

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Sustainability Implications

Within *Directions for Our Future*, the vision statement associated with Capacity Building and Governance states that “Government decision-making processes are clear, forward thinking and focused on the longer term”. Authority needs to be provided to continue to pay salaries and operating expenses in 2014. At the same time, this information is being shared publicly.



Report 2013-225

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared By: Colleen Hickey
Human Resources Labour Relations Specialist

Krista Vandewal
Human Resources Generalist/Researcher

Date Prepared: November 13, 2013

Date of Meeting: December 18, 2013

Re: **Administrative Services – Recruitment Policy - Revision**

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the *Administrative Services – Recruitment Policy* report for information;

AND FURTHER THAT the Council of the County of Frontenac adopt the Recruitment Policy attached to this report as Exhibit A.

Background

In Section 270 (1) of the Municipal Act it requires municipalities to adopt policies on the hiring of employees. County Council adopted its Recruitment By-law 32-2004 on November 17, 2004, subsequently a revised Recruitment By-law was adopted on September 20, 2006 due to organizational changes.

The Recruitment Policy now requires further revisions due to the implementation of the new Integrated Accessibility Standards Regulation (IASR), in which designated public sector organizations, including municipalities, are now required to implement and maintain policies governing how the organization achieves or will achieve accessibility through meeting its requirements referred to in the IASR.

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Comment

The purpose of this report is for the County of Frontenac to adopt a revised Recruitment Policy for the County which is compliant with the IASR. A copy of the Policy is attached to this report as Exhibit A.

There are four Standards within the IASR:

1. Information and Communication
2. Employment
3. Transportation
4. Design of Public Spaces

The proposed Recruitment Policy encompasses all requirements of the new IASR Point # 2 Employment Standards in relation to recruitment, which is required by January 2014.

The Employment Standard requires policies regarding recruitment, information for employees and processes to accommodate employees as well as external candidates when applying for positions, and IASR training for all employees, volunteers and members of Council.

This Policy revision is required in order for the County of Frontenac to be in compliance with the IASR.

An additional clause was added to provide for circumstances when concurrent internal and external notice of a position vacancy is undertaken.

Sustainability Implications

Creating barrier-free communities through accessibility planning will enhance the County's move towards its goal of sustainability in both the social and economic pillars of the County's sustainability plan. As stated in *Directions for Our Future*, social sustainability is based on equity, diversity, connectivity, democracy and a good quality of life. It further states that economic development takes health, community, education, and environmental and social objectives into account.

Financial Implications

There are no direct financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac Policy Working Group
Jannette Amini, Deputy Clerk



**Corporate Policy & Procedure Manual
Human Resources**

**Index Number: HR-02-11
Replaces:**

Subject: Recruitment

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Approved:

**Effective Date: November 1, 2006
Revised: December 1, 2013**

Policy: The County of Frontenac adopts the following procedures for hiring to facilitate consistent and fair hiring practices. These procedures may only be bypassed where the operational or staffing needs of the County so require and where the Chief Administrative Officer (CAO) grants approval. The County reserves the right to appoint, on a temporary or permanent basis, employees to managerial or supervisory positions.

This policy applies to all members of Council, departments, divisions or sections within the County and applies to the hiring of all employees.

The County is an equal opportunity employer and does not discriminate in the hiring process based on the protected grounds, as defined in the *Human Rights Code*, subject to requirements, qualifications or factors that are reasonable and *bona fide* in the circumstances. The County of Frontenac complies with all applicable Provincial Legislation relations to employment and employment opportunities. Examples are: *Accessibility for Ontarians with Disabilities Act (AODA)*, *Integrated Accessibility Standards Regulation (IASR)*, *Ontario Human Right Code* and the *Employment Standards Act*.

Objective: The County's objective is always to hire the best qualified applicant. The selection process will be based on a number of factors, including qualifications, education, experience, skill, training, suitability and ability to perform the work.

Procedure: This Policy shall be applied to union or bargaining unit employees in accordance with the applicable Collective Agreement.

Internal Search

It is the County's policy to make the best efforts to promote qualified internal candidates from within the organization when a vacancy or new position exists.

No employee shall be promoted without his/her consent.



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Approved:

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Revised: December 1, 2013

Employees who are awarded and accept a promotion may be required to serve a six (6) month probationary period.

All internal postings will include a statement about the availability of accommodation for applicants with disabilities during the recruitment process.

External Search

The County promotes hiring from within for all positions; however we maintain the right to concurrently advertise job competitions internally and externally to optimize every opportunity to acquire the best candidate(s).

If qualified internal applicants apply during a concurrent posting, the County employee will be interviewed to determine suitability prior to any external interviews being conducted.

Human Resources and the Department Head will determine the composition of a suitable advertisement, the market to be pursued and the carrier. All advertisements will include the County's logo and the statements "An Equal Opportunity Employer", "Only Those Applicants Selected for an Interview will be Contacted" and "Information collected will be used in accordance with the Municipal Freedom of Information and Protection of Privacy Act for the purpose of candidate selection." All advertisements will carry a job reference number and applicants will be required to complete a County job application for submission if specified on the job posting along with their cover letter and resume. All County of Frontenac external competitions will be posted on the County's website (www.frontenacounty.ca). All external postings will include a statement about the availability of accommodation for applicants with disabilities during the recruitment process.

All casual and seasonal positions will be posted externally using the resources available to the County.

Unsolicited resumes will not be accepted unless an exception has been made, in writing, by the CAO.



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Approved:

Effective Date: November 1, 2006
Revised: December 1, 2013

An external applicant or current employee will be considered for hiring or promotion in a department in which a relative of that person is a supervisor, or in circumstances where a relative of that person may be supervised by the applicant only after review by the CAO. The circumstances and other relevant information will be fully investigated and provisions may be put into place as necessary.

For the purpose of this policy, a 'relative' is defined as a spouse, same-sex partner, child, step-child, parent, step-parent or sibling of an employee.

Human Resources staff will screen all applicants and develop a short list of qualified candidates for review by the Department Head. Only applicants meeting the position's qualifications will be placed on the short list for further consideration. The County reserves the right to waive qualifications as it deems appropriate.

Interview Format:

Non-union positions: Will be conducted by an interview panel which includes: Human Resources and management representative(s).

Unionized positions: Will be determined if an interview panel is required or if the position will be filled through the seniority process. At least one member of the panel will be a manager or member of the department where the vacancy occurs.

The CAO reserves the right to substitute panel members where appropriate.

Panel members whose participation in an interview could result in a conflict of interest must disclose the details of the conflict of interest to Human Resources prior to commencing in the interview process. Upon review of the disclosure a new member can be selected and a substitute panel member can be chosen. All conflicts and substitute panel members will be discussed with the CAO for approval.



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**Effective Date: November 1, 2006
Revised: December 1, 2013**

A conflict of interest may include, but is not limited to situations where a panel member's personal and/or business activities and interest may be perceived to be in conflict with those of the County.

From the short list of applicants, the Department Head will identify those candidates to be interviewed. Human Resources will schedule interviews with the selected candidates in consultation with the Department Head.

An applicant who requests an accommodation relevant to their needs to participate fully in the selection process will be reviewed by Human Resources.

Human Resources shall consult with the applicant and provide or arrange for the provisions of a suitable accommodation in a manner that takes into account the applicant's accessibility needs due to disability.

All candidates interviewed will be required to provide, at the time of their interview, a list of three (3) references. Reference checks must include:

1. one reference from the most current employer;
2. one from the most recent past employer;
3. a coworker who worked directly with the applicant is permissible;
4. Personal references will not be accepted.

A reference check will not be conducted without first obtaining the written authorization of the applicant.

Following the interview and selection of a preferred candidate, Human Resources staff or the Department Head, or designate, will contact the references of the preferred candidate and report the results to the Department Head before an offer of employment is made.

Offers of Employment

The Department Head, or designate, will make an offer of employment to the successful candidate. All offers will be conditional upon:

- a) provision of a valid Criminal Record Check which is acceptable and satisfactory to the County as per County policy A900-HR-02-13;



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- b) successful completion of a pre-employment assessments at the designated provider of such services;
- c) provision of proof of any certification, registration, license, or training that may be required;
- d) any other considerations that may be appropriate.

When making an offer of employment the employer will notify the successful applicant of its policies for accommodating employees with disabilities.

Once the offer of employment has been accepted, and all conditions of employment have been met, the new employee will be referred for orientation.



Report 2013-226

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Paul J. Charbonneau
Director of Emergency & Transportation Services/Chief of
Paramedic Services

Date prepared: November 27, 2013

Date of meeting: December 18, 2013

Re: **Emergency & Transportation Services – Land Ambulance
Services Grant (LASG) Transfer Payment Framework
Agreement**

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this *Emergency and Transportation Services – Land Ambulance Services Grant (LASG) Transfer Payment Framework Agreement* report for information; and

FURTHER THAT the Council of the County of Frontenac authorize the Warden and Clerk to execute the agreement with the Ministry of Health and Long Term Care, Emergency Health Services Branch.

Background

Through negotiations with representatives from the Association of Municipalities Ontario (AMO), the City of Toronto, the Northern Ontario Service Deliverers Association (NOSDA), the District Social Services Administration Boards (DSSABs), and the Ontario Association of Paramedic Chiefs (OAPC), the Ministry has reached consensus on a final draft of the Land Ambulance Services Grant (LASG) Transfer Payment Framework Agreement. This agreement is required to be compliant with the Transfer Payment Accountability Directive (TPAD). The Directive requires a signed agreement with each

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Emergency and Transportation Services – Land Ambulance Services Grant (LASG) Transfer Payment Framework
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of the Upper Tier Municipalities (UTMs)/Designated Delivery Agents (DDAs) that deliver land ambulance services.

The agreement, for the most part, documents existing accountability mechanisms which includes current LASG calculation methodology and financial reporting requirements. Many of the UTMs/DDAs have existing transfer payment agreements in place with the Emergency Health Services Branch (EHSB) for programs such as funding for Dedicated Nurses for Offload Delays. There are also agreements with other areas of the ministry and other ministries for a number of other programs and services (e.g., Public Health Boards of Health).

Comment

Stakeholder representatives and the Ministry met on several occasions and the group undertook a clause-by-clause review of the proposed agreement and arrived at mutually agreeable content. This agreement balances the needs of the Upper Tier Municipalities/Designated Delivery Agents (UTMs/DDAs) in the delivery of land ambulance services with the provincial requirements.

Included in the agreement is the Service Plan and Final Program Report template (Appendix 4), with the purpose to demonstrate accountability in the use of public funds and value-for-money.

The Service Plan and Final Program Report template was based upon stakeholder consultations and current availability of the data. In the future, the Ministry will consult with the stakeholders to enhance reporting requirements through the development of standardized benchmarks and key performance indicators (KPIs) that the UTMs/DDAs and Ministry can use for consistent comparison and service/fiscal planning.

A Final draft of the document is appended to the report.

Financial Implications

None

Organizations, Departments and Individuals Consulted and/or Affected

Association of Municipalities Ontario (AMO)
Northern Ontario Service Deliverers Association (NOSDA)
District Social Services Administration Boards (DSSABs)
Ontario Association of Paramedic Chiefs (OAPC)

FINAL DRAFT

THIS AGREEMENT effective as of the 1st day of January, 2014

B E T W E E N :

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO, as represented
by the Minister of Health and Long-Term Care
(the “Province”)**

- and -

•

(the “UTM/DDA”)

Background:

The *Ambulance Act* provides that every UTM/DDA shall be responsible for ensuring the proper provision of Land Ambulance Services. The *Act* also provides that every UTM/DDA shall be responsible for all costs associated with Land Ambulance Services and that the Minister may make grants pursuant to section 4(3) of the *Act* for the purpose of providing or ensuring the provision of Land Ambulance Services.

The Parties acknowledge that the *Act* also provides that the Minister has the duty and the power to establish, maintain and operate Communication Services, alone or in cooperation with others, and to fund such services. The Minister also has the duty and the power to ensure the existence of a balanced and integrated system of Ambulance Services and Communication Services used in dispatching Ambulances.

This Agreement sets out the terms and conditions governing the Grant, and the delivery of the Program.

Consideration:

In consideration of the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Parties agree as follows:

**ARTICLE 1
INTERPRETATION AND DEFINITIONS**

1.1 Interpretation. For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the background and the headings do not form part of the Agreement; they

are for reference only and shall not affect the interpretation of the Agreement;

- (d) any reference to dollars or currency shall be to Canadian dollars and currency; and
- (e) “include”, “includes” and “including” shall not denote an exhaustive list.

1.2 **Definitions.** In this Agreement, the following terms shall have the following meanings:

“Act” means the *Ambulance Act*, R.S.O. 1990, c.A. 19.

“Agreement” means this agreement entered into between the Province and the UTM/DDA, and includes all of the schedules to the agreement listed in section 23.1.

“Ambulance” has the same meaning as defined in the *Act*.

“Ambulance Service” has the same meaning as defined in the *Act*.

“BPSAA” means the *Broader Public Sector Accountability Act, 2010* (Ontario), including any directives issued pursuant to that Act.

“Communication Service” has the same meaning as defined in the *Act*.

“DDA” and **“Designated Delivery Agent”** has the same meaning as defined in the *Act*.

“Effective Date” means the date set out at the top of the Agreement.

“Emergency Health Services Branch” and **“EHSB”** means the Emergency Health Services Branch of the Ministry of Health and Long-Term Care.

“Event of Default” has the meaning ascribed to it in section 12.1.

“Funding Year” means:

- (a) in the case of the first Funding Year, from the Effective Date to December 31st; and
- (b) in subsequent Funding Years, from January 1 to December 31st.

“Grant” means the grant provided to the UTM/DDA by the Province pursuant to section 4(3) of the *Act* and this Agreement. The Grant is:

- i) fifty per cent (50%) of the approved operating costs of Land Ambulance Services provided by the UTM/DDA; and
- ii) one hundred percent (100%) of the approved operating costs of Land Ambulance Services provided by the UTM/DDA to a First Nations community or communities; and/or

- iii) one hundred percent (100%) of the approved operating costs of Land Ambulance Services provided by the UTM/DDA to a territory or territories without municipal organization ("TWOMO");

for a Funding Year as calculated in Schedule "B".

"Indemnified Parties" means Her Majesty the Queen in Right of Ontario, Her ministers, agents, appointees and employees.

"Land Ambulance Services" has the same meaning as defined in the *Act*.

"Minister" means Her Majesty the Queen in Right of Ontario as represented by the Minister of Health and Long-Term Care.

"Notice" means any communication given or required to be given under this Agreement, as described in Article 14.

"Notice Period" means the period of time within which the UTM/DDA is required to remedy an Event of Default, and includes any such period or periods of time by which the Province considers it reasonable to extend that time.

"Parties" means the Province and the UTM/DDA.

"Party" means either the Province or the UTM/DDA.

"Payment Plan" means the payment plan set out in Schedule "C".

"Personal Health Information" means the personal health information as defined in the *Personal Health Information Protection Act, 2004*, S.O. 2004, c.3, Schedule A.

"Program" means the undertaking described in Schedule "A".

"Regulations" means the regulations made under the *Act*.

"Reports" means the reports described in Schedule "D".

"Service Plan" means the UTM/DDA's plan for the provision of Land Ambulance Services and includes but is not limited to deployment plan(s) for ambulance and emergency response vehicles and any other initiatives that form part of the Program.

"Standards" means the standards developed by the Province and incorporated by reference in Ontario Regulation 257/00.

"TWOMO" means a territory or territories without municipal organization.

"Upper-Tier Municipality" and **"UTM"** has the same meaning as defined in the *Act*.

"UTM/DDA" means the Upper-Tier Municipality or Designated Delivery Agent.

**ARTICLE 2
REPRESENTATIONS, WARRANTIES AND COVENANTS**

- 2.1 **General.** The UTM/DDA represents, warrants and covenants that:
- (a) it is, and shall continue to be for the term of the Agreement, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
 - (b) unless otherwise provided for in this Agreement, any information the UTM/DDA provided to the Province in support of its requests for a Grant was true and complete at the time the UTM/DDA provided it and shall continue to be true and complete for the term of this Agreement, unless otherwise reported in writing by the UTM/DDA to the Province.
- 2.2 **Execution of Agreement.** The UTM/DDA represents and warrants that:
- (a) it has the full power and authority to enter into the Agreement;
 - (b) it will fulfill the obligations set out in the Schedules to this Agreement in accordance with their terms;
 - (c) it will deliver the Program and will comply with the Agreement, the Act, the Regulations and the Standards;
 - (d) it has taken all necessary actions to authorize the execution of the Agreement including, where required, passing a board resolution or municipal by-law authorizing the UTM/DDA to enter into the Agreement with the Province.
- 2.3 **Governance.** The UTM/DDA represents, warrants and covenants that it has, and shall maintain, in writing, for the period during which the Agreement is in effect:
- (a) a code of conduct and ethical responsibilities for all persons at all levels of the UTM/DDA's organization;
 - (b) procedures to ensure the ongoing effective functioning of the UTM/DDA;
 - (c) decision-making mechanisms;
 - (d) procedures to provide for the prudent and effective management of the Grant;
 - (e) procedures to enable the successful completion of the obligations set out in the Schedules to this Agreement;
 - (f) procedures to enable the timely identification of risks to the UTM/DDA's ability to perform its obligations under this Agreement and strategies to address the identified risks;
 - (g) procedures to enable the preparation and delivery of all Reports required pursuant to Article 6; and

- (h) procedures to deal with such other matters as the UTM/DDA considers necessary to ensure that the UTM/DDA carries out its obligations under the Agreement.

- 2.4 **Supporting Documentation.** Upon request, the UTM/DDA shall provide the Province with proof of the matters referred to in this Article 2.

ARTICLE 3 TERM OF THE AGREEMENT

- 3.1 **Term.** The term of the Agreement shall commence on the Effective Date and shall continue unless terminated pursuant to Article 10, Article 11 or Article 12.
- 3.2 **Term of Schedules.** A Schedule, or parts thereof, may apply for only part of the Term of this Agreement, where a Schedule indicates such in writing.
- 3.3 **Revised and Additional Schedules.** The Parties may, at any time during the Term of the Agreement, recommend changes to the Schedules. The Province may, at any time, upon consultation with the UTM/DDA provide additions or revisions to the Schedules, and a new Program, a new Grant, a new Payment Plan, and/or new Reports, which shall be deemed to replace the Program Description in Schedule "A", the Grant in Schedule "B", the Payment Plan in Schedule "C", and the Reports in Schedule "D".

ARTICLE 4 GRANT

- 4.1 **Grant Provided.** The Province shall:
 - (a) provide the UTM/DDA a Grant for the purpose of carrying out the obligations set out in the *Act*, the Regulations, the Standards, and this Agreement including the Schedules to this Agreement;
 - (b) provide the Grant in accordance with the provisions of the Payment Plan; and
 - (c) deposit the Grant into an account designated by the UTM/DDA provided that the account resides at a Canadian financial institution.
- 4.2 **Limitation on Payment of the Grant.** Despite section 4.1, the Province:
 - (a) is not obligated to provide any Grant to the UTM/DDA until the UTM/DDA provides a valid certificate of insurance or other proof as provided for in section 9.2;
 - (b) is not obligated to provide instalments of the Grant until it is satisfied with the progress of the obligations set out in this Agreement and the Schedules;
 - (c) may adjust the amount of the Grant it provides to the UTM/DDA in any Funding Year based upon the Province's assessment of the information provided by the UTM/DDA pursuant to section 6.1;

- (d) if, pursuant to the provisions of the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province shall not be obligated to make any such payment, and, as a consequence, the Province may:
 - (i) reduce the amount of the Grant; or
 - (ii) terminate the Agreement pursuant to section 11.1 and cease providing Grant funding for a period or periods specified by the Province.

4.3 **Use of Grant Funding.** The UTM/DDA shall:

- (a) use the Grant only for the provision of the Program described in this Agreement and the Schedules;
- (b) carry out the obligations in the Schedules:
 - (i) in accordance with the terms and conditions of the Agreement; and
 - (ii) in compliance with all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules and by-laws related to any aspect of the Program;
- (c) spend the Grant only in accordance with Schedule "B".

4.4 **No Capital Costs.** The Parties acknowledge that capital costs are excluded from this Agreement and that the Grant cannot be utilized towards any capital costs that may be incurred by the UTM/DDA.

4.5 **No Changes.** The UTM/DDA shall not make any changes to Schedules, and/or the use of the Grant without the prior written consent of the Province.

4.6 **Interest Bearing Account.** If the Province provides the Grant to the UTM/DDA prior to the UTM/DDA's immediate need for the Grant, the UTM/DDA shall place the Grant in an interest bearing account in the name of the UTM/DDA at a Canadian financial institution.

4.7 **Interest.** If the UTM/DDA earns any interest on the Grant, the Province may deduct an amount equal to the interest from any further instalments of the Grant, or it shall pay an amount equal to the interest to the Province as directed by the Province.

4.8 **Rebates, Credit and the Grant.** The UTM/DDA shall not use the Grant for any costs, including taxes, for which it has received, will receive, or is eligible to receive a rebate, credit or refund.

**ARTICLE 5
CONFLICT OF INTEREST**

- 5.1 **No Conflict of Interest with use of the Grant.** The UTM/DDA shall carry out the obligations set out in this Agreement and use the Grant without an actual or potential conflict of interest.
- 5.2 **Conflict of Interest Includes.** For the purposes of this Article, a conflict of interest includes any circumstances where:
- (a) the UTM/DDA; or
 - (b) any person who has the capacity to influence the UTM/DDA's decisions, has outside commitments, relationships or financial interests that could interfere with the UTM/DDA's objective, unbiased and impartial judgment relating to its obligations under this Agreement and the use of the Grant.
- 5.3 **Disclosure to Province.** The UTM/DDA shall:
- (a) disclose to the Province, without delay, any situation that a reasonable person would interpret as either an actual or potential conflict of interest; and
 - (b) comply with any terms and conditions that the Province may reasonably prescribe as a result of the disclosure.

**ARTICLE 6
REPORTING, ACCOUNTING AND REVIEW**

- 6.1 **Preparation and Submission.** The UTM/DDA shall:
- (a) submit to the Province at the address provided in section 14.1 or at any other address specified by the Province, all Reports in accordance with the timelines and content requirements set out in Schedule "D";
 - (b) submit to the Province at the address provided in section 14.1, or at any other address specified by the Province, any other reports requested by the Province in accordance with the timelines and content requirements specified by the Province;
 - (c) ensure that all Reports and other reports are completed to the satisfaction of the Province; and
 - (d) ensure that all Reports and other reports are signed on behalf of the UTM/DDA by an authorized signing officer.
- 6.2 **Record Maintenance.** The UTM/DDA shall keep and maintain:
- (a) all financial records (including invoices) relating to the Grant in a manner consistent with generally accepted accounting principles for a period of not less than seven (7) years; and

- (b) all non-financial documents and records relating to the Grant and the Schedules in accordance with applicable law and the UTM/DDA's policies.

6.3 **Inspection.** The Province, its authorized representatives or an independent Auditor identified by the Province may, at its own expense, upon forty-eight hours' Notice to the UTM/DDA and during normal business hours, enter upon the UTM/DDA's premises to review the UTM/DDA's expenditure of the Grant, and for these purposes, the Province, its authorized representatives or an independent auditor identified by the Province may:

- (a) inspect and copy the records and documents referred to in section 6.2; and
- (b) conduct an audit or investigation of the UTM/DDA in respect of the expenditure of the Grant.

This inspection is in addition to and separate from the inspection under section 18 of the Act.

6.4 **Disclosure.** To assist in respect of the rights set out in section 6.3, the UTM/DDA shall disclose any information requested by the Province, its authorized representatives or an independent auditor identified by the Province, and shall do so in a form requested by the Province, its authorized representatives or an independent auditor identified by the Province, as the case may be, subject to applicable law.

6.5 **No Control of Records.** No provision of the Agreement shall be construed so as to give the Province any control whatsoever over the UTM/DDA's records.

6.6 **Auditor General.** For greater certainty, the Province's rights under this Article are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

ARTICLE 7 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

7.1 **FIPPA.** The UTM/DDA acknowledges that the Province is bound by the *Freedom of Information and Protection of Privacy Act, 2004* (Ontario) (FIPPA) and that any information provided to the Province in connection with the Agreement may be subject to disclosure in accordance with FIPPA.

7.2 **MFIPPA.** The Province acknowledges that the UTM/DDA is bound by the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario) (MFIPPA) and that any information provided to the UTM/DDA in connection with the Agreement may be subject to disclosure in accordance with MFIPPA.

7.3 **Confidentiality of Records - UTM/DDA.** The UTM/DDA shall ensure that all personal information or personal health information in its custody or under its control is managed in accordance with the provisions of the Act, the Regulations, the Standards, the *Municipal Freedom of Information and Protection of Privacy Act* and its regulations, the *Personal Health Information Protection Act, 2004* and any other applicable legislation.

- 7.4 **Confidentiality of Records - Province.** The Province shall ensure that all personal information or personal health information in its custody or under its control in connection with this Agreement is managed in accordance with all applicable legislation.

ARTICLE 8 INDEMNITY

- 8.1 **Indemnification.** The UTM/DDA hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings ("Claims"), by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Program or otherwise in connection with the Agreement, to the extent that the Claims are not caused, or contributed by, the negligence, or other (wilful or otherwise) misconduct of the Province.

ARTICLE 9 INSURANCE

- 9.1 **UTM/DDA's Insurance.** The UTM/DDA represents and warrants that it has, and shall maintain for the term of the Agreement, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out programs and services similar to the programs and services covered by this Agreement would maintain, including comprehensive general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than five million dollars (\$5,000,000) per occurrence. The policy shall include the following:
- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the UTM/DDA's obligations under, or otherwise in connection with, the Agreement;
 - (b) a cross-liability clause;
 - (c) contractual liability coverage; and
 - (d) a 30 day written notice of cancellation, termination or material change.
- 9.2 **Proof of Insurance.** The UTM/DDA shall provide the Province with proof of insurance in the form of a valid certificate of insurance that confirms the insurance coverage as required in section 9.1. The UTM/DDA shall provide a copy of the certificate of insurance to the Province prior to the receipt of Grant funding under this Agreement.

ARTICLE 10 TERMINATION ON NOTICE

- 10.1 **Termination on Notice.** The Province or the UTM/DDA may terminate the Agreement at any time upon giving at least one year's Notice to the other Party.

10.2 **Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section 10.1, the Province may:

- (a) cancel all further instalments of the Grant; and/or
- (b) demand the repayment of any Grant remaining in the possession or under the control of the UTM/DDA.

**ARTICLE 11
TERMINATION WHERE NO APPROPRIATION**

11.1 **Termination Where No Appropriation.** If, as provided for in section 4.2(d), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make under the Agreement, the Province may terminate the Agreement immediately by giving Notice to the UTM/DDA.

11.2 **Consequences of Termination Where No Appropriation.** If the Province terminates the Agreement pursuant to section 11.1, the Province may:

- (a) cancel all further instalments of the Grant; and/or
- (b) demand the repayment of any Grant funds remaining in the possession or under the control of the UTM/DDA.

**ARTICLE 12
EVENT OF DEFAULT, CORRECTIVE ACTION AND
TERMINATION FOR DEFAULT**

12.1 **Events of Default.** Each of the following events may constitute an Event of Default at the sole option of the Province:

- (a) the UTM/DDA breaches any representation, warranty, covenant or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - (i) carry out its obligations in the Schedules;
 - (ii) use or spend the Grant; and/or
 - (iii) provide, in accordance with section 6.1, Reports or such other reports as may have been requested pursuant to section 6.1(b);
- (b) the UTM/DDA ceases to operate, is merged or otherwise dissolved.

12.2 **Opportunity to Remedy.** If there is an Event of Default, the Province shall provide the UTM/DDA with an opportunity to remedy the Event of Default, and shall provide Notice to the UTM/DDA of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

12.3 UTM/DDA not Remediating. If:

- (a) the UTM/DDA does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the UTM/DDA cannot completely remedy the Event of Default within the Notice Period; or
- (c) the UTM/DDA is not proceeding to remedy the Event of Default in a reasonable manner,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections 12.4 (a), (b), (c) or (d).

12.4 Consequences of Events of Default and Corrective Action. If an Event of Default occurs and the UTM/DDA does not remedy the Event of Default the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the UTM/DDA's obligations under this Agreement;
- (b) suspend, reduce or cancel the payment of the Grant for such period as the Province determines appropriate;
- (c) demand the repayment of an amount equal to any Grant the UTM/DDA used for purposes not agreed upon by the Province;
- (d) terminate the Agreement at any time, including immediately, upon giving Notice to the UTM/DDA.

12.5 When Termination Effective. Termination under this Article shall take effect as set out in the Notice.

**ARTICLE 13
RETURN OF THE GRANT**

13.1 Return of The Grant. If, under the terms of this Agreement, the Province requests in writing the repayment of the whole or any part of the Grant, the amount requested shall be deemed to be a debt due and owing to the Province and the UTM/DDA shall pay the amount immediately, unless the Province directs otherwise.

13.2 Method of Return. The Province may recover the Grant requested in section 13.1 through a cash-flow adjustment. If a cash-flow adjustment is not possible, the UTM/DDA shall repay the amount payable by cheque payable to the Minister of Finance and mail it to the Province at the address set out in Article 14.

13.3 Interest Rate. The Province may charge interest on any amount owing by the UTM/DDA at the then current rate charged by the Province on accounts receivable. Interest shall accrue 30 days after Notice has been provided under section 13.1 for repayment of the Grant.

- 13.4 **Unused Grant.** The UTM/DDA agrees that it shall report to the Province in writing any part of the Grant that has not been used or accounted for by the UTM/DDA in accordance with the Reports requested in Schedule "D".
- 13.5 **Return of Unused Grant.** Without limiting any rights of the Province under Article 11, or sections 13.1 or 13.2, if the UTM/DDA has not spent all of the Grant allocated for the Funding Year as provided for in the Schedules, the Province may:
- (a) demand the return of the unspent Grant; or
 - (b) adjust the amount of any further instalments of the Grant accordingly.

**ARTICLE 14
NOTICE**

- 14.1 **Notice in Writing and Addressed.** Notice shall be in writing and shall be delivered by postage-prepaid mail, personal delivery or facsimile, and shall be addressed to the Province and the UTM/DDA respectively as set out below or as either Party later designates to the other by Notice:

To the Province:

Ministry of Health and Long-Term Care
Emergency Health Services Branch
5700 Yonge Street, 6th Floor
Toronto, ON, M2M 4K5
Attention: Director
Fax: (416) 327-7879

To the UTM/DDA :

UTM/DDA
Attention:
Fax:

- 14.2 **Notice Given.** Notice shall be deemed to have been received:
- (a) in the case of postage-prepaid mail, seven days after a Party mails the Notice; or
 - (b) in the case of personal delivery or facsimile, at the time the other Party receives the Notice.
- 14.3 **Postal Disruption.** Despite section 14.2(a), in the event of a postal disruption:
- (a) Notice by postage-prepaid mail shall not be deemed to be received; and
 - (b) the Party giving Notice shall provide Notice by personal delivery or by Facsimile.

**ARTICLE 15
CONSENT BY PROVINCE**

- 15.1 **Consent.** The Province may impose any terms and conditions on any consent the Province may grant pursuant to the Agreement.

**ARTICLE 16
SEVERABILITY OF PROVISIONS**

- 16.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement shall not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision shall be deemed to be severed.

**ARTICLE 17
WAIVER**

- 17.1 **Waivers in Writing.** If a Party fails to comply with any term of the Agreement, that Party may only rely on a waiver of the other Party if the other Party has provided a written waiver in accordance with the Notice provisions in Article 14. Any waiver must refer to a specific failure to comply and shall not have the effect of waiving any subsequent failures to comply.

**ARTICLE 18
INDEPENDENT PARTIES**

- 18.1 **Parties Independent.** The UTM/DDA acknowledges that it is not an agent, joint venturer, partner or employee of the Province, and the UTM/DDA shall not take any actions that could establish or imply such a relationship.

**ARTICLE 19
ASSIGNMENT OF AGREEMENT OR THE GRANT**

- 19.1 **No Assignment.** The UTM/DDA shall not assign any part of the Agreement or the Grant without the prior written consent of the Province.
- 19.2 **Agreement to Extend.** All rights and obligations contained in the Agreement shall extend to and be binding on the Parties' respective heirs, executors, administrators, successors and permitted assigns.

**ARTICLE 20
GOVERNING LAW**

- 20.1 **Governing Law.** The Agreement and the rights, obligations and relations of the Parties shall be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement shall be conducted in Ontario.

- 20.2 **Conflicts.** In the event of a conflict between this Agreement and the Act, the Regulations, or the Standards, the Act, the Regulations or the Standards prevail.
- 20.3 **Conflicts – Municipal.** In the event of a conflict between any requirement of this Agreement and any municipal or local requirement at law to which the UTM/DDA is subject, the UTM/DDA shall comply with the stricter requirement.

**ARTICLE 21
FURTHER ASSURANCES**

- 21.1 **Agreement into Effect.** The Parties shall do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to its full extent.

**ARTICLE 22
SURVIVAL**

- 22.1 **Survival.** The provisions in Article 1, Article 4, Article 5, 6.1 (to the extent that the UTM/DDA has not provided the Reports or other reports to the satisfaction of the Province), 6.2, 6.3, 6.4, 6.5, 6.6, Articles 8, sections 11.2, 12.2, 12.3, 12.4(b), (c), Articles 13, 14, 16, 20, 22, 23, 25 and 27, and all applicable Definitions, cross-referenced provisions and Schedules shall continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement.

**ARTICLE 23
SCHEDULES**

- 23.1 **Schedules.** The Agreement includes the following Schedules:
- (a) Schedule “A” – Program;
 - (b) Schedule “B” – Grant;
 - (c) Schedule “C” – Payment Plan; and
 - (d) Schedule “D” – Reports.

**ARTICLE 24
COUNTERPARTS**

- 24.1 **Counterparts.** The Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

**ARTICLE 25
JOINT AND SEVERAL LIABILITY**

- 25.1 **Joint and Several Liability.** Where the UTM/DDA is comprised of more than one entity, all such entities shall be jointly and severally liable to the Province for the fulfillment of the obligations of the UTM/DDA under the Agreement.

**ARTICLE 26
BPSAA**

- 26.1 **BPSAA.** For the purposes of clarity, if the UTM/DDA is subject to the BPSAA and there is a conflict between any of the requirements of the Agreement and the requirements of the BPSAA, the BPSAA shall prevail.

**ARTICLE 27
ENTIRE AGREEMENT**

- 27.1 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.
- 27.2 **Modification of Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

The Parties have executed the Agreement on the dates set out below.

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
as represented by the Minister of **Health and Long-Term Care**

Name: Richard Jackson
Title: Director, Emergency
Health Services Branch

Date

NAME OF UTM/DDA

Name:
Position:

Date

Name:
Position:

Date

We have the authority to bind the UTM/DDA

SCHEDULE A

PROGRAM

A1. Program Objective

The UTM/DDA shall ensure the proper provision of Land Ambulance Services in the geographic area of (name of UTM/DDA) in accordance with the Act, the Regulations, the Standards and this Agreement.

A2. Scope of Program

The UTM/DDA prepares an annual Service Plan in order to ensure that Land Ambulances Services are delivered in a safe and efficient manner. The Service Plan is attached at the end of this Schedule.

The UTM/DDA acknowledges that the Grant will be used solely for the purposes set out in this Schedule A.

SCHEDULE B**LAND AMBULANCE SERVICES GRANT****UTM/DDAs:** _____

2014 Approved Land Ambulance Operating Costs per PSAB		
Less any one-time costs	(1)	\$

Less: 2014 Base Funding at 100%	(2)	\$

2014 Sharable Land Ambulance Operating Costs	(3)=(1)-(2)	\$ -

Add: 2015 Incremental Increase	(4) = __% of (3)	\$ -

2015 Approved Shareable Land Ambulance Operating Costs	(5) = (3) + (4)	\$ -

2015 Land Ambulance Services Grant 50:50	(6) = (5) x 50%	\$ -

Less: 2014 Land Ambulance Services Grant 50:50	(7)	

2015 Land Ambulance Services Grant 50:50 Increase/(Decrease)	(8) = (6) - (7)	\$ -

Add: 2014 Land Ambulance Services Grant 50:50	(7)	\$ -

Add: 2014 Base Funding at 100%	(2)	\$ -

2015 Land Ambulance Services Grant (50:50 and 100%)	(9) = (8) + (7) + (2)	\$ -
		=====

Please note that all funding adjustments are contingent upon government approval.

SCHEDULE C

PAYMENT PLAN

The Province shall provide the Grant in semi-monthly payments in the middle and the end of each month.

SCHEDULE D**REPORTS**

The UTM/DDA is required to provide the following Reports:

Name of Report	Reporting Period	Due Date
1. Financial Planning Report	For the next Funding Year	August 31 of each Funding Year
2. Service Plan	For the next Funding Year	March 31 of each Funding Year
3. Financial Information Return (FIR) Year End Report	For the entire Funding Year	May 31 of the following Funding Year
4. Audited Financial Statements	For the entire Funding Year	May 31 of the following Funding Year
5. Final Program Report	For the entire Funding Year	March 31 of the following Funding Year
6. DDA Report	For the entire Funding Year	March 31 of each Funding Year
7. Response Time Performance Plan	For the upcoming Funding Year	October 31 of each Funding Year
8. Response Time Performance Report	For the entire Funding Year	March 31 of each Funding Year

Report Details

1. Financial Planning Report

The UTM/DDA shall submit a Financial Planning Report in the format set out as Appendix 1 to Schedule "D".

2. Service Plan

The UTM/DDA shall provide an annual Service Plan which contains details about how it will carry out the Program in each Funding Year in the format set out as Appendix 4 to Schedule "D".

3. FIR Year End Report

The UTM/DDA shall submit a FIR Year End Report in the format set out as Appendix 2 to Schedule "D". The FIR Year End Report will also include the Attestation attached as Appendix 3 to Schedule "D".

4. Audited Financial Statements

The UTM/DDA shall prepare the Audited Financial Statements in accordance with Canadian generally accepted accounting principles, and attested to by a licensed public accountant.

5. Final Program Report

The UTM/DDA shall:

- (a) provide a Final Program Report which contains details about whether it has met all of the requirements in the Service Plan, as well as any other details requested by the Province;
- (b) ensure that the Final Program Report is signed on behalf of the UTM/DDA by the signing officers who have authority to bind the UTM/DDA

in the format set out as Appendix 4 to Schedule "D".

6. DDA Report

If requested by the Province, the DDA shall submit a DDA Report which includes an approved budget (excluding capital and one-time costs), the TWOMO budget, and apportionment if applicable.

7. Response Time Performance Plan

The UTM/DDA shall submit a Response Time Performance Plan for each Land Ambulance Services operator, if applicable, in accordance with subsection 6(8) of the *Act*.

8. Response Time Performance Report

The UTM/DDA shall submit a Response Time Performance Report in accordance with subsections 23(7) and (8) of O. Reg. 257/00.

**APPENDIX 1 – Financial Planning Report
Emergency Health Services Branch
Land Ambulance Financial Planning Report**

UTM/DDA: _____

		(1) 2013 Council Approved Budget adjusted For PSAB Submitted to EHS	(2) 2014 Council Ap- proved Budget Ad- justed for PSAB	(3) 2014 Actual Expenditures Year-to-date for the period Jan 1 - July 31 2014	(4) 2014 Forecasted Expenditures (12 mths)
		-----Prepared on PSAB Basis-----			
		\$	\$	\$	\$
COST SUMMARY					
I	110	OPERATING COSTS			
		Part A: Exclude One-time and Dedicated Nurses (reported in Part B)			
	111	Salaries, Wages & Benefits (Complete Section 3)			
	112	Interest Expense (Do not include any principal portion)			
	113	Materials			
	114a	Contracted Services - Other than Cross Border payments			
	114b	- Cross Border payments			
	115	Rents and Financial Expenses			
	116	Annual Amortization (Complete Section 1)			
	117	Overhead Allocation (Complete Section 2)			
		Part B: One-time and Dedicated Nurses			
	118	One-time costs (non-recurring costs not expected every year)			
	119	Costs for Dedicated Nurses to Receive Ambulance Patients			
	125	Total Operating Costs	\$	\$	\$
	130	LESS: Revenue			
	131	Revenue for Dedicated Nurses to Receive Ambulance Patients			
	132	Other Revenue: Interest Income			
	133	Other Revenue: (e.g. User Fees, Recoveries, Other Govern- ment, etc.)			
	134	Other Revenue: Cross Border			
	140	NET LAND AMBULANCE OPERATING COSTS	\$	\$	\$

I certify that this Land Ambulance Report has been accurately prepared in accordance with the attached instructions and in accordance with approvals from Council/Board.
All reports are subject to audit by the Province.

Name of CAO: _____

Print Name

signature

Date: _____

Name of Treasurer: _____

Print Name

signature

Date: _____

APPENDIX 1 – FINANCIAL PLANNING REPORT

SECTION 1

AMBULANCE SERVICE OPERATIONS - TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2014

	COST					AMORTIZATION				11 2014 Closing Net Book Value \$	
	1 2014 Opening Net Book Value \$	2 2014 Opening Cost Balance \$	3 Purchases/ Betterments \$	4 Disposals \$	5 Write Downs \$	6 2014 Closing Cost Balance \$	7 2014 Opening Amortization Balance \$	8 Annual Amortization * \$	9 Amortization Disposals \$		10 2014 Closing Amortization Balance \$
Vehicles						\$ -				\$ -	\$ -
Equipment						\$ -				\$ -	\$ -
Ambulance Stations						\$ -				\$ -	\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

* Annual amortization report in Col (2) – Line 116 of the Land Ambulance Financial Planning Report

APPENDIX 1 – FINANCIAL PLANNING REPORT

LAND AMBULANCE 2014

UTM/DDA

SECTION 2

OVERHEAD ALLOCATION: METHODOLOGY AND CALCULATION(S)
for the year ended December 31, 2014

OVERHEAD ALLOCATION

1. METHODOLOGY (Please list methodologies / policies used for overhead allocation)

2. CALCULATIONS (Please provide calculation(s) used in arriving at the reported amount in for Overhead Allocation - Column (2) - Line 117 of the Financial Planning Report.

[illegible]

APPENDIX 1 – FINANCIAL PLANNING REPORT

LAND AMBULANCE 2014

UTM/DDA

SECTION 3

SALARIES, WAGES & BENEFITS DETAILS for the year ended December 31, 2014

Please provide information on the following:

1. If there are service enhancements included in the 2014 Council Approved Budget, please provide details of the enhancements including implementation date, FTEs, and Salaries &Wages.

2. Increase in Salaries, Wages, and Benefits (2014 Council Approved Budget compared to 2013 Council Approved Budget):

- a. Management and administrative salaries increase:
Please provide the details including the percentage increase and amounts

- b. Collective agreement increase:
Please provide the effective date and amounts

3. Please indicate amounts for retroactive wages and costs that were included in the 2014 Council Approved Budget.

APPENDIX 1 - FINANCIAL PLANNING REPORT

Instructions

SECTION 4

COST SUMMARY

Operating Costs

- Land ambulance operating costs must not include capital costs, such as vehicles, stations, or other capital items with a life of more than one year.
- Costs associated with ambulance dispatch should not be included.
- If applicable, operating costs related to First Nations, territories without municipal organization (TWOMO), etc. should be included.
- One-time costs should be reported in Line 118 of Part B of the operating costs
- Dedicated Nurses: If applicable, include expenditures in Line 119 of Part B: One-time and Dedicated Nurse, and related provincial funding in Line 131.

Ministry's 50% cost sharing portion will not allow provision for prior years' operating costs or future years' operating costs, such as operating costs of service expansion, collective agreements or other additional capital purchases to be incurred in future years and prior or future years' liabilities or accruals.

Additional information may be required to support and clarify amounts.

111 Salaries, Wages and Benefits

- Salaries, wages and benefits include expenses incurred for full-time, part-time and temporary employee salaries, wages and benefits. This includes regular, overtime, shift premiums and any other remuneration to employees.
- Benefits include employer's contribution payments to Canada Pension Plan (CPP), Ontario Municipal Employee Retirement System (OMERS), Employer's Health Tax, Employment Insurance (EI), Workplace Safety and Insurance Board (WSIB) and any other insurance plans, such as supplementary health and dental.
- Include clothing, moving, tuition, housing and any other employee benefits and allowances paid.

112 Interest Expenses

- Report interest paid on long term liabilities and for leased tangible capital assets (capital leases).
- Do not include any principal repayment.

113 Materials (and any other expenses not reported on other lines)

- Report materials purchased by the land ambulance operations for its own use and / or disposal.
- Include materials purchased that are subsequently provided to a third party for delivery of land ambulance services.
- Include all other expenses not reported in other lines. For example, include expenses for insurance, photocopying and reimbursement of travel mileage.

114 Contracted Services

- When land ambulance operations contracts out service delivery in whole or in part, to an arms length service provider, report any payments to the service provider as contracted services.
- If services are provided in part by an arms length service provider and in part by land ambulance operations staff, report payment to contractor as contracted service. Services provided by land ambulance operations staff are reported using other object categories of expenses.
- For contracts that extend beyond the current fiscal year, report only the portion of the contract relating to the current fiscal year.
- Costs related to cross border charges from other UTMs should be reported separately in Line 114b.
- Costs related to contracted services for Dedicated Nurses to receive ambulance patients should be reported in Line 119.

115 Rents and Financial Expenses

- Rents and financial expenses paid to external parties. Include the rental / lease payments for ambulance stations land, machinery, equipment and engineering structures (Note: Stations and other assets under operating leases are not to be amortized), .
- Where a contracted service includes a separate and easily identifiable rental component, report the rental component as rents and financial expenses.
- Financial expenses include: short-term borrowing costs, bank and credit card service charges, annual payments associated with financing leases not deemed to be capital tangible lease and any other financial costs from external sources.
- Do not include interest paid on long term liabilities. Interest on long term liabilities should be reported on Line 112.
- Do not include any principal repayment.
- Internal leasing is not an operating expense. A portion of amortization, as allowed under PSAB standards, on the municipally owned asset (e.g. building), which is attributable to land ambulance services (land ambulance operating cost), may be claimed as amortization on Line 116.

116 Annual Amortization

- The cost, less any residual value, of a tangible capital asset with a limited life should be amortized over its useful life in a rational and systematic manner appropriate to its nature and use by the Municipal/DDA.
- The leased tangible capital asset (meeting the PSAB criteria of leased tangible capital asset) would typically be amortized over the period of expected use of the asset, on the basis that is consistent with the UTM/DDA amortization policy for other similar tangible capital assets.
- Consistent with MMAH FIR reporting requirements, EHS will follow PSAB standards and permit amortization of the leased tangible capital asset as an expense. The actual lease payment will not be included in the determination of land ambulance operating costs. For further details, please refer to PSAB guideline PSG-2, Leased Tangible Capital Assets.
- The amortization of the costs of tangible capital assets should be accounted for as an expense in Line 116.
- Land has an unlimited life and should not be amortized.
- No amortization should be charged on fully amortized tangible capital assets.
- The amortization method and estimate of the useful life of the remaining unamortized portion of a tangible capital asset should be reviewed on a regular basis and revised when the appropriateness of a change can be clearly demonstrated.

Ministry's 50% cost sharing portion will not allow provision for prior years' operating costs or future years' operating costs, such as operating costs of service expansion, collective agreements or other additional capital purchases to be incurred in future years and prior or future years' liabilities or accruals.

117 Overhead Allocation - should be reasonable and consistently applied and directly related to operating the land ambulance program.

125 Total Operating Costs = Sum of Lines 111 to 119.

140 Net Land Ambulance Operating Costs = Line 125 - (Sum of Lines 131 to 134).

APPENDIX 2 – FIR YEAR END REPORT LAND AMBULANCE 2013

UTM/DDA Name:

Asmt Code:

MAH Code:

FORM A**GENERAL INFORMATION**

for the year ended December 31, 2013

REPORTING FOR EHS LAND AMBULANCE SHOULD BE CONSISTENT WITH MMAH FIR. ALL CATEGORIES OF OPERATING COSTS REPORTED IN FORM B SHOULD BE CONSISTENT WITH HEALTH SERVICES - AMBULANCE SERVICES OF THE MMAH FIR FILING. WHERE IT IS NOT CONSISTENT, PLEASE EXPLAIN DIFFERENCES.

DECLARATION OF THE UPPER-TIER MUNICIPALITY / DESIGNATED DELIVERY AGENT

The following Land Ambulance Forms are requested by the Ministry of Municipal Affairs and Housing on behalf of the Ministry of Health and Long-Term Care:

FORM A: GENERAL INFORMATION**FORM B: FINANCIAL INFORMATION****SECTION 1 (A & B): AMBULANCE SERVICE OPERATIONS - TANGIBLE CAPITAL ASSETS****SECTION 2: OVERHEAD ALLOCATION****SECTION 3: RESERVE FUNDS**

For the purposes of this Land Ambulance Report, the amounts disclosed on the attached Forms are in agreement with the books and records of the UTM/DDA and its consolidated entities.

I certify that this Land Ambulance Report has been accurately prepared in accordance with the attached instructions (SECTION 4).

Name of CAO / Treasurer

Date

Name (print)

Signature

I. GENERAL INFORMATION

010 How is Land Ambulance Service provided.

1**LIST**

II. CONTACT INFORMATION

Questions related to the Forms should be addressed to:

020 Contact Name

022 Telephone

024 Fax

028 Email (Required)

1

030 Chief Administrative Officer / Treasurer

032 Telephone

038 Email

040 Name of External Auditor

042 Telephone

048 Email

APPENDIX 2 – FIR YEAR END REPORT - LAND AMBULANCE 2013

UTM/DDA Name:

Asmt Code:

MAH Code:

FORM B

FINANCIAL INFORMATION

for the year ended December 31, 2013

I. COST SUMMARY

		1 Costs Excluding Column 2 & 3 \$	2 One-Time \$	3 Dedicated Nurses \$	TOTAL (Column 1 to 3) \$
110	OPERATING COSTS				
111	Salaries, Wages & Benefits			N/A	\$
112	Interest Expense (Do not include any principal portion)		N/A	N/A	\$
113	Materials			N/A	\$
114	Contracted Services				\$
115	Rents and Financial Expenses			N/A	\$
116	Annual Amortization (Section 1A)		N/A	N/A	\$
117	Overhead Allocation (Section 2)		N/A	N/A	\$
120	TOTAL OPERATING COSTS	\$	\$	\$	\$
	LESS:				
130a	Revenue for Dedicated Nurses to Receive Ambulance Patients				
130b	Other Revenue: Interest Income				
130c	Other Revenue: (e.g. User Fees, Recoveries, Other Government, etc.)				
130d	Other Revenue: Cross Border				
140	NET LAND AMBULANCE OPERATING COSTS				\$

OPERATING COSTS REPORTED IN TOTAL COLUMN SHOULD BE CONSISTENT WITH HEALTH SERVICES - AMBULANCE SERVICES AS REPORTED ON SCHEDULE 40 OF THE MMAH FIR FILING. WHERE IT IS NOT CONSISTENT, PLEASE EXPLAIN DIFFERENCES.

II. RESERVE FUNDS

Complete Details in Section 3.

APPENDIX 2 – FIR YEAR END REPORT - LAND AMBULANCE 2013

UTM/DDA Name:

Asmt Code:

MAH Code:

SECTION 1A

AMBULANCE SERVICE OPERATIONS - TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2013

SUMMARY

	1	COST					AMORTIZATION				11
		2	3	4	5	6	7	8	9	10	
	2013 Opening Net Book Value \$	2013 Opening Cost Balance \$	Purchases/ Betterments \$	Disposals \$	Write Downs \$	2013 Closing Cost Balance \$	2013 Opening Amortization Balance \$	Annual Amortization \$	Amortization Disposals \$	2013 Closing Amortization Balance \$	2013 Closing Net Book Value \$
Vehicles	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Equipment	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
SUBTOTAL: Vehi- cles and Equip- ment	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Ambulance Sta- tions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
TOTAL: Vehicles & Equipment and Ambulance Sta- tions	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

TOTAL: Vehicles & Equipment and Ambulance Stations SHOULD BE CONSISTENT WITH HEALTH SERVICES - AMBULANCE SERVICES AS REPORTED ON SCHEDULE 51 OF THE MMAH FIR FILING. WHERE IT IS NOT CONSISTENT, PLEASE EXPLAIN DIFFERENCES.

2013-226
Emergency & Transportation

SECTION 1A

AMBULANCE SERVICE OPERATIONS - TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2013

Page 122 of 542

Page 31

2013-226
Emergency & Transportation

SECTION 1A

AMBULANCE SERVICE OPERATIONS - TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2013

Page 123 of 542

Page 32

APPENDIX 2 - FIR YEAR END REPORT LAND AMBULANCE 2013

UTM/DDA Name:

SECTION 2

Asmt Code:

OVERHEAD ALLOCATION: METHODOLOGY AND CALCULATION(S)

MAH Code:

for the year ended December 31, 2013

OVERHEAD ALLOCATION

1. METHODOLOGY

Please list methodologies / policies used for overhead allocation. (Text will wrap. Use ALT +Enter to force a new line.)

2. CALCULATION(S)

Please provide calculation(s) used in arriving at the reported amount for Overhead Allocation as reported on Line 117 of FORM B.

Description	Amount to be allocated	Pro-ration Factor	Overhead Amount
			0
			0
			0
			0
			0
			0
			0
			0
			0
			0
			0
			0
			0
			0
Total as reported on Line 117 of FORM B			0

APPENDIX 2 - FIR YEAR END REPORT Instructions 2013

SECTION 4

REPORTING FOR EHS LAND AMBULANCE SHOULD BE CONSISTENT WITH MMAH FIR. ALL CATEGORIES OF OPERATING COSTS REPORTED IN FORM B SHOULD BE CONSISTENT WITH HEALTH SERVICES – AMBULANCE SERVICES OF THE MMAH FIR FILING. WHERE IT IS NOT CONSISTENT, PLEASE EXPLAIN DIFFERENCES.

Upper-Tier Municipalities (UTMs) / Designated Delivery Agents (DDAs) should complete Forms A and B and Sections 1, 2, and 3 using MS Excel. Once completed, this File should be SAVED and submitted via email to:

[Your Senior Financial Analyst at Emergency Health Services Branch - Ministry of Health and Long-Term Care](#)

Upper-Tier Municipalities (UTMs) / Designated Delivery Agents (DDAs) are reminded to SAVE work periodically.

All information contained in Form A, B and Schedules should be completed in accordance with the following Instructions:

FORM A: GENERAL INFORMATION

I. GENERAL INFORMATION

010

From the LIST in column 1, Upper-Tier Municipalities (UTMs) / Designated Delivery Agents (DDAs) should select the item which describes how Land Ambulance is provided in the Municipality.

LIST Options

Provided Directly by UTM / DDA Only
Provided by UTM / DDA and Contracted Provider(s)
Provided by Contracted Provider(s) Only

II. CONTACT INFORMATION

020
to
028

Upper-Tier Municipalities (UTMs) / Designated Delivery Agents (DDAs) should enter information for a Contact Person should any questions related to the Forms arise. The contact person will be the first point of contact should any concerns arise.

030
to
038

The contact information of the Chief Administrative Officer or Treasurer should be provided.

040
to
048

The contact information of the External Auditor should be provided.

FORM B: FINANCIAL INFORMATION**I. COST SUMMARY****Operating Costs**

- Include the cost of operating land ambulance services by the Upper-Tier Municipality / Designated Delivery Agent in Column 1.
- One-time costs should be reported in Column 2.
- Land ambulance operating costs must not include capital costs, such as vehicles, stations, or other capital items with a life of more than one year.
- Costs associated with ambulance dispatch should not be included.
- Operating costs related to First Nations, territories without municipal organization (TWOMO), etc. should be included.
- Dedicated Nurses: If applicable, include expenditures in Column 3 and related provincial funding in Line 130a on Form B.

111 Salaries, Wages and Benefits

- Salaries, wages and benefits include expenses incurred for full-time, part-time and temporary employees' salaries, wages and benefits. This includes regular, overtime, shift premiums and any other remuneration to employees.
- Benefits include employer's contribution payments to Canada Pension Plan (CPP), Ontario Municipal Employee Retirement System (OMERS), Employer's Health Tax, Employment Insurance (EI), Workplace Safety and Insurance Board (WSIB) and any other insurance plans, such as supplementary health and dental.
- Include clothing, moving, tuition, housing and any other employee benefits and allowances paid.

112 Interest Expenses

- Report interest paid on long-term liabilities and for leased tangible capital assets (capital leases).
- Do not include any principal repayment.

113 Materials (and any other expenses not reported on other lines)

- Report materials purchased by the land ambulance operations for its own use and / or disposal.
- Include materials purchased that are subsequently provided to a third party for delivery of land ambulance services.
- Include all other expenses not reported in other lines. For example, include expenses for insurance, photocopying and reimbursement of travel mileage.

114 Contracted Services

- When land ambulance operations contracts out service delivery in whole or in part, to an arms length service provider, report any payments to the service provider as contracted services.
- If services are provided in part by an arms length service provider and in part by land ambulance operations staff, report payment to contractor as contracted service. Services provided by land ambulance operations staff are reported using other object categories of expenses.
- For contracts that extend beyond the current fiscal year, report only the portion of the contract relating to the current fiscal year.
- Costs related to contracted services for Dedicated Nurses to receive ambulance patients should be reported in Column 3 (Dedicated Nurses) of Line 114.

115 Rents and Financial Expenses

- Rents and financial expenses paid to external parties. Include the rental / lease payments for ambulance stations (Note: assets under operating leases are not to be amortized), land, machinery, equipments and engineering structures.
- Where a contracted service includes a separate and easily identifiable rental component, report the rental component as rents and financial expenses.
- Financial expenses include: short-term borrowing costs, bank and credit card service charges, annual payments associated with financing leases not deemed to be capital tangible lease and any other financial costs from external sources.
- Do not include interest paid on long-term liabilities. Interest on long term liabilities should be reported on Line 112.
- Do not include any principal repayment.
- Internal leasing is not an allowable operating expense; however a portion of amortization and incremental direct costs may be reported on the appropriate lines. Reasonable operating costs related to municipally owned assets (e.g. buildings) that are recognized under PSAB and not included in any other operating cost lines (line 111 to 117) of form B, can be reported as long as they are attributable to land ambulance services.

116 Annual Amortization (Section 1A)

- Amortization: The cost, less any residual value, of a tangible capital asset with a limited life should be amortized over its useful life in a rational and systematic manner appropriate to its nature and use by the UTM / DDA.
- The leased tangible capital asset (meeting the PSAB criteria of leased tangible capital asset) would typically be amortized over the period of expected use of the asset, on the basis that is consistent with the UTM / DDA amortization policy for other similar tangible capital assets.
- Consistent with MMAH FIR reporting requirements, EHS will follow PSAB standards and permit amortization of the leased tangible capital asset as an expense. The actual lease payment will not be included in the determination of land ambulance operating costs. For further details, please refer to PSAB guideline PSG-2, Leased Tangible Capital Assets.
- The value of a leased tangible capital asset should be reported in Section 1A.
- The amortization of the costs of tangible capital assets should be accounted for as an expense in Line 116 of Form B and Section 1A (Column 8).
- Land has an unlimited life and should not be amortized.
- The amortization method and estimate of the useful life of the remaining unamortized portion of a tangible capital asset should be reviewed on a regular basis and revised when the appropriateness of a change can be clearly demonstrated.

Ministry's 50% cost sharing portion will not allow provision for future years' operating costs, such as operating costs of service expansion, collective agreements or other additional capital purchases to be incurred in future years.

117 Overhead Allocation - should be reasonable and consistently applied and directly related to operating the land ambulance program.

Please provide details of methodology and calculations used on Section 2.

120 Total Operating Costs

= Sum of Lines 111 to 117

130b Revenue: Interest income arising from all sources, including interest income from reserves, should be reported in the period in which it is earned.

140 Net Land Ambulance Operating Costs

= Line 120 - Line 130a, b, c, d

II. RESERVE FUNDS (Complete Details in Section 3)

Provide reserve funds information in 2013 FIR and future years until the reserve amount is fully utilized

VEHICLES and EQUIPMENT Reserve Fund

2013 Opening Balance/2012 Closing Balance

2013 Opening Balance should equal to 2012 Closing Balance.

PLUS: Additions

Record any additions to fund.

LESS: Payments

Report the total cost of all Land Ambulance vehicles and equipment purchased.

2013 Closing Balance

2013 Closing Balance is equal to the 2013 Opening Balance PLUS Additions LESS Payments.

2013 closing balance should not be a negative amount.

STATIONS Reserve Fund

2013 Opening Balance/2012 Closing Balance

2013 Opening Balance should equal to 2012 Closing Balance.

PLUS: Additions

Record any additions to fund.

LESS: Payments

Report the total cost of all Stations purchased / built.

2013 Closing Balance

2013 Closing Balance is equal to the 2013 Opening Balance PLUS Additions LESS Payments.

2013 Closing Balance should not be a negative amount.

SEVERANCE Reserve Fund

When a land ambulance employee is severed, amount may be drawn down from this reserve fund.

2013 Opening Balance / 2012 Closing Balance

2013 Opening Balance should equal to 2012 Closing Balance.

PLUS: Additions (if any)

LESS: Payments

Report the total amount of severance paid to land ambulance employees up to remaining fund balance.

Closing Balance, end of year

2013 Closing Balance is equal to the 2013 Opening Balance PLUS Additions LESS Payments.

2013 closing balance should not be a negative amount.

OTHER Reserve Fund

Other Reserve Fund established previously for specific purposes. Provide detailed breakdown with associated purposes.

2013 Opening Balance / 2012 Closing Balance

2013 Opening Balance should equal to 2012 Closing Balance.

LESS: Payments

Report the total amount of payments related to land ambulance services which were not reported in the Vehicles & Equipment, Stations or Severance Reserve Fund. A brief description of the purpose should be provided.

Closing Balance, end of year

2013 Closing Balance is equal to the 2013 Opening Balance LESS payments from accounts.

2013 Closing Balance should not be a negative amount.

- **100% UTM / DDA Financed Reserve Fund**

The UTM / DDA Reserve Fund is a fund set aside for land ambulance purposes which only include 100% UTM / DDA and non-provincial funds. Funds reported in this section are not to be reported as operating costs on Line 111 to 140.

ADDITIONAL FORMS FOR COMPLETION

SECTION 1 (A & B): Ambulance Service Operations - Tangible Capital Assets

SECTION 2: Overhead Allocation - Methodology and Calculations

SECTION 3: Reserve Funds – Details

APPENDIX 3 - ATTESTATION

TO: The Province

FROM: Chief Administrative Officer/Treasurer of _____

DATE: _____

RE: 2014 Funding Year

On behalf of the UTM/DDA, I attest that the UTM/DDA acknowledges and confirms receipt of the Grant from the Province totaling _____ for the 2014 Funding Year.

I attest on behalf of the UTM/DDA that the funds provided under the Grant by the Province were for approved operating costs incurred for the purposes of carrying out the Program. Any amount of the Grant that is in excess of fifty percent (50%) of the approved operating costs to fund the portion of the Program for Land Ambulance Services, with the exception of the portion of the Grant referred to below, shall be due to the Province, and recoverable in accordance with the terms and conditions contained in the January 1, 2014 Agreement entered into by the Province and the UTM/DDA.

In addition, any amount of the Grant that is in excess of one hundred percent (100%) of the approved operating costs to fund the portion of the Program for Land Ambulance Services to First Nations and/or a territory or territories without municipal organization shall be due to the Province, and recoverable in accordance with the terms and conditions contained in the January 1, 2014 Agreement entered into by the Province and the UTM/DDA.

In making this attestation, I have exercised the care and diligence that would reasonably be expected of a Chief Administrative Officer/Treasurer in these circumstances, including making due inquiries of UTM/DDA staff that have knowledge of this matter.

As Chief Administrative Officer for the UTM/DDA, I am executing this attestation confirming that the aforementioned statements are true and represent the disposition of the Grant. I further confirm the accuracy and completeness of the Reports submitted pursuant to Schedule D of the Agreement during the applicable Funding Year.

Name:

Title: Chief Administrative Officer/Treasurer

I have authority to bind the _____

(Name of UTM/DDA)

APPENDIX 4 - SERVICE PLAN AND FINAL PROGRAM REPORT

UTM/DDA Service Plan for Funding Year _____ and Final Program Report for Funding Year _____

UTM/DDA _____

This Service Plan/Final Program Report is established as referenced in the Land Ambulance Grant Transfer Payment Agreement, Schedule D, Appendix 4. The Service Plan details your UTM/DDA's plans about how it will carry out the Program in each Funding Year. The Final Program Report contains details about whether it has met all of the requirements in the Service Plan, as well as any other details requested by the Province.

In addition to your UTM/DDA's Deployment Plan (please forward updates when changes are made during the applicable calendar year), please provide your UTM/DDA's mission and values statement (also forward updates as applicable).

Please also complete the following table:

Service Plan and Final Program Report												
Service Number					Service Name							
Coverage Area Square kms.							Population Base					
Patient Transports by Demographic Group (prior year actuals)	<1		1-17		18-44		45-64		65-79		80+	
	Prior Year Planned			Prior Year Actuals			Prior Year Variance			Current Year Planned		
Staffed Operational Hours												
Primary Care Paramedics												
Advanced Care Paramedics												
Critical Care Paramedics												
Total Staffed Hours												
Full Time Equivalents												
Unionized FTEs												
Non-Unionized FTEs												
Total FTEs												
Hourly Salary Rate Ranges												
Primary Care Paramedics	-			-			-			-		
Advanced Care Paramedics	-			-			-			-		
Critical Care Paramedics	-			-			-			-		
Collective Agreement Term:												
Paramedic Service Fleet												
# Ambulances												
# Emerg. Response Units												
# Emerg. Support Units												
# Special Purpose Ambs												
# Administrative Vehicles												
Total												
Training above RBH certification/CME												
Provide description of service training delivered.												
Quality Assurance (BLS Patient Care)												
Provide a description of your service's BLS quality assurance program.												

Definitions:

- Where readily available, provide prior year actuals for Patient Transports by Demographic Group.
- "Prior Year Planned" refers to the targets and goals set at the start of the calendar year preceding the reporting year. For example, for the 2014 calendar reporting year, 2013 planning targets and goals set at the start of 2013 relating to performance should be entered.
- "Prior Year Actuals" refers to the actual year end performance and data related to the goals set, or planned for, at the start of the calendar year preceding the reporting year. For example, for the 2013 calendar year, you may have planned to have completed 1,000 code 4 calls, but actually performed 1,100.
- "Prior Year Variance" refers to the variance between the Prior Year Planned and Prior Year Actuals. Where variances exceed 5% + or – please provide rationale.
- "Current Year Planned" refers to the targets and goals set at the start of the calendar reporting year. For example, for the 2014 calendar year enter the planned hours of training per paramedic.
- Staffed Operational Hours refers to the total staffing hours related to direct patient care by paramedics at the given classification. This includes superintendents who regularly respond to calls for service. For example, one 24 hour/day 365 days a year ambulance (i.e.: staffed by 2 paramedics) constitutes 17,520 hours. Additionally, one paramedic in an emergency response vehicle 24 hours/day, 365 days a year would constitute 8760 hours.
- Full Time Equivalents refers to the hours an individual is compensated, reflected as an FTE. For example, an employee working 40 hours a week, 52 weeks of the year would constitute 1 FTE. A part time staff member who works only 1040 hours a year would constitute .5 FTE.
- "Hourly Salary Rate Ranges" refers to the hourly wage rate for the applicable classification from the bottom to the top hourly rates. Please utilize the hourly rates being paid at the time the report is completed. Please note your service's collective agreement term (i.e.: effective and expiry dates).
- Ambulance vehicle definitions have the same meaning as those outlined in the *Ambulance Act*, its Regulations and the Ontario Provincial Land Ambulance & Emergency Response Vehicle Standard (Version 4.0).
- Training refers to training outside of annual Regional Base Hospital certification and continuing medical education that is delivered by paramedic services or others (e.g.: equipment training, individual service HR training, etc)
- Quality Assurance (BLS Patient Care) refers to reviews of ACRs conducted on patient care indicated in the Basic Life Support Patient Care Standards, Version 2.0.

I certify that I have the authority to bind the UTM/DDA indicated above:

Signed by: _____

Date: _____



Report 2013-231

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Joe Gallivan
Manager of Sustainability Planning

Peter Young
Community Planner

Date prepared: December 6, 2013

Date of meeting: December 18, 2013

Re: Sustainability - PAPER/CHEERIO Update

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the *Sustainability - PAPER/CHEERIO Update* report for information;

AND FURTHER THAT staff be directed to discontinue work on developing a business case for PAPER/CHEERIO projects until further information is available regarding PAPER programs in other Ontario municipalities and the Ontario government's proposed on-bill financing of energy efficiency improvements.

Background

Local improvement charges (LICs) are a tool used by municipalities to recover the costs of capital improvements made on public or privately-owned land from property owners who will benefit from the improvement. These have been traditionally used for roads, sidewalks and other local projects that benefit a specific area. However in 2012 the Ontario government increased the flexibility of this tool and allowed projects such as green energy retrofits on private property through Property-Assessed Payments for Energy Retrofits (PAPER) projects.

Administrative Report
Sustainability- PAPER/CHEERIO Update
December 18, 2013

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The intention of PAPER projects is that municipalities would provide the financing and set up the framework for these projects, such as a program for installing solar hot water heaters. The project cost would be applied to the individual's municipal tax bill for a set time period, and property owners would be able to pay for the project using the increased savings on their utility bills. This type of program has been of increased interest in Ontario since the federal ecoENERGY program which provided financial incentives for green energy retrofits was discontinued in 2012.

The County has been on the advisory committee for the Collaboration on Home Energy Efficiency Retrofits in Ontario (CHEERIO) group with a number of urban municipalities such as London, Guelph and Durham Region. The organization facilitating the project (the Clean Air Partnership, a non-profit advocacy group) contracted a number of companies to develop a model that could be used to set up a PAPER program for a typical municipality. The model is based on best practices from similar programs in other jurisdictions, working in the context of the new Ontario local improvement charge regulations allowing municipalities to use these charges for green energy. Legal, finance, and program design experts have been involved. The [CHEERIO reports](#) provide a comprehensive map toward implementation of PAPER projects.

County Council authorized the following resolution from the Sustainability Advisory Committee at its April 17, 2013 meeting:

Motion #: 200-13

Moved By: Deputy Warden Clayton

Seconded By: Councillor McDougall

RESOLVED THAT the Council of the County of Frontenac authorize staff to enter into discussions with the City of Kingston and other partners such as AMO and the EOWC on a possible collaboration for a PAPER Program and to report back to the Sustainability Advisory Committee on possible further steps.

CARRIED

Additionally, at its September 18, 2013 meeting, Council approved the following motion:

Motion #: 364-13

Moved By: Deputy Warden Clayton

Seconded By: Councillor McDougall

THAT staff be directed to review actions of other municipalities involved with the CHEERIO project with the intent to develop a business plan to present to Council by the end of 2013.

THAT Council approve a Sustainability Speaker Series that would take place every quarter (one in each township) at an approximate cost of \$200 per event.

AND FURTHER THAT Council approve an ICSP Workshop to be planned for September 20, 2013 at the Verona Free Methodist Church that would include a keynote speaker, catered lunch, and venue rental at an approximate cost of \$1,400.

CARRIED

Comment

Staff have continued to research the implementation of PAPER projects through local improvement charges. At this time, staff are aware of two municipalities that have moved forward with this initiative formally. The most prominent program to date is planned for the City of Toronto, where their Council has approved a [\\$20 million program pilot project](#) using transfers from reserves. Durham Region's investigation led to a recommendation that Council [not move forward](#) with this type of initiative. This recommendation has been sent to other Durham Region committees for input, but the report raises a number of concerns with implementation of this type of program. Inquiries with other counties have indicated that many are waiting until other municipalities set up their own program first.

Based on the research to date, additional information on other Ontario municipalities' experiences is recommended before the preparation of a business case requested by Council. However there are a number of potential issues that have been identified by staff to date based on review of the Durham Region and CHEERIO reports.

Financing: Council would need to determine whether this type of program would be financed through borrowing or reserves. Based on the research done to date, it is not recommended that the program would be financed through borrowing as it could impact the credit rating and future borrowing abilities of the municipality for a project which is not under the County's core legislative responsibilities. If Council chooses to dedicate part of the County reserves toward this project, the administrative costs charged to the applicant should take into account the interest rate the County would have received from having the money in a reserve.

Costs: It should be noted that the program would be intended to be revenue neutral, and the cost of administration would be included in the total local improvement charge to be calculated for the homeowner. The CHEERIO report estimates program set-up costs for 100 participants a year of \$150,000 and operating costs of \$80,000, with total administration costs of \$1,300 per participant based on a three year pilot project. This would give administrative costs of about 10%, which could be a barrier to the effectiveness of the project. Costs per application are projected to decrease as more participants sign up. Figure 1 provides a sample cost structure. Having lower than 100 participants would mean a higher cost per person due to the fixed costs built into the cost structure. A survey or market research study may be necessary to estimate the potential uptake, as the County could be left with budget shortfalls if the program participation is less than anticipated

Figure 1: Table from CHEERIO Working Group: LIC Financing Pilot Program Design report – Dunskey Energy Consulting

Table 15: Sample Program set up and Administration Budget based on Anticipated Program Volume

Expense Category	Expenses	100 Participants per year	250 Participants per year	500 Participants per year
Program Initiation Fixed Costs (A)	Program Plan and Initiation Legal and Financing	\$ 80,000	\$ 80,000	\$ 80,000
Program set up Costs (B)	Program Tools Application Database Marketing Materials Documentation (\$500-\$700 per participant)	\$ 70,000	\$ 150,000	\$ 250,000
Annual Fixed Costs (C)	Human Resources Debt Servicing Marketing Overhead LIC Collection (\$140-\$400 per participant)	\$ 40,000	\$ 80,000	\$ 140,000
Per Participant Costs (D)	Register Liens Title Searches Application Reviews Documentation (\$400 per participant)	\$ 40,000	\$ 100,000	\$ 200,000
Total Program Set Up Costs (A+B)		\$ 150,000	\$ 230,000	\$ 330,000
Total Annual Operating Costs (C+D)		\$ 80,000	\$ 180,000	\$ 340,000
Total Admin. Costs (Per Participant) ¹¹		\$ 1,300	\$ 1,050	\$ 900

Administration and Staffing: Although it would be possible for the administration of the program to be done through a private contractor such as Hearthmakers Energy Co-operative, financial oversight of the design and administration of program would have an impact on staff resources. There would also be increased administrative costs to the Townships to implement local improvement charges through the tax bill, although these types of charges are used in other municipalities and a system could be developed to track the charges. If debentures were issued there would also be increased administration costs for the municipality.

Legal: The legal analysis prepared by Aird & Berlis LLP as part of the CHEERIO project outlines potential legal issues with enforcement regarding registering private LICs on title as a way to better ensure enforcement. The report's authors believe that further amendments to the *Municipal Act* would be required to implement this form of enforcement. There is also risk that the municipality could be sued if the work undertaken by a contractor is not sufficient. While the Aird & Berlis report offered a number of ways to mitigate this risk, Durham Region's report stated that "from a risk management perspective, an LIC program would create a series of potential litigation issues for the Region," such as contractor negligence or energy savings not materializing. Any design of the program and contracts should be reviewed extensively by the County's solicitor.

Duplication of Existing and Future Programs: The popular federal ecoENERGY retrofit program was discontinued in 2012, leaving a large gap in the Ontario marketplace. However there are still a number of rebate, loan and incentive programs available through the federal and provincial governments, banks and certain utilities. There would

be potential that a County program could duplicate some of these efforts. While not all of these are available for Frontenac County residents, a new program recently announced by the Ontario government offers significant potential.

On December 2, 2013, the Ontario government unveiled its [Long-Term Energy Plan](#), a plan that Council had submitted comments on earlier in 2013. The new plan includes the commitment for making new financing tools available to consumers, including on-bill financing for energy efficiency retrofits, starting in 2015. According to the [Toronto Star](#), further details will be available as part of the 2014 Ontario Budget this spring.

Depending on the details, this program may be more effective and a better use of resources than starting a program at the County level. Provincial-level programs for energy retrofits are available in BC, Manitoba, Newfoundland, and other jurisdictions around the world. The CHEERIO report outlines a number of benefits to a province-wide approach in Ontario including significant economies of scale and a substantial mitigation or elimination of risk.

While on-bill financing may not address all forms of energy efficiency, it offers a number of positive attributes according to analysis done as part of the CHEERIO project. This includes minimizing the debt of the owner, minimizing debt and resources of the municipality, and low interest rates. The program can be designed to be attached to the meter and stay on the property, or could be due upon change of owner/customer. Another advantage of on-bill financing is that it can address the rental market (business and residential) where the tenant pays utilities, unlike a PAPER project.

Conclusion: Given the potential for a province-wide program for energy efficiency improvements and the lack of sufficient examples in Ontario of municipal PAPER programs to date, particularly for rural areas of the province, County staff are recommending that work on this project be discontinued until further information is available on the proposed Ontario program and on LICs being used by other Ontario municipalities.

Sustainability Implications

This program supports the Energy and Infrastructure focus areas adopted in *Directions for Our Future*. There are benefits in Economic, Social and Environmental pillar; retrofit projects can support local businesses and contractors, energy costs can be lowered for homeowners, and greenhouse gas emissions and electricity use can also be reduced. Sustainability also involves the wise management of funds and any program design and use of funding will have to be justified with an analysis of the costs and benefits of the program.

Financial Implications

Council could potentially authorize the use of funds from the working fund or other reserves to fund a PAPER program. Additional resources would be required for administration through additional staffing or contracting a private company to administer the program. The goal of the program would be that the costs to design and administer

the program would be revenue-neutral, however there would be risks that the program could lose money if uptake was less than projected.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac Treasury
Clean Air Partnership
Ministry of Energy
Ministry of Municipal Affairs and Housing



ADMINISTRATIVE REPORT

REPORT 2013-233

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Joe Gallivan
Manager of Sustainability Planning

Peter Young
Community Planner

Date prepared: December 6, 2013

Date of meeting: December 18, 2013

Re: **Sustainability – Kennebec Lake Draft Plan of Subdivision
Change of Conditions– County File 10T-2011/001**

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the *Sustainability – Kennebec Lake Draft Plan of Subdivision Change of Conditions– County File 10T-2011/001* report;

AND FURTHER THAT condition 13 d) be deleted in its entirety and replaced with:

“That a notice be placed in the purchase and sale agreement alerting prospective purchasers of the subdivision lots that all future landowners shall be required to maintain and install a septic system which utilizes soil with a minimum phosphorus retention capacity of 500 ug/g.”

AND FURTHER THAT condition 14 a) be deleted in its entirety and replaced with:

“That the following requirements with respect to the location and construction of wells and sewage systems are to be carried out to the satisfaction of the Township and the approval authority.”

AND FURTHER THAT condition 14 c) be deleted in its entirety and replaced with:

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Sustainability – Kennebec Lake Draft Plan of Subdivision Change of Conditions– County File 10T-2011/001
December 18, 2013

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“That on-site sewage systems, for residences within the subdivision meet the requirements of the Ontario Building Code to the satisfaction of the Approval Authority. In order to maximize the protection of Kennebec Lake from the effects of phosphorus, leaching beds or disposal areas must incorporate a minimum amount of soil with phosphorus retentive qualities. Details of these requirements should be incorporated into the subdivision agreement.”

AND FURTHER THAT condition 20 c) relating to Hydro One as a clearance agency be deleted in its entirety;

AND FURTHER THAT the Manager of Sustainability Planning be delegated authority to make any further technical changes to the text of the draft conditions to implement Council's decision;

AND FINALLY THAT Council deems the change of conditions to be minor.

Background

The Kennebec Lake approved draft plan of subdivision is located in the Township of Central Frontenac on the north side of Highway 7 east of Henderson Road near the hamlet of Arden. It is legally described as Parts of Lots 18, 19, 20, Concession 9 in the Geographic Township of Kennebec, Township of Central Frontenac, County of Frontenac, being Parts 1, 2, and 3 on Reference Plan 13R-19780. The draft approved plan creates a residential subdivision consisting of 24 single detached lots, one lot addition block, one park/open space block, a public street, roadway, and one block for future roadway purposes. A map of the plan is attached as Appendix A and the draft conditions approved by Council on September 19, 2012 are attached as Appendix B. The plan is anticipated to come to County Council in early 2014 for final approval.

Following approval of the draft conditions, in preparation of the subdivision agreement, the KFL&A Public Health Unit identified a potential issue with implementation of a number of the Township-requested conditions relating to septic systems. The draft conditions included a requirement for mandatory tertiary treatment septic systems and phosphorous retentive soils in order to better protect Kennebec Lake. While all agencies are in favour of keeping the requirement for phosphorous retentive soils, the health unit noted that the implementation of tertiary treatment may not always be appropriate for more seasonal cottage dwellings and a mandatory requirement could hurt lake quality overall. Correspondence from the health unit, which goes into further technical detail, is attached as Appendix B.

Comment

Revised conditions were proposed and have been signed off by staff from Quinte Conservation, the applicant, and the Township. These conditions continue the protection of Kennebec Lake with soils that will limit the flow of phosphorous from effluent, but also allow for more flexibility when considering the implementation of tertiary treatment. The details of the technical requirements will be contained in the Township subdivision agreement. Because the intent of the original septic conditions

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Sustainability – Kennebec Lake Draft Plan of Subdivision Change of Conditions– County File 10T-2011/001
December 18, 2013

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relating to water quality is still being maintained and all agencies have signed off on the changes, it is recommended that Council deems the change of conditions to be minor.

It is also recommended that Hydro One be removed as a clearance agency from the subdivision agreement, as they will be entering into a separate agreement with the applicant and the subdivision agreement drafted by the Township contains the provisions necessary for any easements.

Financial Implications

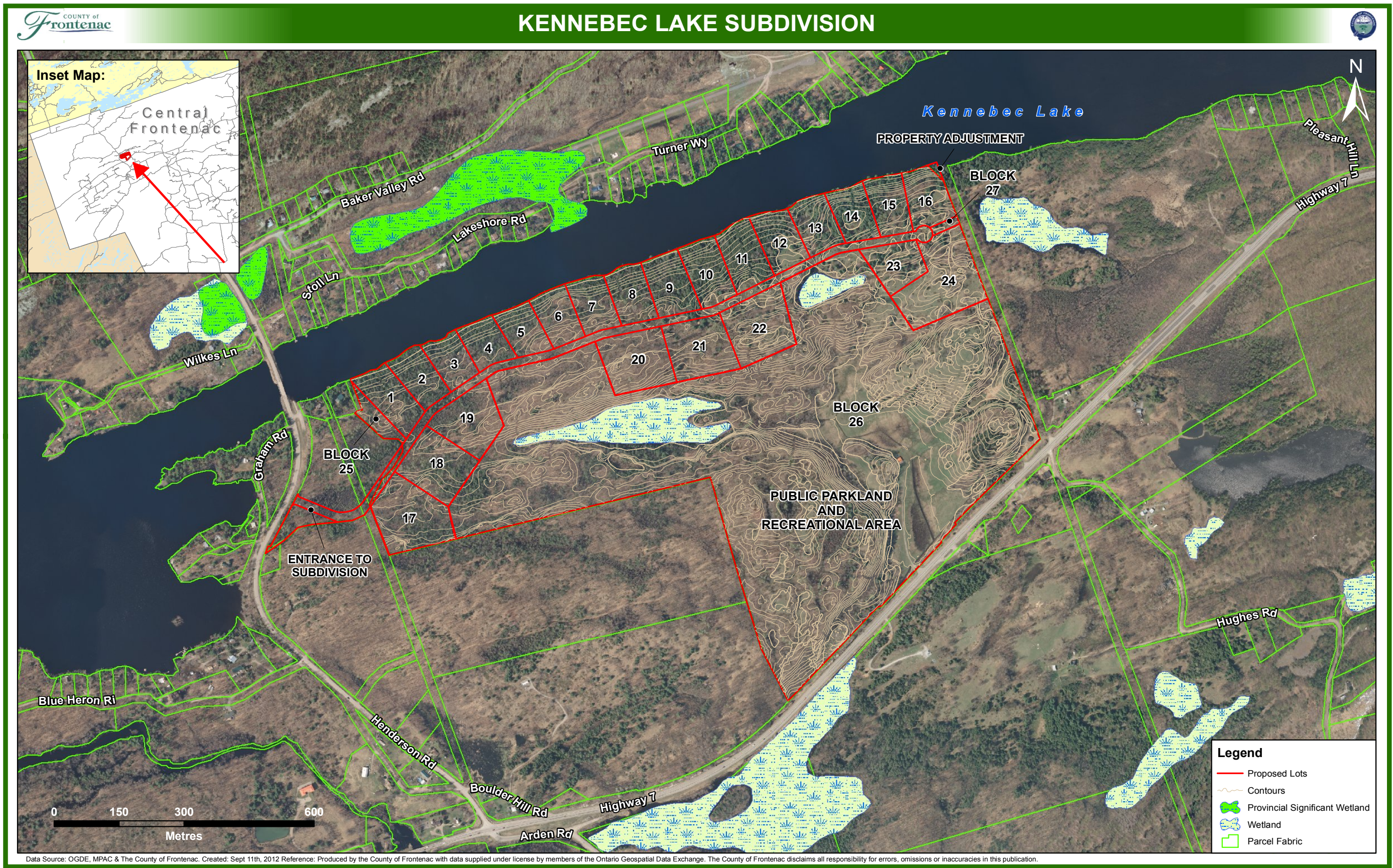
This proposed change to the conditions is minor and was requested by a public agency so no fees were charged to the applicant.

Sustainability Implications

One of the key focus areas of *Directions for Our Future*, the County's Sustainability Plan, is Land Use Planning and Management. From a sustainability perspective, this involves an approach that ensures a clean and healthy environment, a strong economy, and long term viability. Final approval of the plan of subdivision anticipated in early 2014 will promote a strong economy and long term viability in the Arden area by creating additional lots for housing. Conditions have been placed on the draft plan of subdivision to ensure that future development will preserve the healthy and clean environment on Kennebec Lake and the revised conditions have been reviewed by all applicable agencies.

Organizations, Departments and Individuals Consulted and/or Affected

Township of Central Frontenac
Quinte Conservation
KFL&A Public Health
Hydro One



Applicant: McIntosh Perry Consulting Engineers	Owner: 2222629 Ontario Inc. (Kennebec Waterfront Communities)
File No.: 10T-2011/001	Date of Decision: September 19, 2012
Municipality: Township of Central Frontenac, County of Frontenac	Date of Notice: September 27, 2012
Subject Lands: Parts of Lots 18, 19, 20, Concession 9 in the Geographic Township of Kennebec, Township of Central Frontenac, County of Frontenac, being Parts 1,2, and 3 on Reference Plan 13R-19780.	Last Date of Appeal: October 17, 2012

NOTICE OF DECISION

THE CORPORATION OF THE COUNTY OF FRONTENAC

with respect to an Application for Approval of Draft Plan of Subdivision
Subsection 51(37) of the Planning Act

TAKE NOTICE that the Council of The Corporation of the County of Frontenac approved a Draft Plan of Subdivision Application, in respect of the subject lands noted above, on September 19, 2012, under Section 51 of the *Planning Act, R.S.O. 1990, as amended*.

When and How to File an Appeal

Notice to Appeal the Decision to the Ontario Municipal Board must be filed with the Clerk of the County of Frontenac no later than October 17, 2012 as shown above as the Last Date of Appeal.

The notice of appeal should be sent to the attention of the Clerk, and it must:

1. Set out the reasons for the appeal,
2. Indicate the name and address of the appellant;
3. Be sent to the address shown below, and
4. Be accompanied by a fee payment in the amount of \$125.00 payable by certified cheque or money order to the Minister of Finance, Province of Ontario.

Who Can File an Appeal

At any time before the approval of the final plan of subdivision, the following may appeal any of the conditions imposed by the County of Frontenac to the Ontario Municipal Board by filing a notice of appeal with the Clerk of the County of Frontenac:

- (i) the applicant;
 - (ii) any public body that, before the approval authority made its decision, made oral submission at a public meeting or written submission to the approval authority;
 - (iii) the Minister; or
 - (iv) the Municipality in which the subject land is located may.
- i. Only individuals, corporations or public bodies may appeal the Decision of the Council of The Corporation of the County of Frontenac in respect of the proposed plan of subdivision to the Ontario Municipal Board. A notice of appeal may not be filed by an unincorporated association or group. However, a notice of appeal may be filed in the name of an individual who is a member of the association or group on its behalf.

Applicant: McIntosh Perry Consulting Engineers	Owner: 2222629 Ontario Inc. (Kennebec Waterfront Communities)
File No.: 10T-2011/001	Date of Decision: September 19, 2012
Municipality: Township of Central Frontenac, County of Frontenac	Date of Notice: September 27, 2012
Subject Lands: Parts of Lots 18, 19, 20, Concession 9 in the Geographic Township of Kennebec, Township of Central Frontenac, County of Frontenac, being Parts 1,2, and 3 on Reference Plan 13R-19780.	Last Date of Appeal: October 17, 2012

- ii. No person or public body shall be added as a party to the hearing of the appeal of the Decision of the Council of The Corporation of the County of Frontenac, including the lapsing provisions or the conditions, unless the person or public body, before the Decision of the Council of The Corporation of the County of Frontenac, made oral submissions at a public meeting or written submissions to the Council or, in the Ontario Municipal Board's opinion, there are reasonable grounds to add the person or public body as a party.

How to Receive Notice of Changed Conditions

The conditions of an approval of Draft Plan of Subdivision may be changed at any time before the Final Approval is given. You will be entitled to receive notice of any changes to the conditions of approval of Draft Plan of Subdivision if you have either:

1. Made a written request to be notified of the Decision to give or refuse to give approval of the Draft Plan of Subdivision, or
2. Make a written request to be notified of changes to the conditions of approval of the Draft Plan of Subdivision.

Other Related Applications

An amendment to the Township of Central Frontenac Zoning By-Law applicable to these lands will be required. For information on the zoning, please contact Cathy MacMunn, Planning Coordinator at 613-279-2935.

Additional Information

Additional Information about the application is available for public inspection during regular office hours at the County of Frontenac office by contacting:

Peter Young, Community Planner
County of Frontenac
2069 Battersea Road, Glenburnie, ON K0H 1S0

or phone (613) 548-9400 during regular business hours.

Mailing Address for Filing a Notice of Appeal

The appeal must be sent to:
K. Elizabeth Savill, CAO/Clerk
County of Frontenac
2069 Battersea Road, Glenburnie, ON K0H 1S0
Tel: (613) 548-9400
Fax: (613) 548-8460

Applicant: McIntosh Perry Consulting Engineers	Owner: 2222629 Ontario Inc. (Kennebec Waterfront Communities)
File No.: 10T-2011/001	Date of Decision: September 19, 2012
Municipality: Township of Central Frontenac, County of Frontenac	Date of Notice: September 27, 2012
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CONDITIONS TO DRAFT APPROVAL

The recommended conditions of approval for the draft plan of subdivision are as follows:

1) Approved Draft Plan:

- a) That this approval applies to the Draft Plan of Subdivision, File No. 10T-2011/001, as revised and dated December 1, 2011 prepared and certified by McIntosh Perry Surveying, and which shows the following:
 - i) 24 single unit detached residential Blocks (Blocks 1 – 24);
 - ii) 1 Block for lot addition purposes (Block 25);
 - iii) 1 Block for Public Parkland and Open Space (Block 26);
 - iv) 1 Block for roadway purposes (Block 27);
 - v) Street A;

2) Subdivision Agreement

- a) That the Owner agrees to enter into a subdivision agreement with the Township of Central Frontenac, which without limiting the generality of the foregoing, shall provide that the Owner shall undertake the following at the Owner's expense and to the satisfaction of the Municipality:
 - i) Design and construction of all roads be they temporary or permanent including cul-de-sacs, services, stormwater, drainage works, and where applicable, utilities (Bell Canada, Hydro One);
 - ii) Provision of all easements or rights-of-way which may be required for services, drainage works and utilities;
 - iii) Conveyance of any lands for park or other purposes where applicable;
 - iv) Installation of any signs and traffic control features;
 - v) Payment of all Township levies and charges related to services and drainage works;
 - vi) All other requirements financial and otherwise of the Township of Central Frontenac
- b) That the Owner agrees that the subdivision agreement shall be registered against the lands to which it applies at a cost to the Owner. The Owner further agrees that he/she shall not allow for the registration of any agreement, transaction or mortgage prior to registration of the subdivision agreement.
- c) That the Subdivision Agreement shall contain all necessary warning clauses and notices to purchasers resulting from, but not necessarily restricted to, the design and provision of services, including the requirement to provide and maintain private site specific works where necessary, and easements.
- d) That the Subdivision Agreement shall list all approved plans and conditions as required by the Township, Health Unit, Conservation Authority, and so on for the development of this Plan.

Applicant: McIntosh Perry Consulting Engineers	Owner: 2222629 Ontario Inc. (Kennebec Waterfront Communities)
File No.: 10T-2011/001	Date of Decision: September 19, 2012
Municipality: Township of Central Frontenac, County of Frontenac	Date of Notice: September 27, 2012
Subject Lands: Parts of Lots 18, 19, 20, Concession 9 in the Geographic Township of Kennebec, Township of Central Frontenac, County of Frontenac, being Parts 1,2, and 3 on Reference Plan 13R-19780.	Last Date of Appeal: October 17, 2012

3) Streets and Civic Addressing:

- a) That the road allowance shown as Street 'A' in the draft plan of subdivision shall be dedicated as a public street at no cost to the Township of Central Frontenac
- b) That the street be named to the satisfaction of the Township of Central Frontenac
- c) That the Owner agrees that any entrance to any lot in the plan of subdivision shall be subject to an entrance approval by the Public Works Manager of the Township of Central Frontenac.
- d) That the civic numbering shall be allocated to the satisfaction of the Township of Central Frontenac. The naming and installation of numbering shall be in accordance with standards for 911 and emergency preparedness.
- e) That the detailed design for the new Municipal road incorporate the field verified wetland boundary (to avoid any wetland in-filling) and any other input from the consultant's Biologist to assist in minimizing disturbance to the satisfaction of Quinte Conservation.

4) Reserves and Easements:

- a) That any dead ends and open sides of roads or road allowance created by this draft plan shall be terminated with a turning radius and 0.3 m to be conveyed to, and held in trust by the Township of Central Frontenac until the extension of the road allowance, when the blocks shall be conveyed without charge to the owners of the abutting lots.
- b) That such easements as may be required for utility, drainage or access purposes shall be granted to the appropriate authority free of all charges and encumbrances.

5) Financial Requirements:

- a) That the owner agrees in writing to satisfy all the requirements, financial and otherwise, of the Township concerning the provisions of municipal services including fencing, lighting, landscaping, sidewalks, roads, installation of services, signage, and provision of drainage.
- b) That the Owner agrees in writing to reimburse the Township of Central Frontenac and the County of Frontenac for all legal, engineering, planning and other expenses including any peer review that the Township or County may incur in relation to the subdivision.
- c) That the Owner shall bear the expense of all off site work attributable to the subdivision resulting from the approved public works design where such works are not subsidized under the Policies and/or By-Laws of the Township.
- d) That prior to Final Approval, the Owner shall pay any and all outstanding application fee to the Township and County, in accordance with each Municipality's Tariff of Fees By-Law.

6) Engineering Drawings:

- a) That Prior to Final Subdivision Approval, the Owner shall submit for approval, subdivision design drawings, including design plans of all public works and services, prepared and certified by a Professional Engineer and designed pursuant to the Township's, Health Unit's and Conservation Authority's satisfaction. Such plans are to form part of the Subdivision Agreement.

Applicant: McIntosh Perry Consulting Engineers	Owner: 2222629 Ontario Inc. (Kennebec Waterfront Communities)
File No.: 10T-2011/001	Date of Decision: September 19, 2012
Municipality: Township of Central Frontenac, County of Frontenac	Date of Notice: September 27, 2012
Subject Lands: Parts of Lots 18, 19, 20, Concession 9 in the Geographic Township of Kennebec, Township of Central Frontenac, County of Frontenac, being Parts 1,2, and 3 on Reference Plan 13R-19780.	Last Date of Appeal: October 17, 2012

- b) That Prior to Final Subdivision Approval, the Owner shall submit, if required, a digital file of the approved subdivision design drawings in the Township's standard format.

7) Revisions to Draft Plan:

- a) That Prior to Final Subdivision Approval of any part of the Plan, the Owner shall submit a revised Block Plan, if required, to reflect any significant alterations caused from this Draft Plan Approval.
- b) That where final engineering design(s) result in minor variations to the Plan (e.g., in the configuration of road allowances and lots, number of lots, etc.), these may be reflected in the Final Plan to the satisfaction of the Township and the County.

8) Phasing:

- a) That Final Plan Approval for registration may be issued in phases to the satisfaction of the Township, subject to all applicable fees.
- b) That the phasing of the development shall be reflected in the Subdivision Agreement and on the approved subdivision design drawings to the satisfaction of the Township, taking into account timing of road improvements, construction of public works, the temporary termination of services, operations and maintenance vehicles access, access for emergency vehicles, and safety such as fire protection.
- c) That all agencies agree to registration by phases and provide clearances, as required, for each phase proposed for registration.

9) Zoning By-Law Compliance:

- a) That the lands within this Draft Plan shall be appropriately zoned by a Zoning By-Law which has come into effect in accordance with the provisions of the Planning Act.
- b) That the zoning on the lands limit the length of any dock to 10 metres or less and prohibit boat houses and crib docks in accordance with the recommendations of the Lake Capacity Study dated February 2011.
- c) That Prior to Final Subdivision Approval, the Owner shall submit a Surveyor's Certificate which confirms that the lots and blocks within this Plan conform to the minimum lot frontage, water frontage, and lot area requirements of the Zoning By-Law.

10) Other Required Studies:

- a) That Prior to Final Subdivision Approval, the Owner shall submit any other studies required by the Township and agencies.

11) Archaeological Assessment:

- a) That should previously unknown or unassessed deeply buried archaeological resources be uncovered during development, that they are considered to be a new archaeological site and therefore subject to Section 48(1) of the Ontario Heritage Act. Further, that the proponent or person or property owner discovering the archaeological resources must cease alteration of the site immediately and shall engage a licensed archaeologist to carry out fieldwork, in compliance with sec. 48 (1) of the Ontario Heritage Act. Further,

Applicant: McIntosh Perry Consulting Engineers	Owner: 2222629 Ontario Inc. (Kennebec Waterfront Communities)
File No.: 10T-2011/001	Date of Decision: September 19, 2012
Municipality: Township of Central Frontenac, County of Frontenac	Date of Notice: September 27, 2012
Subject Lands: Parts of Lots 18, 19, 20, Concession 9 in the Geographic Township of Kennebec, Township of Central Frontenac, County of Frontenac, being Parts 1,2, and 3 on Reference Plan 13R-19780.	Last Date of Appeal: October 17, 2012

the Owner or person discovering the resources shall contact the Algonquins of Ontario at:

Algonquins of Ontario Consultation Office
31 Riverside Drive, Suite 101
Pembroke, Ontario K8A 8R6
TEL: 705 735-3759
FAX: 705 735-6307
algonquins@nrtco.net

- b) That any person discovering human remains shall immediately notify the Ontario Provincial Police and the Registrar of Cemeteries, of the Ontario Ministry of Government and Consumer Services.
- c) That a notice be placed in the purchase and sale agreement alerting prospective purchasers of the subdivision lots that any discovery of an aboriginal or archaeological artifact or resource is subject to controls under the Ontario Heritage Act and those archaeological resources shall not be removed without the approval of the Ministry of Tourism, Culture and Sport. Further, that should any human remains be discovered during the construction or site development of a lot that the property owner covenants to immediately contact the OPP and the Township of Central Frontenac.
- d) That should deeply buried archaeological remains be found on the property during construction activities, the Ministry of Tourism, Culture and Sport shall be notified immediately.

12) Stormwater Management:

- a) That the Owner agrees to prepare and submit a stormwater management plan acceptable to the Municipality that incorporates best management practices in the design of facilities including provision for wet swales as recommended by the Quinte Conservation Authority, that provides for erosion and sedimentation controls, that provides for appropriate measures to protect water quality notably for Kennebec Lake both during and after construction, and ensures that any stormwater management measures, controls and facilities will not alter the shoreline of Kennebec Lake or its tributaries to a depth of 30 m inland from the shoreline. Appropriate text to implement the findings is to be included in the subdivision agreement. The Owner shall carry out the recommendations of the report, at the owner's expense, to the satisfaction of the Township and Quinte Conservation.
- b) That the Owner agrees to prepare and submit a lot and grading plan acceptable to the Municipality that includes any required drainage easements and which is integrated with the stormwater management plan to the satisfaction of the Township and Quinte Conservation
- c) That, if necessary, any blocks and/or easements required for the stormwater management system, and required for access and maintenance be dedicated to the Township, to the Township's satisfaction.

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13) Notices:

- a) That a notice be placed in the purchase and sale agreement alerting prospective purchasers of the subdivision lots that the shoreline along the Kennebec Lake and its tributaries shall be kept in a natural state except as otherwise permitted in the zoning by-law and devoid of any accessory building within the first 30 m inland from the shoreline of Kennebec Lake. Purchasers shall also be advised that the setback of any development (i.e. buildings, structures, sewage disposal beds etc) from the normal operating water level shall be 30 m and that no structures except a dock shall be constructed in any flood plain. Purchasers shall be further advised that any proposed alteration of the shoreline is subject to the approval of the Quinte Conservation Authority under the auspices of Ontario Regulation 319/09 (Regulation of development, Interference with Wetlands and Alterations to Shorelines and Watercourses).
- b) That a notice be placed in the purchase and sale agreement alerting prospective purchasers of the subdivision lots that Butternut trees are present and are identified as a species at risk and that healthy trees shall be retained and buffered by an area with a radius equal to the height of a mature tree (25 m) (i.e. no-development zone). Any alteration to the buffer zone or the potential removal of butternut trees shall be subject to approval of the Ministry of Natural Resources. Further, that should any species at risk be discovered throughout the course of the work, and/or should any species at risk or their habitat be potentially impacted by onsite activities, that the Ministry of Natural Resources shall be contacted immediately and operations modified to avoid any negative impacts to species at risk or their habitat until further discussions with MNR can occur regarding opportunities for mitigation.
- c) That a notice be placed in the purchase and sale agreement alerting prospective purchasers of the subdivision lots that destruction of fish habitat is prohibited and that alterations to fish habitat are subject to the approval of the Department of Fisheries and Oceans or its designated agent.
- d) That a notice be placed in the purchase and sale agreement alerting prospective purchasers of the subdivision lots that all future landowners shall be required to maintain and install a septic system which utilizes advanced technologies which provide for the direct removal of total phosphorous.

14) Site Servicing

- a) That the following requirements with respect to the location and construction of wells and tertiary sewage systems are to be carried out to the satisfaction of the Township and the KFL&A Public Health:
- b) That the Owner shall implement the recommendations for the installation of wells, the treatment of well water, and the location and installation of subsurface sewage disposal systems as set out in (McIntosh Perry, Hydrogeological Assessment and Terrain Analysis, (February 2011)) and a revised report (January 12, 2012). The Owner shall conduct testing to determine well water yields for each lot prior to the construction of the dwelling and where the water yield is determined to be less than required for domestic

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use, provision shall be made for in-house storage appropriate for the size of the dwelling to be constructed on the lot.

- c) That on-site individual sewage disposal systems for residences within the subdivision shall incorporate tertiary treatment systems (as per the Ontario Building Code), and that all installed systems must be constructed with subsoils (imported or native) having a phosphorus-retention capacity of at least 500 ug/g. The capacity shall be certified by a qualified professional prior to occupancy of a dwelling. Further, that owners of tertiary treatment systems shall enter into maintenance agreements with suppliers and system monitoring may be required and shall provide written proof or copies to the Township of such agreement(s).
- d) That the locations for Proposed Sewage System shown on the site servicing plan for the proposed sewage systems are to be reserved solely for that purpose. No wells, driveways, or buildings are to be located within the designated sewage system areas.
- e) The locations for the proposed sewage system are in excess of 30 metres from the shoreline of Kennebec Lake. The rationale for the remote locations is to minimize potential impact on water quality. As a result, all sewage systems must be constructed in the areas noted.
- f) That some sewage systems will require effluent pumps to facilitate elevations between the structure and the sewage system, all pumps will require high water alarms.
- g) Soils used for the construction of the leaching beds should be phosphorous retentive and must have a soils analysis to accompany each application for a permit to install.
- h) All wells should be up-gradient of the sewage systems
- i) Well drillers and prospective lot purchasers must be made aware of the site servicing plans and the location chosen for sewage systems.

15) Parkland Conveyance/Open Space:

- a) That the Owner conveys at no cost to the Township of Central Frontenac all of Block 26 as lands dedicated for parkland.

16) Community Mailboxes:

- a) That the Owner agrees to provide a location for centralized mail delivery acceptable to Canada Post Corporation or other alternative systems as may normally be required by Canada Post.

17) Bell Canada Requirements:

- a) The Owner is hereby advised that prior to commencing any work within the Plan, the Owner must confirm that sufficient wire line communication/telecommunication infrastructure is currently available within the proposed development to provide communication/telecommunication service to the proposed development. In the event that such infrastructure is not available, the Owner is hereby advised that the Owner may be required to pay for the connection to and/or extension of the existing communication/telecommunication infrastructure. If the Owner elects not to pay for such connection to and/or extension of the existing communication/telecommunication

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infrastructure, the Owner shall be required to demonstrate to the Municipality that sufficient alternative communication/telecommunication facilities are available within the proposed development to enable, at a minimum, the effective delivery of communication/telecommunication services for emergency management services (i.e., 911 Emergency Services).

- b) That the Owner agrees that in the event of any conflict with existing Bell Canada facilities or easements, the owner/developer shall be responsible for the relocation of such facilities or easements.

18) Environment:

- a) That the Owner agrees to implement the recommendations of the Environmental Impact Statement dated February, 2011 and Addendum dated January 20, 2012 as prepared by McIntosh Perry Consulting Engineers Ltd.
- b) That the Owner agrees to prepare a Land Owner Stewardship Manual which shall be subject to the review and approval by the Township of Central Frontenac prior to distribution to property prospective purchasers and future property owners. The Manual shall be completed for distribution prior to the issuance of any building permit and shall address land use management practices that may have an impact on sensitive habitat areas and the conservation of shoreline areas and public open space including such topics as: municipal zoning requirements for shorelines, mitigation measures for the conservation of natural heritage features and areas, handling and storage of pesticides, and fuels, well water and sewage disposal maintenance, water conservation, composting, landscaping building envelope design and construction practices. The manual shall indicate that the access and use of Block 26 may be restricted to designated trails and walkways.

19) General Conditions:

- a) That when requesting final Approval from the County, the Owner shall accompany such request with the required number of originals and copies of the Final Plan, together with a surveyor's certificate stating that the lots/blocks thereon conform to the frontage and area requirements of the Zoning By-Law.
- b) The Owner shall agree that no building permits will be granted until the Township is satisfied that adequate access and services are available.
- c) That any existing wells and or septic systems that may be present on the site and are not to be used as part of the plan of subdivision be decommissioned as per applicable regulations.
- d) That prior to final approval by the County of Frontenac, that the Township of Central Frontenac be advised in writing of the clearance of any conditions imposed by agencies other than those of the Township of Central Frontenac.

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20) Clearance Letters:

- a) That Prior to Final Subdivision Approval, the County shall be advised that all Conditions of Draft Plan Approval have been satisfied; the clearance memorandum shall include a brief statement detailing how each Condition has been met.
- b) That Prior to Final Subdivision Approval, the County is to be advised in writing by Quinte Conservation the methods by which conditions 2 d), 3 e), 6 a), 10, 12, and 18 have been satisfied.
- c) That Prior to Final Subdivision Approval, the County is to be advised in writing by Hydro One the method by which condition 2 has been satisfied.
- d) That Prior to Final Subdivision Approval, the County is to be advised in writing by Bell Canada the method by which condition 17 has been satisfied.
- e) That Prior to Final Subdivision Approval, the County is to be advised in writing by Canada Post the method by which condition 16 has been satisfied.
- f) That Prior to Final Subdivision Approval, the County is to be advised in writing by KFL & A Public Health the method by which conditions 2 d), 3 e), 6 a), 10, and 14, have been satisfied.
- g) That Prior to Final Subdivision Approval, the County is to be advised in writing by the Township of Central Frontenac the method by which condition 1 to 19 have been satisfied.

21) Lapsing Provisions:

- a) That pursuant to Section 51(32) of the *Planning Act*, this Draft Plan Approval shall lapse at the expiration of three (3) years from the date of issuance of Draft Plan Approval if final approval has not been given, unless an extension is requested by the Owner and, subject to review, granted by the approval authority.
- b) That pursuant to Section 51(33) of the *Planning Act*, the Owner may submit a request to the approval authority for an extension of the Draft Plan Approval. The extension period shall be for a maximum of three (3) years and must be submitted prior to the lapsing of Draft Plan Approval. Further extensions may be considered at the discretion of the Township and the County.

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NOTES TO DRAFT APPROVAL

1. It is the applicant's responsibility to fulfill the foregoing Conditions of Draft Plan Approval and to ensure that the required clearance letters are forwarded by the appropriate agencies to the County of Frontenac.
2. When requesting Final Approval, the applicant will submit an account of how each Condition of Draft Approval has been satisfied along with the appropriate clearance letter from the Agency, Ministry or body requesting the condition.
3. Prior to Final Subdivision Approval, the applicant shall submit to the County of Frontenac for review four (4) draft copies of all Reference Plans and Surveys and three (3) draft copies of the Final M-Plan.
4. When requesting final approval, such a request must be directed to the Deputy Clerk and be accompanied with:
 - Eight (8) mylars and four (4) paper prints of the completed Final M-Plan;
 - Four (4) copies of all Reference Plans and (4) copies of all Conveyance Documents for all easements and lands being conveyed to the Municipality; and,
 - A Surveyor's Certificate to the effect that the lots and blocks on the Plan conform to the Zoning By-Law with respect to lot area and lot frontage.
 - A digital file in AutoCAD format.
5. All measurements in subdivision final plans must be presented in metric units.
6. The Final Plan approved by the County must be registered within thirty (30) days or the County may, under Subsection 51(59) of the Planning Act, withdraw its approval.
7. Clearances are required from the following agencies:
 - Township of Central Frontenac
 - Quinte Conservation
 - KFL&A Public Health
 - Bell Canada
 - Canada Post
 - Hydro One



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

November 7, 2013

Peter Young, Community Planner
County of Frontenac
2069 Battersea Road
Glenburnie, ON
K0H 1S0

Dear Mr. Young

RE: Kennebec Shores Subdivision
Conditions 2 d), 3 e), 6 a) 10 and 14
County File No. 10T-2011/001, 2222629 Ontario Inc. (Kennebec Water Communities)
Pt. Lots 18, 19 and 20, Concession 9, Geographic Township of Kennebec
Township of Central Frontenac, County of Frontenac

Kingston, Frontenac, Lennox and Addington Public Health (KFL&A PH) as the principal authority with respect to Part 8 of the Ontario Building Code (OBC) for the Municipality of Central Frontenac, has reviewed the above mentioned draft subdivision and offer the following comments.

With respect to conditions 2d, 3e, 6a, 10, 12b, 12d, 12e, 12f, 12g, 12h, 12i, KFL&A PH has no objection to the proposed wording.

With respect to condition 12c KFL&A PH suggests the following:

That, on-site individual sewage systems for residences within the subdivision meet the requirements of the Ontario Building Code to the satisfaction of KFL&A PH.

In order to maximize the protection of Kennebec Lake from the effects of phosphorus, traditional leaching beds installed in imported soil with phosphorus retentive qualities are strongly recommended. The use of tertiary effluent producing treatment units in combination with existing phosphorus retentive soils will be considered when site conditions permit. All soils used in the construction of sewage systems must have a minimum phosphorus retentive capacity of 500 ug/g. Certification of the soil must be provided to KFL&A PH prior to the issuance of a building permit for the sewage system.

Kingston, Frontenac, Lennox and Addington Public Health believes that the mandatory requirement for the use of treatment units producing effluent quality meeting tertiary standards is not in keeping with the goal of minimizing the phosphorus loading on Kennebec Lake. All currently approved treatment units providing tertiary quality effluent are permitted to be installed using minimal amounts of soil in the disposal bed. As treatment units producing tertiary quality effluent do not reduce phosphorus levels in the final effluent, we are counting on the soil to

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KINGSTON, FRONTENAC AND LENNOX & ADDINGTON PUBLIC HEALTH

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



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

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prevent phosphorus from reaching the surface waters of Kennebec Lake. With this in mind, using a system which imports large quantities of phosphorus retentive soil offer the best chance to absorb the phosphorus, keeping it out of the lake. There are other issues with the use of treatment units including length of time in service to achieve optimum effluent quality, lack of serviceability during power interruption and increased costs of operation, resulting in poor adherence to maintenance requirements. Some treatment units take weeks to months to achieve optimal operation. When a property is used on a recreational basis optimal effluent quality may never be achieved. This results in poor effluent quality, increasing the load on the final disposal bed to provide treatment prior to release in the environment.

Testing of soil for phosphorus retentive capacity is complicated by the lack of accredited labs available to conduct the testing. It makes no sense to allow a system to be installed prior to testing the soils (prior to occupancy). Cost of failure would be high.

Finally, the requirement to provide the township with copies of maintenance agreements from suppliers is redundant, confusing and unnecessary.

The OBC requires the users of treatment units (beyond a septic tank) enter into an agreement for servicing and maintenance with the manufacturers' authorized agent (as opposed to the supplier). The OBC also requires the authorized agent to contact the Chief Building Official of the principal authority if an agreement has been terminated or access to the treatment unit is denied.

It is our hope that the changes we have proposed will be viewed in the spirit we have intended. That is to ensure that the Kennebec Lake Development will have a minimal impact on Kennebec Lake.

If you have any questions, or require further clarification or information do not hesitate to contact the undersigned.

Sincerely yours



A. Gordon Mitchell, CPHI (C)
B.A.Sc., Environmental Health
C.B.O. Part 8, O.B.C.
Public Health Inspector

AGM/ls

cc: Mark Snider, Cathy McMunn, Tim Trustam



REPORT 2013-234

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Colleen Hickey
Human Resources Specialist – Labour Relations

Date prepared: December 10, 2013

Date of meeting: December 18, 2013

Re: **Administrative Services – Ontario Municipal Internship Program**

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the *Administrative Services - Ontario Municipal Internship Program* report;

AND FURTHER THAT the Council of the County of Frontenac instruct staff to proceed in making an application to the Ontario Municipal Internship Program for the placement of one intern;

AND FURTHER THAT the Council of the County of Frontenac instruct the Treasurer to make the necessary provisions in the 2014 budget as indicated in this report;

AND FINALLY THAT the Council of the County of Frontenac authorize the execution of the necessary agreement in the event that the County's application is successful.

Background

The Ontario Municipal Internship Program is designed to encourage talented young university graduates to enter, and ultimately rise to leadership positions in Ontario municipalities. Recognition of the growing demand for knowledgeable and experienced municipal managers across Ontario as a result of the demographic represented by many of the current managers makes this an important provincial initiative.

Administrative Report
Administrative Services – Ontario Municipal Internship Program
December 18, 2013

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The Program has been developed in partnership with AMCTO (Association of Municipal Managers, Clerks and Treasurers of Ontario), and the Ontario Ministry of Municipal Affairs and Housing (MMAH) and FedNor in order to address the critical need to attract and train the next generation of competent, well-rounded municipal leaders.

Interns gain hands-on experience in the key function areas involved in managing a municipality under the direct supervision of the Acting CAO or designate. The program also provides orientation and networking sessions for participants, as well as professional development opportunities.

Comment

The Internship program provides up to 50% toward the funding of intern salaries for each successful municipality who has been selected to act as host for one year. Up to \$5,000 in additional funding is available to each host municipality to subsidize ancillary expenses.

The County of Frontenac has been fortunate to have had three internships, 2010, 2011 and 2012 which all three have been extremely successful for the interns and the County. Through consultation with both County and Township staff, a work plan for the year is created for the intern that would provide the greatest benefit to the County, the Townships and the intern. Townships are provided with the opportunity to be included in the work plan and utilize the intern as they have done in past years.

This may prove extremely beneficial in 2014 given that this will be an election year for municipalities in Ontario. Although not involved directly with municipal elections, County staff would coordinate with the Townships to provide the most beneficial use of the municipal intern during this key time. 2014 would also provide the municipal intern with an opportunity to experience a new Council orientation as well as assist in developing orientation information for Members of Council in order for any potential new members to be well versed in the responsibilities of County Council.

Other key projects being undertaken in 2014 for the County of Frontenac that could benefit both staff and a municipal intern include:

- continued development of the County of Frontenac Official Plan;
- continued planning and implementation of the 150th Anniversary celebrations which are set to begin in 2015;
- coming into compliance with the Information and Communications Standard which forms part of the Integrated Accessibility Standards Regulation (IASR) and requires that large sector public organizations, which includes the County of Frontenac, be compliant by January 2015.

Financial Implications

The total financial commitment of the County would be \$27,000 which provides for 50% of the wages and 100% of the benefits.. As the intern does not start until June, only 7

Administrative Report
Administrative Services – Ontario Municipal Internship Program
December 18, 2013

Page 2 of 3

months of this cost (\$15,750) would be incurred in 2014. This would not represent a new budget line.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac

Townships of the Frontenacs

Association of Municipal Managers, Clerks, and Treasurers of Ontario

Ministries of Municipal Affairs & Housing and FedNor



REPORT 2013-235

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Date Prepared: December 2, 2013

Date of Meeting: December 18, 2013

Re: **Financial Services – Township of Frontenac Islands Financial Services Contract Extension**

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the *Financial Services – Township of Frontenac Islands Financial Services Contract Extension* report for information;

AND FURTHER THAT, Council pass a bylaw later in the meeting to authorize the execution of a contract by which the County will provide financial services to the Township of Frontenac Islands on an interim basis.

Background

Council adopted the Report from Committee of the Whole on July 17, 2013 which included the following:

*Motion #: 319-13 Moved By: Deputy Warden Clayton
Seconded By: Councillor Davison*

a) *WHEREAS the County of Frontenac approved the completion of a contract with the Township of Frontenac Islands in July 2008 for the provision of Financial services on a cost recovery basis;*

AND WHEREAS the contract staff position originally provided for in the 2013 budget was removed as the representatives of the Township of Frontenac Islands indicated that the Township does not require the financial services provided by the County under the contract as of July 1, 2013;

Administrative Report
Financial Services – Township of Frontenac Islands Financial Services Contract Extension
December 18, 2013

Page 1 of 3

Comment

The Township of Frontenac Islands has just indicated an interest in renewing a contract for financial services with the County for six months.

An interim contract has been drafted and is attached to this report as Schedule A.

The Township of Frontenac Islands endorsed the contract at a meeting held on December 4, 2013.

County staff will now start the process of hiring the appropriate resources to supplement its activities while providing ongoing services to the Township.

Financial Implications

The intent is to utilize the funds received from the Township of Frontenac Islands to contract services to support County financial activity. The net impact should be zero.

Organizations, Departments and Individuals Consulted and/or Affected

Gord Burns, Acting CAO Township of Frontenac Islands

Financial Services

This Agreement is made this xxday of December, 2013

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF FRONTENAC ISLANDS

hereinafter called the "Township"

OF THE FIRST PART

- and -

THE CORPORATION OF THE COUNTY OF FRONTENAC

hereinafter called "County"

OF THE SECOND PART

WHEREAS the Township has requested that the County provide certain financial services to the Township that would enable the Treasurer to discharge the Treasurer's responsibility for handling the Township's financial affairs in accordance by Section 286 of the Municipal Act, 2001;

AND WHEREAS the County has agreed to provide certain financial services to the Township for this purpose in accordance with the terms of this Agreement.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants contained herein, the parties hereto agree as follows:

DEFINITIONS

1. In this Agreement:

"Confidential Information" means any information or data, whether written, oral, or in other form, disclosed by the Township or communicated to or acquired by the County in the course of its provision of supplies, commodities and services in accordance with the Agreement, directly or indirectly, and which is identified by the Township as being confidential in nature and shall specifically include all documents or other materials which are marked "Proprietary", "Confidential", "Secret" or in a similar fashion to indicate that they are the proprietary and internal materials of the Township.

"Financial Services" means those financial and record keeping services related to the financial affairs of the Township more particularly described in Appendix "A" to this Agreement.

"Cost Recovery Basis" means payment of all direct and indirect costs paid or incurred by the County in order to provide the Financial Services to the Township, including without limiting the foregoing, all costs for staff salaries and benefits, computer software and implementation, computer, telephone and other communication systems; provided that if any costs are paid or incurred by the County to provide the Financial Services as well as other services or functions not covered by this Agreement, the County shall, for the purpose of this Agreement, determine in a fair and equitable manner the proportion of the total of such costs that was paid or incurred to provide the Financial Services.

AGREEMENT

2. The County shall provide the Financial Services to the Township in accordance with generally accepted accounting principles and any other applicable statutory, regulatory or professional standards governing the management of a municipal corporation's financial affairs.
3. The County shall ensure that all information within its possession and control relating to the Township's financial affairs is provided upon request to the Township's Treasurer in such manner as the Treasurer may determine necessary in order to discharge of the Treasurer's statutory duties under the Municipal Act.

TERM OF AGREEMENT

4. The term of the Agreement shall commence on January 1, 2014 and shall continue for a period of six months ending on June 30, 2014.
5. Notice of an extension to the term of the agreement must be received within sixty (60) days of the current or amended expiry date. Any change to the expiry date would be by mutual agreement.

PAYMENTS FROM THE TOWNSHIP

6. The County shall provide the Financial Services to the Township on a Cost Recovery Basis.
7. The Township shall pay the County for the Financial Services within thirty (30) days of receipt of an invoice from the County.
8. Any amount due to the County shall, if not paid when due, accrue interest at the rate of 1.25% per month (15% per annum) from the due date to the date of payment .

TERMINATION

9. The Township may terminate this Agreement,
 - a. In the case of the County failing to perform or observe any provision of the Agreement and not correcting such failure to the Township's satisfaction, acting reasonably, within thirty (30) days of written notice from the Township describing such failure and the action required to remedy it; or
 - b. The County being found guilty of any unlawful activity or impropriety involving Township property.

10. The Township's right to terminate this Agreement shall not be affected by its failure to take action with respect to any previous default by the County.
11. Upon the termination of this Agreement, the County shall forthwith deliver to and otherwise cooperate fully with the Township in the transfer and return of all records, data and other information in its possession relating to the Financial Services and the Township's financial affairs.

CHANGES AND ADJUSTMENTS

10. If requested by the Township, the County will use its best efforts to accommodate the provision of any additional Financial Services to the Township on a Cost Recovery Basis.

DISPUTE RESOLUTION

11. Dispute between the two parties with respect to the Agreement, which they are unable to resolve through negotiations, at the request of a party, be submitted to arbitration pursuant to the Arbitration Act, 1991 and the decision of the arbitrator or, if more than one, the decision of the majority shall be final and binding on the parties. The arbitrator(s) will not have any power to alter or change any provisions of this Agreement or to substitute any new provisions for any existing provisions or to give any decision inconsistent with the terms and provisions of the Agreement. Each party shall pay its own costs of the arbitration and shall share equally the costs of the arbitrator(s).

LAW GOVERNING THIS AGREEMENT

12. This Agreement shall be construed and governed in accordance with the laws of the Province of Ontario.

NO ASSIGNMENT WITHOUT CONSENT

13. Neither the Township nor the County shall assign, sublet or transfer an interest in this Agreement without the written consent of the other.

INDEMNITY

14. The County will indemnify and save harmless the Township from any claims and actions that might arise from the provision of the Financial Services in accordance with this Agreement.

CONFIDENTIALITY

15. The County shall not at any time before, during, or for a period of five (5) years after the expiration or earlier termination of this Agreement, without the prior written approval of the Township, divulge to any person (including its employees, officers, directors, agents, or representatives) or use for any other purpose any Confidential Information.
16. The County may disclose Confidential Information to any person to whom disclosure is required in order for the County to provide the Financial Services and in accordance with this Agreement, but only after such person provides a written assurance to the County, in the form of a duly executed non-disclosure agreement,

that such person will strictly adhere to the confidentiality obligations contained in this Agreement.

17. The County shall not enter into any non-disclosure agreement for the purposes of Paragraph 16 unless and until the form and content of such agreement has first been approved by the Township.

EXTENT OF AGREEMENT

18. No representations or warranties between the parties, expressed or implied, written or oral, shall be binding on the parties unless expressly contained in this Agreement and this Agreement constitutes the entire Agreement between the Township and the County and supersedes all prior negotiations, representations, or agreements, either written or oral.
19. This Contract represents the entire and integrated Contract between the County and The Township and supersedes all prior negotiations, representations, or agreements, either written or oral.
20. This Agreement may not be amended except by mutual agreement of the parties and signed by both the CAO and Mayor of the Township and the CAO and Warden of the County.

NOTICE

21. Any notice to be given under this Agreement may be given personally or by prepaid first class mail (in which case, receipt shall be deemed to have occurred seven clear days after the mailing thereof).

Notice to the parties may be delivered to the following addresses:

TOWNSHIP	COUNTY
CAO Township of Frontenac Islands Box 130, Road 96 Wolfe Island ON	CAO County of Frontenac 2069 Battersea Road Glenburnie ON K0H 1S0
Fax: (613) 385-1032	Fax: (613) 548-8460

or to such other addresses or facsimile numbers as the party entitled to or receiving such notice or document may, by notice given in accordance with this clause, communicate or deliver to the other party.

TIME IS OF THE ESSENCE

22. Time shall be of the essence for this Agreement.

WORKPLACE SAFETY AND INSURANCE BOARD CLEARANCE

23. The County must carry WSIB coverage and maintain a valid WSIB Clearance Certificate throughout the period of the Agreement.

FURTHER ASSURANCES

24. The parties agree that each of them shall execute such further and other assurances as may be reasonably necessary to give full effect to all terms and conditions of the Agreement.

SUCCESSORS AND ASSIGNS

25. This agreement shall be binding upon and enure to the benefit of the respective successors and assigns of the parties.

IN WITNESS WHEREOF the Parties hereto agree to the terms of this Agreement and seal this xx day of December 2013.

THE CORPORATION OF THE TOWNSHIP OF FRONTENAC ISLANDS

Denis Doyle
Mayor

Gord Burns
Acting CAO

THE CORPORATION OF THE COUNTY OF FRONTENAC

Janet Gutowski
Warden

Marian VanBruinessen
Acting CAO

APPENDIX A

Financial Services

The County will provide financial services as outlined below as of January 1, 2014.

Accounts payable

- County will process payments to vendors, as budgeted and approved by the Treasurer
- County will set up online payments where possible to streamline processes

Accounts receivable

- County will prepare, distribute and enter invoices as required

Payroll

- County will process payroll journal entries as provided by the Treasurer

Taxes receivable

- County will process tax roll changes, property tax billing and accept payments.

Cash/cheque receipts

- Township will continue to accept cash payments at the counter and will enter these into the County cash receipts system through the Citrix link.
- County will verify cash receipts entered into the system before posting these to the General Ledger to ensure that these reconcile with the amount deposited to the bank
- Mailed payments will be redirected to the County and deposited by the County
- Bank reconciliations will be done at the County (final bank reconciliations processed will be for the month of May 2014)

Reporting

- County will provide regular financial variance reports (and show staff how to access these) from the financial system.
- County will assist with Financial Statements and FIR, if these are processed prior to the contract termination date.

County invoicing

- County will track time devoted to this process, both initial implementation and ongoing operations. A detailed invoice will be forwarded to the Township for payment monthly.

IT support

- County will support the financial system.



Report 2013-237

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared By: Colleen Hickey
Human Resources Labour Relations Specialist

Krista Vandewal
Human Resources Generalist/Researcher

Date Prepared: December 3, 2013

Date of Meeting: December 18, 2013

Re: **Administrative Services – Non-Union Cost of Living Adjustment**

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the *Administrative Services – Non-Union Cost of Living Adjustment* report for information;

AND FURTHER THAT the Council of the County of Frontenac authorize a non-union salary increase in accordance with the Non Union Salary Adjustment Policy, effective January 1, 2014 to be applied to all steps of the non-union staff salary schedule.

Background

At the County Council meeting on January 16, 2013 Council passed the Non-Union Salary Adjustment Policy with the following Motion #: 37-13 which:

RESOLVED THAT Council for the County of Frontenac authorize the implementation of the Non-Union Salary Adjustment Policy that directed:

Administrative Report
Administrative Services – Non-Union Cost of Living Adjustment
December 18, 2013

Page 1 of 3

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

Comment

As per item 1 of the policy the increase is to be based on the October Ontario Consumer Price Index which is at 0.9%.

As per item 2 of the policy if the Index falls below two (2) percent, the higher of the three (3) County collective agreements wage increases should be applied to the non-union wage schedules to reflect a wage increase and maintain a margin between the unionized and non-unionized bands to curtail compression. CUPE Local 109 is the only settled collective agreement for 2014 and the increase is 2.25%.

As per item 3 of the policy at the time of this report the Townships have an anticipated average increase of 1.45%.

Sustainability Implications

Fair and consistent remuneration is a prerequisite to achieving the County's mission of exceptional service delivery. This type of remuneration ensures the County is able to attract and retain experienced and qualified staff to perform their duties and achieve overall success for the municipality, maintain a margin between the unionized and non-unionized bands to curtail compression; as well as stay competitive with neighbouring municipal employers.

Financial Implications

The cost of a 2.25% non-union salary increase is \$23,063 based on the County's allocated share of departmental salary costs.

The cost of a 1.45% non-union salary increase is \$16,916 based on the County's allocated share of departmental salary costs.

Organizations, Departments and Individuals Consulted and/or Affected

Administrative Report
Administrative Services – Non-Union Cost of Living Adjustment
December 18, 2013

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Eastern Ontario Municipal Human Resources Group
Townships of Frontenac



Report 2013-238

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Joe Gullivan
Manager of Sustainability Planning

Date prepared: December 5, 2013

Date of meeting: December 18, 2013

Re: **Sustainability – 2015 County Planners Conference**

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the *Sustainability – County Planners Conference* report;

AND FURTHER THAT Council consider endorse the County's application to host this conference in 2015.

Background

The County Planning Directors of Ontario hold an annual conference in May of each year. All Counties that have a planning department are invited and encouraged to attend. Frontenac County has been represented since 2010 by the Manager of Sustainability Planning.

There is a possibility that Frontenac County could host this session in 2015 during the County's 150th Anniversary celebrations.

Comment

The County Planning Directors have established an annual meeting to have an opportunity to meet together and discuss regional planning issues, Provincial policy,

Administrative Report
Sustainability – 2015 County Planners Conference
December 18, 2013

Page 1 of 2

and best practices. It is a valuable get together which allows for the sharing of advice on County planning issues.

The conference is traditionally scheduled for two days in the latter half of May. Roundtables on current planning issues are held, the Ministry of Municipal Affairs and Housing is invited to provide an update on provincial planning priorities, and the host County also does a session on a unique or complex planning issue that has been recently dealt with.

The conference is small in size. Usually attendance is between twenty to twenty-five persons. Each host County has a small budget to cover some costs. Efforts are also made to try to find a sponsor to cover these costs.

Staff are requesting that Council consider hosting this conference in 2015 during the 150th anniversary celebrations. It is also the year when it is expected that the first County Official Plan will be in place for Frontenac County.

Based on discussions with County Planning Directors who have recently held this session, a potential budget of approximately \$3,000 may be necessary. Staff would also need to find a venue in the Frontenacs to host the group and that has not been determined at this time.

The host County usually agrees at the end of the annual conference (i.e., May 2014), so there would need to be a budget confirmed for next year to start preparations for 2015.

Sustainability Implications

Frontenac County acting as host of the annual County Planning Directors Conference touches on the social and cultural pillars in the County's Sustainability Plan.

Financial Implications

It is estimated that \$3,000 may be required in 2015 if the County is successful in its bid to host the Planners Conference. Confirmation of the Frontenacs as the host County will not be known until May 2014.

Organizations, Departments and Individuals Consulted and/or Affected

Finance



Report 2013-240

ADMINISTRATIVE REPORT

To: Warden and Council Members of County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared By: Bonnie Carter
Occupational Health Nurse

Date Prepared: December 2, 2013

Date of Meeting: December 18, 2013

Re: **Administrative Services – Mental Health Commission of
Canada Psychological Safety Standards Case Study Research
Project**

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this *Mental Health Commission of Canada-Psychological Safety Standards Case Study Research Project agreement* for information

AND FURTHER THAT the Council of the County of Frontenac authorize the Warden and Clerk to enter into an Agreement with the Mental Health Commission of Canada to allow for the County of Frontenac to participate in the Case Study Research Project, as attached to this report as Exhibit A;

AND FINALLY THAT County Council authorize staff to proceed with participation in the research project.

Background

In January 2013, the National Standard for Psychological Health and Safety in the Workplace (Standard) was introduced by the Canadian Safety Association and endorsed by the Federal Ministry of Labour. This Standard was developed after years of research by the Mental Health Commission of Canada and identified factors that challenge staff to attend and stay healthy in the workforce. "It aligns with and follows

Administrative Report
Administrative Services – Mental Health Commission of Canada Psychological Safety Standards Case Study
Research Project
December 18, 2013

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the Plan-Do-Check-Act management systems model found in CAN/CSA Z1000, Occupational Health and Safety Management, to enable integration of a Psychological Health and Safety management system into the way the organization manages its business.” (Canadian Safety Association)

The Mental Health Commission of Canada received funding for a Case Study Research Project that essentially provides research teams to work with approved organizations to assess, design, implement and evaluate the efficacy of these Standards over a period of three years. The County applied for and was successful in being selected as one of the approved organizations.

Although the Standard is voluntary as with any CSA approved Standard, it is one which organizations, and the County of Frontenac, intend to implement. The guidance, assistance and leadership of an expert research team will provide the much needed human resources, tools and expertise to do so in the most efficient manner. The research team will work with a team comprised of staff from Corporate Services, Fairmount Home and Frontenac Paramedic Services. The tools, project plan, and other resources will largely be provided by the research team.

This National Standard includes information on the identification of psychological hazards in the workplace;

- Assessment and control of the risks in the workplace associated with hazards that cannot be eliminated. Implementation of practices that support and promote psychological health and safety in the workplace.
- Growth of a culture that promotes psychological health and safety in the workplace.
- Implementation of systems of measurement and review to ensure sustainability of the overall approach.

The research team will spend some time onsite with the County representatives and communicate electronically from off site.

Comment

Expert research in this field identifies the effects of not having a psychologically safe workplace. It also notes that first responders (paramedics) and health care staff dealing with end of life clients (Fairmount Home) are high risk groups to experience workplace psychological consequences. My own recent data collection with respect to absenteeism and work is consistent with this conclusion.

In any given year, one in five Canadians experiences a mental health problem or illness, with a cost to the economy estimated to be more than \$50 billion annually. Among the other economic considerations for employers: Mental health problems and illnesses are the number one cause of disability in Canada; 10% and 25% of mental disability costs directly incurred by many employers could be avoided; If unaddressed, the impact of mental health problems on lost productivity will cost Canadian businesses \$198 billion

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Administrative Services – Mental Health Commission of Canada Psychological Safety Standards Case Study
Research Project
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over the next 30 years. As a solution for every employer to help employers create and maintain healthier workplaces, the MHCC and its partners have released the National Standard of Canada for Psychological Health and Safety in the Workplace.” (Mental Health Commission of Canada)

Sustainability Implications

The measures implemented to meet the Standard will provide the framework and direction to assist the County to meet the criteria as a psychologically safe workplace for years to come. It will provide direction to support staff to remain well and attend work, subsequently reducing absenteeism. It will assist the organization to direct financial resources to identified effective incentives which can be utilized for long range initiatives and policies.

Financial Implications

There are no financial considerations associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Management Team
Colleen Hickey, Human Resources Specialist/Labour Relations
Frontenac Paramedic Services OPSEU
Fairmount Home CUPE



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Building the Case for Implementing the National Standard in Canadian Workplaces
Case Study Research Project:
Participant Acknowledgement

December, 2013

Thank you for participating in the Mental Health Commission of Canada's (MHCC) *Building the Case for Implementing the National Standard in Canadian Workplaces: Case Study Research Project* (Project). This Participant Acknowledgement sets out the terms of your participation in the Project. We look forward to working with **[insert name of participant company]**.

The Project is being funded by a number of parties, including the MHCC, **[insert names]** and other sponsors; including through Health Canada's funding of the MHCC. The support of the MHCC, **[insert names]**, Health Canada and the other sponsors will be acknowledged in the Project's publications, reports and materials and subsequent studies using the Project data sets and results.

In addition, subject to any obligations owed to you or the other participant organizations, any conditions imposed by ethical review committees as a condition of data collection and all applicable legislation, the research teams involved in the Project may, in consultation with the MHCC and other researchers involved in the Project publish or disclose the research results arising from their work. Authorship of these publications will be assigned according to the current editorial standards of leading research journals in the mental health services and policy field.

While it is the intention of the MHCC that the Project will run for three (3) years, the completion of the Project is dependent, in part, upon the MHCC securing and maintaining throughout the Project's term adequate funding for same. Accordingly, in the event the MHCC is unable to secure adequate funding for the Project, or any aspects of same, at any time during the term of the Project, the Project may be revised, suspended or terminated in whole or in part, without penalty to the MHCC, prior to its completion by sending you written notice of same.

The overall objectives, role descriptions and goals of the Project are outlined in **Schedule "A"**.

By participating in the Project, you acknowledge that:

1. As a participant the project you will:
 - a. work to adopt the new voluntary National Standard for Psychological Health and Safety in the Workplace (Standard) within your organization, either fully or partially by the end of the three year Project period;
 - b. nominate a champion within the organization and provide dedicated resources to assist him/her to carry out the implementation of the Standard;

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- c. share your findings, issues, processes, survey results, etc., with the research team and MHCC;
 - d. work with the research team and the MHCC to determine contact and reporting frequency (may be tied to normal reporting within the organization);
 - e. share results and feedback from the research team with all workplace stakeholders; and
 - f. establish milestones, at the planning phase, related to implementing the Standard and share planning documents (high level) with the research team and the MHCC;
2. The MHCC will not be providing any monetary support to <COMPANY NAME> to carry out this project; and
 3. Participation in this study is entirely voluntary and <COMPANY NAME> may, at any time, choose to opt out of the study with prior notice to the MHCC.

<COMPANY NAME> understands that the specific data and information that it provides to the research team or the MHCC in the course of the Project shall be treated as confidential and not publicly released without the prior written consent of <COMPANY NAME>. <COMPANY NAME> further understands that its data and information may be aggregated with the data and information of other participant organizations and that such aggregate, anonymous data may be published through the research teams or the MHCC. Any additional, specific confidentiality requirements related to your participation in the Project are set out in **Schedule "B."**

Thank you for participating in the Project.

Acknowledged this _____ day of _____, 2013.

<COMPANY NAME>

Per _____

NAME: _____

TITLE: _____

Please execute and return this Participant Acknowledgement to:

Sapna Mahajan, Director of Mental Health Prevention and Promotion Initiatives
Mental Health Commission of Canada
110 Quarry Park Blvd SE, Suite 320
Calgary AB T2C 3G3

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SCHEDULE A

BACKGROUND

The Case Study Research Project will examine best practices and identify areas of improvement to help with the implementation of the new National Standard for Psychological Health and Safety in the Workplace (Standard), Canada-wide. The Standard was developed with the goal of obtaining measurable improvements in the health and wellbeing of Canadian employees, as well as improvements in organizational effectiveness.

The ultimate purpose of this case study research project is:

1. To Implement the Standard

- a. Carefully select 20-25 organizations, representing the Canadian business landscape, such as small, medium, and large organizations in various industries, labour, regions and sectors, to increase the uptake and implementation of the Standard. These organizations may/may not be at various stages of adopting the Standard.
- b. Support and assist Canadian employers to implement the Standard.

2. To Evaluate the Standard

- a. With the help of a selected research team, gather evidence and evaluate the process and impact outcomes of implementing the Standard; and
- b. Identify challenges and gaps with the process of adopting the Standard

3. To Openly share results

- a. Carry out an array of knowledge translation activities to highlight project results and learnings and early adopter experiences to help other organizations use the Standard.
- b. Publish research findings in respected, peer-reviewed journals.

4. To Facilitate future adoption of the Standard

- a. Use research results to inform CSA/BNQ about opportunities for possible revisions to the Standard; and
- b. Develop employer-friendly tools to address challenges and gaps with the implementation and ongoing support of the Standard.

Learnings from the case study research project will subsequently be shared with other Canadian organizations to:

- help build a strong business case for implementation of the Standard;
- encourage adoption and effective implementation of the Standard by organizations across Canada; and
- create the blueprint for future organizations that wish to adopt the Standard.

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The ultimate indicator of success of the Standard will be measureable improvements in the health and wellbeing of Canadian employees, as well as improvements in organizational effectiveness. Additionally, success will be demonstrated through an implementation process that is:

- relevant and valuable to Canadian employers and employees that addresses the needs of employers for promoting and protecting psychological health and safety;
- easily accessible to employers and employees, user-friendly; and
- practical and easily integrated into existing processes implemented as part of an organization's regular business management processes.

The key objective of this research is for the MHCC and research team to follow/analyze the process that organizations themselves decide to take on as they adopt the Standard and to assess key strengths/weaknesses and challenges that emerge from the process. The table below outlines a recommended pathway that organizations may use to get started on their journey. The timelines outlined here are meant only to provide guidance and are not meant to be prescriptive. We understand that each organization will develop their own project path and schedule, based on their environment, industry, sector etc. considerations.

The Standard itself contains several statements in the "shall" category (shall statements are used to express a requirement within the Standard, i.e. a provision that the user is obliged to satisfy in order to comply with the Standard) and participating organizations will need to accommodate those over time to fully adopt the Standard within their organization.

MHCC understands and is sensitive to different environments that organizations live and breathe in and therefore puts no obligation on the part of the participating organizations to fully comply with the Standard within the three year timeframe. As long as the participating organizations commit to the adoption of the Standard and continue their efforts, whatever the speed, and share their learnings and data (aggregate) with the MHCC and research team, their commitment towards this project will be considered satisfactory.

RECOMMENDED PATH TO ADOPT THE STANDARD

Step #	To be completed and shared with researchers	Approximate timelines
1	Have senior leadership or executive* articulate why psychological health and safety is important to the organization and that they will be striving for continual improvement. * To enhance the engagement of all parties, senior leadership should include the senior leaders of all interested stakeholder groups, with an emphasis to include	6 months

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Step #	To be completed and shared with researchers	Approximate timelines
	staff and worker representation as much as possible	
2	Communicate senior leadership/executive commitment to all staff. Commitment to include not only a written statement signed by the relevant leadership personnel, but also evidence of leadership application (“walk the talk”) by ensuring that resources – including a “champion”, working team/committee and sufficient funding – are devoted to the implementation of the standard. Note: If senior leadership is hesitant to fully embrace adoption of the standard but supports the development of data indicating the need, then proceed with steps 3 and 4 and then return to step 1 once convincing data are obtained.	6 months
3	Assess workplace factors that impact the psychological well-being of the work force using a validated measure, such as the free resource of Guarding Minds @ Work, an employee engagement survey, organizational mental health assessment or any equivalent measure.	12 months
4	Collect data that includes as many of the items named in the Standard (i.e. absenteeism, disability rates, grievances, turnover, etc.) as possible to establish a baseline.	12 months
5.	Carry out a workplace gap analysis using the audit tool in the Standard Annex to ascertain where the organization is, de novo, with respect to meeting the requirements of the standard.	12 months
6.	Review process, events, comments or complaints that could potentially impact psychological health and safety. Set up response guidelines to mitigate these risks.	12 months
7.	Assess workplace factors based on data collection results and prioritize the results of steps 3 – 6 to identify gaps and worker/workplace needs.	3 months after completing the data collection but less than 18 months after the start
8.	Identify initiatives and tactics needed to address the priority needs identified in step 7 and decide on a course of implementation for these programs.	18 months
11.	Implement education and training for the competency of those in management or leadership roles.	15 months
12.	Identify the skills necessary for these roles and potential education and training to ensure all persons develop the necessary abilities to meet the needs of their respective roles.	15 months
13.	Create a list of mental health resources available to staff, including leaders and managers to support them in their roles – these can be existing organizational resources as well as online and community resources.	15 months
14.	Communicate this list of resources with all workers and ensure that they can	15 months

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Step #	To be completed and shared with researchers	Approximate timelines
	acquire knowledge about the use of these resources.	
15.	Develop a monitoring and measurement process that assesses change from the initial baseline measures (including use of the audit tool) and also measures outcomes related to those areas where programs were implemented to respond to identified priorities).	24 months
16.	Evaluate your psychological health and safety initiatives using the plan defined in step 15 above.	30 months
17	Review results, identify opportunities for improvement and develop your plan for continual improvement.	30 months
18.	Present the final report to the senior leadership during a management review.	36 months

COLLECTION OF DATA

Individual organizations will be responsible for collecting evaluation data of their employees (i.e., rates of absenteeism, rates of turnover, return to work and accommodation data, short and long term disability costs, etc.). The research team will only require aggregate forms of data collected by the participating organization: where possible, secure online data collection/storage will be used by the research team. The participating organizations will assist the research team by identifying potential stakeholder groups and having questionnaires completed.

OWNERSHIP OF EVALUATION RESULTS:

Organization-specific data will continue to be owned by each individual organization, while the pooled (aggregate) data, of all organizations, will be jointly owned by the research team and the MHCC.

PUBLICATION OF EVALUATION RESULTS:

The MHCC and research team will have the first right to author and publish aggregate technical reports of evaluation findings.

Each individual organization will receive the results of its specific evaluation and also the aggregate results from the Project (as they become available). Following the Commission aggregate reports, individual organizations are welcome to publish evaluation results identifying their results; in this case, the participating organization and/or a specific writer will be named as author.

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The MHCC reserves the right to require authors to put the following disclaimer on their paper: "This study was conducted under the auspices of the Mental Health Commission of Canada's prevention and promotion initiatives, but the interpretations and opinions in this paper are those of the authors."

ROLES AND RESPONSIBILITIES OF OTHER KEY STAKEHOLDERS TOWARDS PARTICIPATING ORGANIZATIONS

Mental Health Commission of Canada

Ongoing support provided to Participating organizations: Support and Guidance will be available to the participating organization from the MHCC for the duration of the project. The MHCC's project team will act as a first point of contact and sounding board for organizations to direct them to key resources, templates, and contacts and will address issues/concerns, as and when asked.

Communities of Practices: The MHCC will develop a "Communities of Practice" web portal. Communities of Practice will enable and encourage the exchange of dialogue/ideas amongst participating organizations. Membership to the Communities of Practice will be provided free of charge to participating organizations.

Other opportunities to interact online e.g. social media, collaborative space, webinars etc. with similar organizations, who are either implementing or interested in implementing the Standard, Canada-wide will also be available to participating organizations but will be outside the scope of this project.

Knowledge Translation and Exchange: The MHCC will partake in several knowledge translation and exchange activities throughout the project. Activities such as, reports, case studies, conferences, leadership forums, roundtable discussions, media attention, etc. are anticipated and will be determined throughout the course of the project. The MHCC, at various times, would like to include participating organizations in such activities to showcase them as Canadian leaders and champions of the Standard and to encourage them to showcase their journey and learnings thus far.

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RESEARCH TEAM

A selected research team will work with participating organizations to:

1. **Implement evaluation approaches** (outcome measures) in collaboration with the participating organizations and develop a research methodology that is best suited for the organization's environment
2. **Collect qualitative and quantitative data**, such as results of initial and ongoing assessments (e.g. audit tool – Annex E of the Standard), rates of absenteeism, rates of turnover, return to work and accommodation data, short and long term disability costs etc. (in accordance with Clause 4.3.5 of the Standard). We understand that each organization is unique and that the type of data collected may differ from one organization to the next. The research team will work with participating organizations to evaluate data and disseminate findings during the project. A baseline survey will be done and a stakeholder workshop held to share best practices and lessons learned.
3. **Document organizations' journey** (process measures) as the participating organizations implement the Standard.
4. **Pre-determined schedule of reports** to be generated by the research team: All reports will be available to the MHCC, Steering Committee and Expert Panel
 - a. Aggregate reports (two times a year) outlining overall findings, successes, challenges and progress thus far
 - b. Case studies (final report) for each individual organization will be delivered by the research team at the end of the project

Analysis of these data will provide the foundation for best practice recommendations for broader, successful implementation of the Standard Canada-wide. It will also inform future revisions to the Standard.

EXPERT PANEL

The participating organizations will also be guided on the various options of complying with the Standard, via monthly teleconferences, by an Expert Advisory Panel (**60 minute teleconference every second Tuesday of the month at noon**). This panel will be chosen by the MHCC for their expertise on the Standard and their abilities to guide participating organizations on operational/strategic issues concerned with implementing the Standard.

STEERING COMMITTEE

A Steering Committee will be established to guide and oversee the project for its duration, and will act as a strategic advisory committee to the Commission's Project Team. This Committee will consist of

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representatives from the BNQ, the CSA Group, the Canadian Mental Health Association, the Great-West Life Centre for Mental Health in the Workplace, Partners for Mental Health, Lundbeck Canada, technical experts (including Technical Committee members of the Standard), and investigators with skills in both qualitative and quantitative data collection and analysis.

The Committee will provide guidance and assistance in choosing the participating organizations, developing methodology for undertaking data collection, reviewing results, and assisting with outreach to other private and public employers to share what is learned.

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**SCHEDULE B – ADDITIONAL
CONFIDENTIALITY PARAMETERS**

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REPORT 2013-241

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Date Prepared: December 13, 2013

Date of Meeting: December 18, 2013

Re: **Financial Services – Service Delivery and Organizational Review**

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the *Financial Services – Service and Organization Review* report for information;

AND FURTHER THAT, Council direct staff to report to Committee of the Whole every other month on the progress of the implementation of the recommended opportunities in the KPMG report;

AND FURTHER THAT Council include an allocation in the 2014 budget to undertake the research and processes required to facilitate some of the recommended opportunities in the KPMG report.

Background

Council directed that a Service Delivery and Organizational Review be undertaken under the direction of an Advisory Committee of Council, comprised of 3 Council members, the Warden as Ex-Officio and a member of the public.

The RFP outlined a very in-depth process review which in part required;

1. *As the current state is being reviewed, the Consultant will at the same time document work and work flow routines to assess optimal human resource allocation across the departments. Any tools to be used (i.e. a LEAN approach) should be identified and*

Administrative Report
Financial Services – Service and Organizational Review
December 18, 2013

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the expected outcomes explained. This report must, as a minimum:

- Use a process mapping or similar approach to complete an objective analysis of a) the hours of work across the organization including administrative staff, and b) the workflow routines of these functional areas recognizing the need to coordinate with those of other areas/departments*
- Identify factors impacting on hours of work and workflow routines and identify low value work being done that should be changed or considered for elimination*
- Make recommendations for the revision of the workflow routines*
- Develop a plan for the implementation of the recommended workflow routine*

The RFP also required

- 1. To ensure Taxpayers are getting value for their money, the Consultant will identify potential opportunities for cost savings balanced against broad community benefit. At the same time identify opportunities to improve service delivery, and to eliminate work of low value, or that is not desired or of benefit to most Taxpayers. It is expected that the Consultant will refer to best practices in private industry as well as government organizations to make such recommendations.*

-

- 1. The Consultant will also include a salary schedule for Non-Union administrative positions taking into account:*
 - Pay Equity considerations*
 - Market influences*
- 2. A confidential assessment of unionized staff compensation is also anticipated.*

Comment

KPMG was selected as the successful firm to undertake the work. The firm identified that in certain areas it would provide a reduced scope of work and did not complete those sections outlined above. KPMG did map the Council agenda process, the budget process and integrated HR and finance functions. The value of more in-depth process reviews is embedded in the recommended opportunity suggesting blitz kaizen LEAN 6 sigma exercises. It is only in this manner that true efficiencies can be identified.

The timeline for completion of the project has been challenging given the extensive consultation required. County staff has invested a great deal of time in reviewing the document and correcting errors of fact only, through many iterations. Staff has also been requested to undertake additional research and update information in the report.

Staff always appreciate an external perspective and audit of the operations and agree that there are opportunities to be pursued. The good news is that a number of the opportunities have already been achieved.

Recommended Opportunities Already Achieved

Recommended Opportunity 4, 8, and 25 speak to process review. Staff is currently cross trained in many areas and the administrative functions of Corporate Administration, Frontenac Paramedic Services and Fairmount Home are already inter-functional. Senior staff has already recommended a new direction for policy development which is in the process of implementation to better facilitate work. Further process review will be undertaken as outlined in recommended opportunity 17.

Recommended Opportunity 5 – The annual disbursement to the member municipalities of all of the Federal Gas Tax revenue received was directed during the 2013 budget process. Other Federal Gas Tax disbursements will be dealt with through the budget process.

Recommended Opportunity 11 – Council reports are now processed in a timely fashion.

Recommended Opportunity 19 – The contract to undertake a strategic plan has been awarded.

Recommended Opportunity 23 – Providing the benefit of the uploaded social services is done as part of the budget process and is reflected in annual reductions to the social service budget requisition from the City of Kingston.

Recommended Opportunity 26 & 27 – Dealing with the number of meetings and minute taking has already been dealt with.

Recommended Opportunity 28 – Staff have already received direction in respect to attendance at Council.

Recommended Opportunity 29 – Financial reporting is already provided to County Council quarterly and can simply be moved to Committee of the Whole.

Recommended Opportunities to be Further Investigated

The KPMG report is high level and did not undertake the cost benefit assessment required for many of the opportunities identified. For that reason senior staff would like the opportunity to review the recommendations and based on the KPMG prioritization of opportunities suggest a timeline and process.

Implementation of recommended opportunities

Staff recognizes the importance of ensuring that the recommended opportunities are fully investigated and that Council is kept informed of progress. However, the Service Delivery and Organizational Review has identified the number of meetings and minute-taking requirement as an issue. To ensure Council is aware of the progress made on

these recommendations, but to minimize the number of meetings, staff would like to suggest that it report to Committee of the Whole every other month to identify progress to date on these opportunities, as opposed to additional Service Delivery and Review Committee meetings.

Financial Implications

The full financial impact of the recommended opportunities has not been fully investigated.

Council should consider allocating funds in the 2014 budget to undertake some of the comprehensive assessments required for the implementation of the report.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Management Staff



Report 2013-242

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Susan Brant
Deputy Treasurer

Date prepared: December 17, 2013

Date of meeting: December 18, 2013

Re: **Award of Contract for the CAO Executive Search Firm**

Recommendation

THAT the Council of the County of Frontenac accept this *Award of Contract for the CAO Executive Search Firm* report for information;

AND FINALLY THAT the Council of the County of Frontenac authorize the Warden and Acting Clerk, subject to the satisfaction of the Acting Clerk with the final negotiation of the contract, to enter into agreement with Ravenhill Group Inc. to undertake the executive search for a CAO for the County of Frontenac as recommended in the KPMG report attached to this report as Appendix A.

Background

County Council requested that KPMG assist Council in the selection of an executive search firm.

Comment

Consultants from KPMG and the County Deputy Treasurer were involved in the firm selection process. KPMG's report is attached.

Administrative Report
Award of Contract for the CAO Executive Search Firm
December 18, 2013

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Financial Implications

The proposed contractor provided an estimate of \$28,500 (not including miscellaneous costs for advertising, etc.) plus HST.

Organizations, Departments and Individuals Consulted and/or Affected

Attachments:

Appendix A – KPMG Report



MEMORANDUM

To: Warden and Council Members of the County of Frontenac

Prepared by: Bruce Peever, KPMG

Date prepared: December 17, 2013

Date of meeting: December 18, 2013

Re: **CAO Search Consultant Award of Contract**

Recommendation

THAT Council of the County of Frontenac receive this *CAO Search Consultant Award of Contract* report;

AND FURTHER THAT Council of the County of Frontenac authorize the execution of an agreement with Ravenhill Group Inc. to conduct a search for a new Chief Administrative Officer (CAO) for the County of Frontenac.

Background

A Request For Proposals was issued by the County of Frontenac on November 27, 2013 for the services of a search consultant to conduct a search on behalf the County of Frontenac for a new CAO. The competition closed on December 11th and 14 proposals were received from various firms. KPMG evaluated the proposals and based upon the selection criteria (price, experience, resources and search methodology) selected four firms for interviews. These interviews were held on December 17th at the County Building.

Comment

The search consultant that scored the highest at the conclusion of the interviews was Ravenhill Group. Based upon the four search criteria, they demonstrated they were the preferred firm for the CAO search.

Administrative Report
Financial Services – CAO Search Consultants Award of Contract
December 18, 2013

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Experience: Ravenhill Groups works exclusively on middle to senior level management positions as a municipal recruiter specializing only in the municipal sector. They have been in business since 2002 and have a solid track history in successful recruitment across Canada. They recently have completed two CAO searches in Eastern Ontario: Loyalist Township and the United Counties of SD & G.

Resources: Ravenhill Group has the necessary resources to successfully complete the search on time and budget. The project team includes six team members who support the recruitment of the new CAO. The project lead will be the managing partner Bruce Malcolm.

Search Methodology: Ravenhill Group demonstrated that they have the necessary search methodology to successfully complete the project on time. Ravenhill employs the A.S.K. Assessment & Selection Process. A.S.K. is an acronym for the words Attitude, Skills and Knowledge which they feel are the key competency areas for success in any job.

Price: Ravenhill Group was competitive with the other firms in pricing and was the third lowest bid among the 14 submissions at \$27,000.

Financial Implications

Ravenhill Group agrees to perform the search for a CAO for a flat fee of \$27,000 plus HST. All out of pocket expenses associated with the search will be covered by a onetime fee of \$1,500. Any required travel, industry job postings, County mandated advertising, courier services and local meeting expenses will be invoiced at cost.

Organizations, Departments and Individuals Consulted and/or Affected

Bruce Peever, Vicki Leakey, KPMG



Report 2013-221

ADMINISTRATIVE REPORT

To: WARDEN AND COUNCIL OF THE COUNTY OF FRONTENAC

From: Marian VanBruinessen
Action CAO

Prepared by: Julie Shillington
Administrator of Fairmount

Date Prepared: November 27, 2013

Date of Meeting: December 18, 2013

Re: Fairmount Home – 2013 3rd Quarter Consolidated Statistical Update

Recommendation

THAT Council of the County of Frontenac receive the *Fairmount Home – 2013 3rd Quarter Consolidated Statistical Update* report for information only.

Background

As the “licensee” of the home under the *Long-Term Care Homes Act* and as a requirement for Accreditation, Council needs to be aware of the performance measures that are being collected at Fairmount, the results of those measures and any action plans that may be developed as a result. The home also has a responsibility under the Quality Improvement section of the *Act* to report our quality improvement activities to our residents, staff, volunteers and family members.

With this in mind, Fairmount’s Quality Assurance and Assessment Committee (QAAC) has developed a Quality Improvement Consolidated Statistical Report (Appendix A). This report contains information on all of the performance measures that were being collected in the home in the first, second and third quarters of 2013 and includes information such as goals (if established) and comments about the information collected.

Administrative Report
Fairmount Home – 2013 3rd Quarter Consolidated Statistical Update
December 18, 2013

Page 1 of 2

Comment

There is an increase in the number of programs offered to residents as a result of the exercise program funding provided by the Ministry of Health & Long-Term Care.

Housekeeping staff conducted a trial on a new type of portascrubber. Staff completed new equipment feedback sheets and through that process the decision was made not to purchase that type of scrubber.

Please note that the Fire Inspector conducted her annual inspection and we are compliant.

There has been an increase in resident aggression, particularly on our secure unit.

We continue to meet our goal of ensuring the employee and management workplace health and safety inspections are completed 100% on time.

We will be sharing these results with Residents' Council, family members and staff in the coming months.

Sustainability Implications

Measuring performance is essential to providing a high quality service. It allows an organization to identify areas where improvement is needed and triggers discussion as to how this can be done.

Financial Implications

Measuring performance is a part of the home's risk management and compliance processes. Failure to manage risk and assess compliance can lead to financial implications.

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Management Team
Staff
Residents
Volunteers

FAIRMOUNT HOME
QUALITY ASSURANCE & ASSESSMENT COMMITTEE (QAAC)

**Quality Improvement (QI)
Consolidated Statistical Report
2013**

PROGRAMMING															
Statistic / Audit	Measurement	Goal	1 st Quarter Results			2 nd Quarter Results			3 rd Quarter Results			4 th Quarter Results			Comments
Program Attendance: First floor (monthly)	# residents attending at least one program / # total residents		Jan 62/64	Feb 61/64	Mar 62/63	Apr 60/64	May 61/63	Jun 62/64	Jul 63/64	Aug 63/64	Sep 61/64	Oct	Nov	Dec	Enteric Outbreak 1 st fl in March – all large group activities cancelled for both floors
Program Attendance: Second floor (monthly)	# residents attending at least one program / # total residents		59/63	60/64	63/64	47/64	58/64	46/64	62/64	59/63	59/64				2 nd quarter stats 2 nd fl. incomplete
Activity Calendar (monthly)	# 1 st floor programs & # 2 nd floor programs (to ensure equitable)		18/18	23/15	18/20	18/19	19/18	19/13	24/24	28/24	27/23				Feb – 8 on Mondays 1 st fl – 0 on 2 nd – otherwise relatively equal Overall increase in # of programs includes exercise classes 3 rd quarter on.
Activity Calendar	# weekend programs in the quarter / # total weekends		46/13			38/13			44/13						

	# evening programs in the quarter / # weeks in the quarter		8/12.5	9/13.7	8/13.1		3 rd quarter = 5 in Sept; Aug=1; July=2
NEW – Program Descriptions	# completed program descriptions /total # programs	100%	N/A	N/A	100%		New indicator - not collected until 3 rd quarter
Documentation for 1:1's	Documented progress notes /total # 1:1's facilitated by Recreationists	100%	N/A	N/A	Process for recording minutes revised and meets MDS requirements without need for a progress note each time.	N/A	New indicator - not collected for 1 st quarter – still not collected for 2 nd quarter – will meet with Recreationists to determine process (decided to record on attendance sheets). Attendance forms were revised to include 1:1 section on the back. All 1:1's are being recorded here and minutes reflected so available for MDS 7-day look back. Form allows for progress notes but minutes recorded so not always need for PN.

NEW - Large group activity evaluations	# large group activity evaluations completed /total # large group activities	100%	100%	N/A	N/A		Process and forms evaluated and revised Oct/Nov. To be used for coffee break in Oct. Octoberfest evaluated with departmental form only.

VOLUNTEERS							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Volunteer Hours	# volunteer hours	6500	1151 (Some lrg programs cancelled-outbreak)	1729.5	1422.5 (VC off – some hrs not captured)		
Volunteer Survey (annual)	# of surveys returned / # surveys issued	35% return rate					

	# of satisfied volunteers / #of volunteers surveyed	95% satisfaction rate					
Volunteer Program Review	# of programs reviewed / # of volunteer assisted programs <i>100% of volunteer suggestions to improve programs considered</i>	4 programs / 12+ programs		April –Meeting with General Store Volunteers June –Pet Therapy Program reviewed			
Quarterly e-newsletter	# volunteer e-newsletters distributed /4 quarters	4 e-newsletters per year	1 in February	1 in May			
Recognition of volunteer contributions	# methods used to ensure communication of volunteer contributions each quarter		- Article in the County newsletter – hours + contributions in 2012 - Nominations for Ontario Vol Awards - Year in Review brochure produced	- Road sign of total volunteer hours - Newsletter produced highlighting appreciation night			
NEW – Volunteer Education	# of in-services held for volunteers/	1 per quarter / 8 attendees	- 3 in-services - 4 attendees Jan - 14 attendees Feb	- 1 in-service - 4 attendees			

	# of volunteers attended		- 10 attendees March				

DIETARY							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Daily Food Temperature Audit	Weekly audit of individual meals where food temperature was taken and documented	100%	84.5%	78%	82%		
Daily Café Fridge and Freezer Temperature Audit	Monthly audit of days temperatures were taken and documented	100%	TBA	89%	94%		
Weekly BBQ Food Temperature Audit	Weekly audit of individual BBQs where food temperature was taken and documented	100%	N/A	N/A	N/A		
Refrigerator & Freezer Temperature Log	Monthly audit of days temperatures were taken and documented	100%	91.50%	75%	80%		
Daily Ware-washing Sanitation Logs	Monthly audit of days sanitation logs information was documented	100%	74.50%	77%	81%		
NEW – Dietary referrals	# dietary referrals completed as legislated.	100%	100%	100%			

NEW – Quality initiatives (annual)	# new quality initiatives undertaken	3	3*				*Results of Dietary Workflow project.
NEW - % of dietary staff rating their shifts as a good or great day		75%	n/a	38%	65%		Overarching aim for dietary workflow project – data collection starts 2 nd quarter

HOUSEKEEPING							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Goldcheck	Weekly audits, monthly and quarterly reports indicating % of perceived cleanliness	90%	1N – 84% 1S – 85% 2N – 91% 2S – 89% 87.25% Avg.	1N – 83% 1S- 85% 2N – 92% 2S- 90% 87.5% Avg.	Not available		
New - Routine Cleaning Audit	Routine cleaning of resident rooms as recorded by staff. % calculated on number of opportunities vs. completed	92%	1N – 94% 2N – 89% 1S – 88% 2S – 87% Avg. = 89.5%	1S – 88.4% 2S – 95.8% 1N – 75.3% 2N – 92.9% Avg. 88.1%	1N – 78% 1S – 71% 2N – 89% 2S – 77.6% Avg. 78.9%		
NEW – New products & processes testing	# new product & processes tested /total number of new products & processes implemented	100%	100% - new lighting in 1N staff washroom tested -locking door carts trialed Sheets offered no feedback received	No support services trials in this quarter	100% - housekeeping trialed a new porta scrub. Although all believed it was a good unit input was that it was too large for here.		

LAUNDRY							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments

Laundry Poundage	Measured daily compiled monthly		64000 lbs	64000lbs	64000lbs		
NEW - Lost Clothing	# lost clothing found /total # lost clothing forms submitted	90%	1 item lost to date not recovered 0%	No reports of missing items	No reports this period		

MAINTENANCE							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Work Orders	# completed /total # work orders	100%	1223 issued 1183 completed 96.7% completed	1343 issued 1222 completed 90.9% completed	1298 issued 1209 completed 93.1% completed		
Electrical Inspection - Admission	# of inspections completed / # of new inspections	100%	100% 10 of 10 complete 7 - 6 week follow up inspections done 3 pending	100% 9 of 9 complete, all follow up inspections done.	N/A		
NEW – Regulatory Testing	# regulatory testing completed /total # regulatory testing scheduled	100%	100%	100%	100% - fire marshals inspection, fire panel annual testing		

NURSING															
Statistic/Audit	Measurement	Goal	1 st Quarter Results			2 nd Quarter Results			3 rd Quarter Results			4 th Quarter Results			Comments
Restraint Use (monthly)	Average # of restraints used (excluding bedrails)		12	12	11	13	16	24	20	21	18	17			
	Average # of restraints used (including bedrails)		23	21	25	24	28	33	30	32	31	27			
	# of residents using a restraint		17	17	20	19	21	25	25	25	24	21			
	# residents with complete restraint documentation / # resident charts audited	100%	1/3 = 33%	0/2 = 0%	0/1 = 0%	2/3 = 66%	0/2 = 0%	2/2 = 100%	N/A	1/1 = 100%	2/3 = 66%	N/A			N/A = none new
	# residents entries with complete flow sheet documentation / # resident entries audited	100%	19/57 = 66%	93/124 = 75%	65/97 = 68%	152/182 = 84%	77%	39/74 = 53%	16/43 = 62%	77/123 = 62%	113/138 = 81%	176/198 = 86%			
Post-Admission Audit		100%	Labeling 72% done VRE/MRSA 36% done on time and indicated done in computer PRN 45% 1 st Mantoux done			VRE/MRSA 71% done on time 1 st Mantoux and 2 nd Mantoux 100% on time			VRE/MRSA 86% done on time 1 st Mantoux 86% done on time and 2 nd Mantoux 100% on time						

			on time but 2 nd Mantoux 81% on time		Out of the 5 personal items to label, 72-86% were labeled		
Medication Reconciliation Verified	# of time admission meds are reconciled/# of admissions	100%	100%	100%	100%		
Medication Sign-off (MDS- RAI audits)	% assessments with all meds signed in 7days	100%	65%	60%	68%		
Do Not Use List (MDS-RAI audits)	% assessments with acceptable abbreviations	100%	100%	99%	100%		
MSSA (completed annually)			N/A	N/A	Completed in Aug but stats not compiled yet		
CIHI Statistics	CIHI measures						
Medication Incidents	# medication incidents	0	8	2	12		3 rd quarter – 1 RPN had 5 of the errors 1 pharmacy error
	# medication incidents resulting	0	0	0	1		Resident OK after 24 hours

	in harm to resident														
	# discrepancies in count of narcotic & controlled drugs	0	0	0	0										
	/ # time counted														
	# adverse drug reactions	0	0	0	0										
Chart Audits	# completed		79	102	90										
	# charts lacking f/u progress notes		N/A	22%	25%										
	/# chart audits completed														
	# charts lacking progress notes in general		N/A	38%	15%										
	/# chart audits completed														
Resident Incident Reports	Quarterly reports for trending		159	195	236										An increase in resident aggression incidents in first and second quarter and third quarter (56 incidents in 3 rd quarter); near miss elopements in first quarter related to several residents
Palliative Care	Number of		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	No meetings in

	residents with PPS 30% or less monthly		0	0	0	1	0	2	No data	No data	1	0			summer
	# of compliments, donations and deaths from Memory Book quarterly		Jan 0/3/7	Feb 2/1/2	Mar 1/1/1	Apr 1/2/2	May 2/1/2	Jun 2/1/2	Jul No data	Aug No data	Sept *4/4/8	Oct 1/1/4	Nov	Dec	No meetings in summer *data since June meeting
NEW - Resident Personal Items Labeling	% admission assessments & labeling completed on time	90%	N/A			7 admissions - 98%			7 admissions - 72%						
NEW – Incidence of Decline in all ADLs		Below 32%	37%			No data			No data						
NEW – Improved Locomotion on Unit		Above 10%	5.8%			No data			No data						

INFECTION PREVENTION & CONTROL															
Statistic/Audit	Measurement	Goal	1 st Quarter Results			2 nd Quarter Results			3 rd Quarter Results			4 th Quarter Results			Comments
Symptoms	# residents displaying symptoms resulting in an infection / 128		39 (32 r/t enteric & respiratory outbreaks; 1 MRSA; 1 VRE; 1 C-diff)			7 (3 respiratory/1 enteric/ 2 C-diff/2 VRE (post admission swabs)			8 (8 respiratory 1N – no outbreak)						
MRSA/CDif	# nosocomial infections	0	0			1 (C-diff)			1 (MRSA urine)						C-diff admitted to previous infected resident's room – was terminally cleaned but will look at process when this resident discharged.
Wheelchair Cleaning (monthly)	# wheelchairs cleaned / # scheduled	100%	378/ 477= 80%	277/ 467= 59%	341/ 515= 66%	341/ 486= 70%	346/ 507= 60%	316/ 502= 62%	364/ 519= 70%	336/ 495= 68%	330/ 480= 69%				Feb dates wrong on sign off sheet
Hand Hygiene (JCYH audits x2/yr)	# compliant/total # opportunities observed	65%	N/A			60%			N/A						
Hand Hygiene (Bi-weekly Nursing Audit)	# compliant/total # opportunities observed		21/26 = 81%			11/19 = 58% - Snack time identified as problem time			37/43 = 86%						1N = 11/23 1S = 22/26 2S = 20/21 2N = 17/20
Handling Dirty Linen	# carts on unit/# staff assignments		11/15 = 73% (r/t 1N)			13/18 = 72% (r/t 1N except x1 on 1S)			23/31 = 74% (1 week r/t 1N before increasing to 4 carts)						

FALLS															
Statistic/Audit	Measurement	Goal	1 st Quarter Results			2 nd Quarter Results			3 rd Quarter Results			4 th Quarter Results			Comments
Falls (monthly)	# of falls	30	Jan 31	Feb 34	Mar 22	Apr 26	May 48	Jun 37	Jul 35	Aug 29	Sep 33	Oct 46	Nov	Dec	
	# residents who have fallen / 128		25	19	18	24	25	20	22	23	32	25			
	Severity of falls	1	2	2	0	1	6	2	0	1	2	1			
	# of near miss falls		1	3	0	0	2	0	0	3	3	1			
	# of residents who have fallen 2 or more times in a week on whom falls round were conducted	100%	2/2	6/7	N/A	N/A	6/6	5/5	4/4	1/1	N/A	2/2	6/6		

	/ # of residents who have fallen 2 or more times in a week where falls rounds were not conducted														1 resident did not have formal falls rounds, but we were constantly assessing how to care for her to meet her needs
	# falls prevention education opportunities offered to staff, residents & family members	At least once per year to each group	10 – staff	0	1 – Gazette – all	1 – RNs on Beers list meds	1 – Reg staff	0	0	1 – all in Gazette	0	0			

INCONTINENT & BOWEL MANAGEMENT							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Voiding record	# residents with completed 3d voiding record on admission / #admissions	100%	9/11=82%	7/7 = 100%	7/7 = 100%		

SKIN & WOUND MANAGEMENT															
Statistic/Audit	Measurement	Goal	1 st Quarter Results			2 nd Quarter Results			3 rd Quarter Results			4 th Quarter Results			Comments
Pressure Ulcer Prevalence (annually)	# of residents with pressure ulcers	5%	5.5%			N/A			N/A			N/A			
Pressure Ulcer Incidence (monthly)	# of residents with new pressure ulcers	5%	.7%	5.5%	3.1%	3.5%	3.9	1.5%	5.4%	3.1%	6.2%	1.5%			
Wound Care Sheets (monthly)	# treatments completed / # treatments scheduled	100%	No data	45/47=96%	On hold	On hold	On hold	On hold	On hold	D/C	n/a	n/a	n/a	n/a	No need to measure at present

HEALTH & SAFETY / RISK MANAGEMENT							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Fire Drill Attendance (annually)	# staff attending at least one fire drill per year / total # of staff	100%	N/A	N/A	N/A		
Employee Workplace Inspections	# inspections completed on time / # of inspections scheduled	100%	100%	100%	100%		
Management Workplace Inspections	# inspections completed on time / # of inspections scheduled	100%	100%	100%	100%		
Employee Incident Reports (from OHN quarterly updates)	# lost time injuries / # of total injuries	0	69%	0%	6%		29 claims related to outbreak first quarter
High Risk Activity Verification Process	# staff knowing 1 identifier / # staff knowing 2 identifiers	100%	N/A	13/13=100% 10/13 = 76%	13/15 = 86% 11/15 = 73%		
Hazards	Quarterly hazard reports for trending		Several related to ergonomics and lifting; resident personal products not	Several related to slippery floors on 1N	One related to slippery floors on 1N; two related to equipment maintenance in the		Air balancing to identify air flow problems on 1N scheduled for

			labeled		main kitchen		September
Floor to Ceiling Poles	# compliant/# rooms checked	100%	17/20 = 85%	24/25 = 96%	32/37 = 86%		

EDUCATION & TRAINING

Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Inservice Attendance	# staff in attendance at all inservices		218	228	26		
	# of staff that attend at least one inservice per year / 185 (total # of staff) (annual)	70%	This measure has been discontinued as we have the mandatory training program now	NA	NA	NA	
Inservice Evaluations	# inservices evaluated / # inservices offered	75%	18/22 = 82%	7/7 = 100%	8/13 = 61%		
Topics (annual)	# of educational needs addressed / # of educational needs identified (annual)	100%	N/A	N/A	N/A		
	# of staff attended sessions on mandatory topics	100%	137	106	6		

GENERAL							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Family/Resident Satisfaction Survey (annual)	# respondents satisfied / total # respondents	90%	Issued in May	95%	n/a		
Staff Satisfaction Survey (annual)	# respondents satisfied / total #respondents	80%	83.7%	n/a	n/a		
NEW - Staff Absenteeism Rate (not including full 15 week leaves)	# sick days taken /average # shifts scheduled	3%	5.3%	3.2%	8.5%		Average 522 shifts/3918 hrs per week
NEW - Staff Turnover	# staff leaving employment /total # staff		2	5	7		2 terminations; 11 resignations; 1 retirement
Complaints (trended quarterly)	# verbal complaints	0	5	3	3		
	# written complaints	0	0	0	0		
Bed Occupancy	# days bed actually occupied / total number of	98%	99.3%	99.5%	99.7%		

	days						

PAIN & SYMPTOM MANAGEMENT							
Statistic/Audit	Measurement	Goal	1 st Quarter Results	2 nd Quarter Results	3 rd Quarter Results	4 th Quarter Results	Comments
Prevalence of Daily Moderate-Severe Pain scores	# of residents with moderate-severe daily pain scores / 128 residents	10%	This measure has been discontinued	N/A	N/A	N/A	
Incidence of new Daily Moderate-Severe Pain scores	# of new resident with moderate-severe daily pain scores / 128 residents	10%	This measure has been discontinued	N/A	N/A	N/A	New measures being discussed at pain & symptom management team
Admission pain screen done	# of admission residents with pain screen completed/# of admissions	100%	N/A	N/A	N/A	To date – 5/6	Dec 2nd

RELIGIOUS & SPIRITUAL CARE															
Statistic/Audit	Measurement	Goal	1 st Quarter Results			2 nd Quarter Results			3 rd Quarter Results			4 th Quarter Results			Comments
NEW - Pastoral Visiting (monthly)	# resident receiving a pastoral visit	90%	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	
	/ total # respondents		100%	100%	100%	100%	100%	100%	100%	99%	99%				
NEW - Multi-faith Services provided	# weeks with at least one multi-faith service provided / total # weeks	80%	77%			100%			100%						1 st quarter – 3 services cancelled due to outbreak



Report 2013-227

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Paul J. Charbonneau
Director of Emergency & Transportation Services/Chief of
Paramedic Services

Date prepared: December 4, 2013

Date of meeting: December 18, 2013

Re: **Emergency and Transportation Services - Robertsville Station
Construction Progress Report #2**

Recommendation

That the Council of the County of Frontenac accept this *Emergency and Transportation Services – Robertsville Station Construction Progress Report #2* report for information only.

Construction Update

The report prepared by our Project Manager, Patrick Thompson of TCMS, for the period is attached.

Change Orders – No change orders are being brought forward.

Other Matters – See attached.

Organizations, Departments and Individuals Consulted and/or Affected

Patrick Thompson, Project Manager, TCMS

Administrative Report
Emergency and Transportation Services – Robertsville Station Construction Progress Report #2
December 18, 2013

Page 1 of 7



CONSTRUCTION OF THE ROBERSTVILLE LAND AMBULANCE

PROGRESS REPORT # 2

Prepared by TCMS

December 4, 2013

Administrative Report
Emergency and Transportation Services – Roberstville Station Construction Progress Report #2
December 18, 2013

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**NEW ROBERTSVILLE LAND AMBULANCE STATION
PROGRESS REPORT #2**

INDEX

PROGRESS SUMMARY 4, 5, 6
CONTRACT CHANGE SUMMARY.....attached
PROPOSED AND ACTUAL CASHFLOW – CONSTRUCTION attached

**NEW ROBERTSVILLE LAND AMBULANCE STATION
PROGRESS REPORT #2**

PROGRESS SUMMARY

The following construction activities have been completed during the current report period.

- Granular sub base material has been placed and compacted in the parking lot and driveway areas.
- An Ecoflo septic system, consisting of a septic and filter tank, has been installed on the south end of the building site.
- Underground plumbing piping has been installed and tested by the contractor. The Township of North Frontenac building inspector has reviewed and approved this phase of the work.
- The vehicle bay trench drain has been set in place. A concrete floor slab for the trench box was placed, side walls were formed and the galvanized grate frame was installed.
- Under slab rigid insulation was placed on top of compacted granular sub base.
- In-floor radiant heat tubing was secured to the insulation and pressure tested.
- Welded wire mesh reinforcing for the concrete floor was installed prior to concrete placement.
- Building framing will start in early December, 2013.

Additional Notes

- The contractor's first progress draw is pending and expected to be received in early December, 2013.
- Good progress has been made during this fall season despite some cold and wet weather. The project is on schedule to be completed in March, 2014.

Ecoflo septic system has been set in place on the south end of the site.



Underground plumbing piping has been installed and granular sub base materials have been compacted.



Sub base depression for the new trench drain located in the vehicle bay.



Under slab rigid insulation has been placed on the compacted granular sub base



In-floor radiant heat tubing secured to the underfloor insulation.



Ready for concrete floor slab to be placed.



Trench drain cover in place after new floor has been placed.



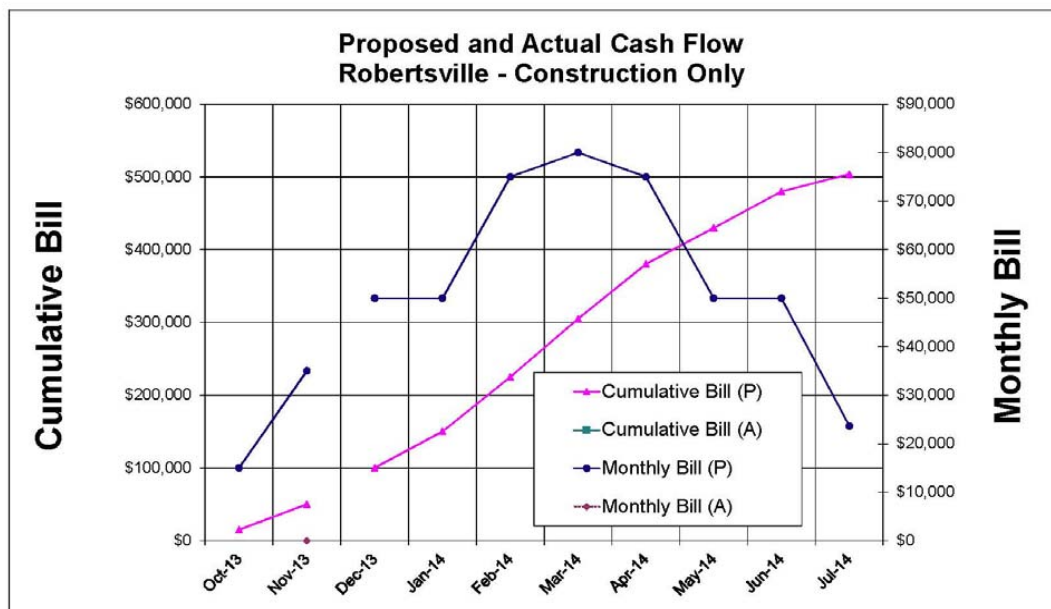
Building framing will start in early December, 2013.



ROBERTSVILLE AMBULANCE STATION
Proposed and Actual Cash Flow - Construction Only

Month	Proposed Monthly Bill (P)	Proposed Cumulative Bill (P)	Actual Monthly Bill (A)	Actual Cumulative Bill (A)
31-Oct-13	\$15,000	\$15,000		
30-Nov-13	\$35,000	\$50,000	Pending	
31-Dec-13	\$50,000	\$100,000		
31-Jan-14	\$50,000	\$150,000		
28-Feb-14	\$75,000	\$225,000		
31-Mar-14	\$80,000	\$305,000		
30-Apr-14	\$75,000	\$380,000		
31-May-14	\$50,000	\$430,000		
30-Jun-14	\$50,000	\$480,000		
31-Jul-14	\$23,650	\$503,650		

04/12/2013



04-12-2013



Report 2013-228

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Julie Shillington
Administrator – Fairmount Home

Date prepared: December 4, 2013

Date of meeting: December 18, 2013

Re: **Additions and Alterations to Fairmount Home Auditorium
Construction Progress Report # 2**

Recommendation

That the Council of the County of Frontenac accept this *Additions and Alterations to Fairmount Home Auditorium Construction Progress Report #2* report for information only.

Construction Update

The report prepared by our Project Manager, Patrick Thompson of TCMS, for the period is attached.

Change Orders – No change orders are being brought forward.

Other Matters – See attached.

Organizations, Departments and Individuals Consulted and/or Affected

Patrick Thompson, Project Manager, TCMS
Marian VanBruinessen, County Treasurer

Administrative Report
Additions and Alterations to Fairmount Home Auditorium Construction Progress Report # 2
December 18, 2013

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**Additions and Alterations
Fairmount Home Auditorium
PROGRESS REPORT # 2**

Administrative Report
Additions and Alterations to Fairmount Home Auditorium Construction Progress Report # 2
December 18, 2013

Page 2 of 4

Prepared by TCMS
2013

Decemebr 4,

**Additions and Alterations to Fairmount Home Auditorium
PROGRESS REPORT #2**

INDEX

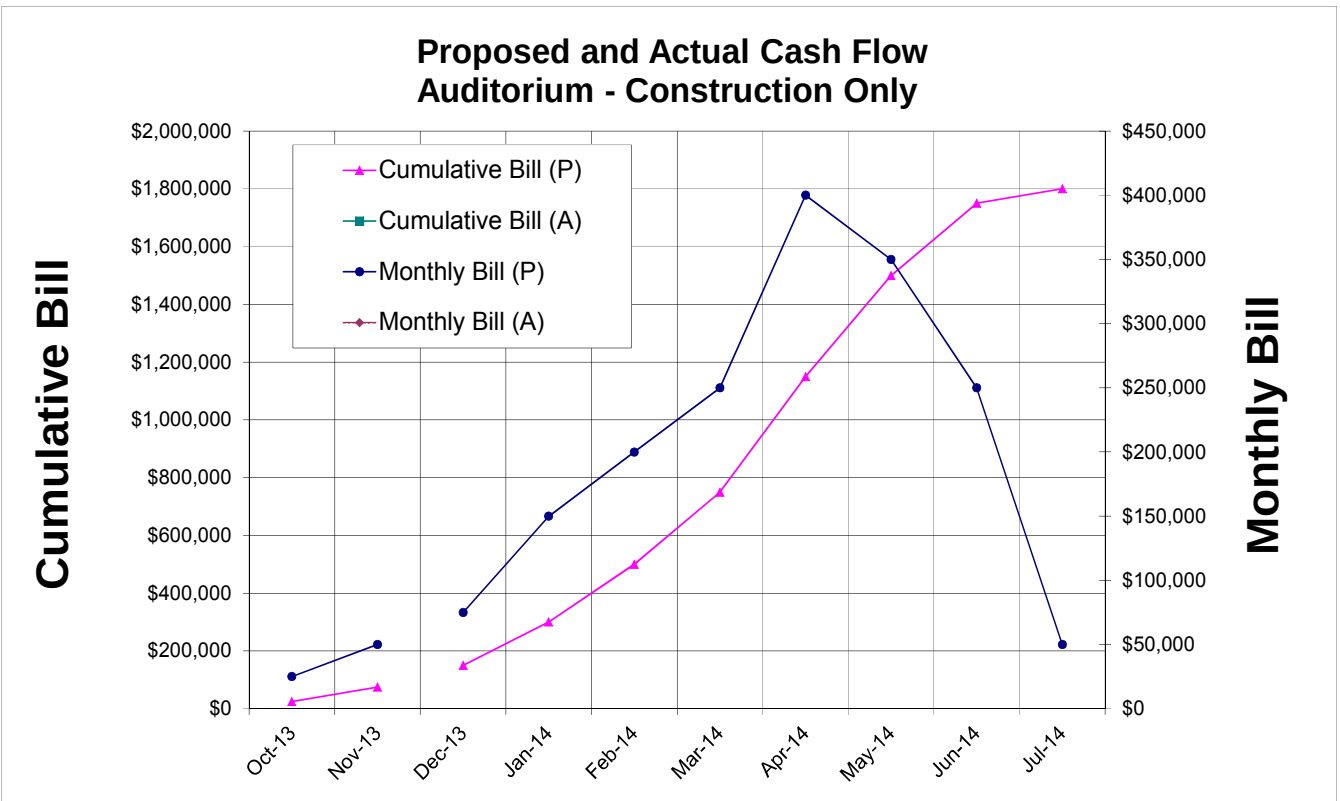
PROGRESS SUMMARY.....	4
CONTRACT CHANGE SUMMARY.....	attached
PROPOSED AND ACTUAL CASHFLOW – CONSTRUCTION	attached

**Additions and Alterations to Fairmount Home Auditorium
PROGRESS REPORT #2**

PROGRESS SUMMARY

The following activities have been completed during the current report period.

- The construction contract has been awarded to Emmons & Mitchell Construction Ltd. of Kingston, for the amount of \$1,796,000. This award value included an option cost to construct a greenhouse addition.
- A pre-construction start meeting was held at the site on November 27, 2013. Representatives from both the Owner's project team and the Contractor's project team were present. Among the various project issues discussed was the key element of how to implement the project without adversely affecting the ongoing long term care facility. A number of measures have been put in place to minimize the impact on Fairmount Home.
- On December 4, 2013, the Contractor's management team, including the project supervisor and electrical project manager, were on site to meet with Fairmount Home residents to officially "launch" the project.
- Work on site will commence December 9, 2013. Exterior excavation works will commence on January 6, 2014.



04-12-2013

**ADDITIONS AND ALTERATIONS TO FAIRMOUNT HOME AUDITORIUM
Proposed and Actual Cash Flow - Construction Only**

Month	Proposed Monthly Bill (P)	Proposed Cumulative Bill (P)	Actual Monthly Bill (A)	Actual Cumulative Bill (A)
31-Oct-13	\$25,000	\$25,000		
30-Nov-13	\$50,000	\$75,000		
31-Dec-13	\$75,000	\$150,000		
31-Jan-14	\$150,000	\$300,000		
28-Feb-14	\$200,000	\$500,000		
31-Mar-14	\$250,000	\$750,000		
30-Apr-14	\$400,000	\$1,150,000		
31-May-14	\$350,000	\$1,500,000		
30-Jun-14	\$250,000	\$1,750,000		
31-Jul-14	\$50,000	\$1,800,000		

04-12-2013



Report 2013-232

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Marian VanBruinessen
Acting CAO/Treasurer

Prepared by: Anne Marie Young
Manager of Economic Sustainability

Peter Young
Community Planner

Date prepared: December 6, 2013

Date of meeting: December 18, 2013

Re: Sustainability – Community Improvement Plans – Fall 2013 Update

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive for information the *Sustainability – Community Improvement Plans Update* report.

Background

Community Improvement Plans (CIPs) were identified as a community priority in *Sustainable Actions*, adopted by Council in September 2009, and have continued to be a priority identified in each new *Sustainable Actions* document. The County funded a CIP for the community of Verona in the Township of South Frontenac as a pilot project in 2010 and a second CIP in 2011 for Sharbot Lake in the Township of Central Frontenac. A third CIP began in 2012 in Marysville in the Township of Frontenac Islands and was recently approved. It is anticipated that a CIP proposal will be brought forward for North Frontenac in early 2014.

The purpose of this report is to provide Council with a status update on each community improvement plan in the County.

Comment

Verona CIP: The Verona CIP launched in March 2012 and is currently being implemented by South Frontenac staff. The plan includes a series of incentive programs designed to stimulate development and improve the look of the main street (Road 38) in Verona. As of September 2013, 25 projects were underway or completed, with \$60,050 in grants and \$66,069 in loans provided through the plan. The County has provided \$70,000 overall, with the Township

Administrative Report
Sustainability – Community Improvement Plans – Fall 2013 Update
December 18, 2013

Page 1 of 2

funding an additional \$10,000 per year for four years (2011-2014). The total value of the work for projects that have applied for CIP grants and loans is \$719,453.

Sharbot Lake CIP: The Sharbot Lake CIP launched in September 2012 with incentive programs for facade improvements, accessibility, and increased commercial space. Although the initial uptake was slow, Township staff have begun to receive applications and inquiries more frequently recently. To date \$5,295 has been spent on private projects and \$3,334 on public projects for a total of \$8,629. The total value of projects funded through the CIP is \$25,924 (\$22,590 excluding public projects).

Marysville CIP: The Frontenac Islands CIP was approved in October 2013. It contains programs for facade improvement, increased commercial business space, and seniors housing. Additional zoning and site plan proposals are anticipated to help encourage development in the village.

North Frontenac CIP: It is anticipated that each Township will eventually have a CIP for one or more of its settled areas. On this basis, the 2013 County budget includes a fourth CIP to target North Frontenac Township. County staff will be working with Township staff on a proposed workplan to present to Township Council on February 24, 2013.

Sustainability Implications

CIPs are a key planning tool used to encourage redevelopment and investment in a community. They can also be used for cultural, social, economic and environmentally-related projects such as enhancing heritage resources, the creation of affordable housing, and the promotion of green buildings. The process to develop a CIP takes principles from the Integrated Community Sustainability Plan and from local residents and business owners in order to develop a plan that incorporates all four pillars of sustainability.

Financial Implications

Council's 2013 budget includes funding for the preparation of the Marysville CIP (continued from 2012) and the North Frontenac CIP. These funds (\$5,000 for each CIP) are being used as required for advertising the plan and for streetscape renderings. The County has also committed \$70,000 to each CIP toward incentive program funding, with Central and South Frontenac Townships also contributing to the program funding as their CIPs are being implemented.

Organizations, Departments and Individuals Consulted and/or Affected

All Townships in Frontenac County
Ministry of Municipal Affairs and Housing



MINUTES OF THE COMMITTEE OF THE WHOLE
December 4, 2013

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, December 4, 2013 at 9:00 AM

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

Regrets: Deputy Warden Bud Clayton

ALSO PRESENT: **County:** Marian VanBruinessen, Acting CAO/Treasurer; Julie Shillington, Administrator-Fairmount Home; Anne Marie Young, Manager of Economic Sustainability; Joe Gallivan, Manager of Sustainability Planning; Jannette Amini, Acting Clerk;
Media: Jeff Green, The Frontenac News and Craig Bakay, Frontenac EMC, Elliot Ferguson, The Kingston Whig-Standard

1. CALL TO ORDER

Councillor McDougall, Chair, called the meeting to order at 9:03 a.m.

2. ADOPTION OF AGENDA

Motion #: COW37-13 Moved By: Councillor Doyle
Seconded By: Councillor Jones

RESOLVED THAT the agenda for the December 4, 2013 meeting of the Committee of the Whole be adopted as circulated.

CARRIED

3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Chair requested the Clerk to record that in accordance with the Municipal Conflict of Interest Act no disclosures of pecuniary interest were declared.

4. DEPUTATIONS AND/OR PRESENTATIONS

- a) **Mr. David Townsend**, Executive Director, Southern Frontenac Community Services (SFCS) addressed the Committee of the Whole regarding the Frontenac Transportation Services and provided an overview of his presentation which was attached to the agenda. He did note that last year, he did not come to the County for additional funding due to a onetime LHIN subsidy in the amount of \$32,000 which was to cover a deficit caused by Adult Day programs. On a positive note, Mr. Townsend advised that administration costs are under budget by \$9000 and those dollars will be re-invested into programming. He is looking to the County this year for increased funding to cover any shortfalls caused by this loss of this LHIN subsidy in order to maintain its current service levels as the only alternative option would be to increase user fees.

It was pointed out that Frontenac Islands currently does not have access to this service and what could be done in order to benefit the residents of Wolfe Island. Mr. Townsend advised that discussions have taken place with various service providers regarding Wolfe Island and they are looking towards the VON to see if it would be willing to provide that service; however the option of looking at local resident volunteers is also being investigated. The LHIN only covers the area north of the 401; however Mr. Townsend will however work with Councillor Doyle to look at options for Wolfe Island.

It was questioned if the statistical data could be broken down to identify place of residence as the Frontenac Transportation Services also supports rural Kingston residents north of the 401. Mr. Townsend advised that staff will try to include addresses and a break down for both Southern Frontenac Community Services and Northern Frontenac Community Services; however he did advise that the largest area covered would be Central with about 2200 rides. Of the 110 clients through SFCS, about 95 – 100 are located in South Frontenac with only 10 – 15 in rural Kingston.

- b) **Mr. Lindsay Mills**, Planner/Deputy Clerk, Township of South Frontenac addressed the Committee of the Whole with respect to the County Official Plan.

Mr. Mills advised that his main issue with the Plan is that rather than advising what should be done, it actually sets policy and suggested that the language be changed to only include a subject area with an explanation and that policies will be set by Townships. In Mr. Mills' opinion, the Plan tends to involve the County in everything which he feels could hold up development.

Mr. Mills provided an overview of his written submission made to Township Council which points out comments he made with respect to the first draft of the Plan and expressed a major concern over the requirement of 30 metre setbacks

along waterfront development, noting that most development in South Frontenac is waterfront development that goes through a minor variance process and with this Plan, any future development would now require an Official Plan amendment.

He concluded by stating that as it stands now, the County Official Plan contains too much overlap between this and the Township Official Plans and that the language in the Plan is too prescriptive and invasive and takes away the Township autonomy.

5. REPORTS

a) Working Session on the Review of the Draft Official Plan

Prior to providing an overview of the draft Official Plan, Mr. Gallivan took the opportunity to respond to comments made by Mr. Mills. He noted that with respect to the issue of the 30 metre setback concerns, he did advise that he has met with Mr. Mills and South Frontenac four times since the first draft of the Official Plan was released. A 30 metre setback is identified in most municipal Official Plans and added to this that the Township of South Frontenac has a detailed Official Plan that goes beyond this 30 metre setback with the requirement of additional criteria that acts as a 'safety valve' regarding waterfront development or redevelopment, which he commended and he will be re-visiting this portion of the Plan to recognize that. With respect to concerns expressed regarding the language of "we and they", he advised that this draft is an attempt to avoid those issues. Once approved by the Province, County Council will be the only body that makes decisions regarding regional issues so the Official Plan must have a vision and back bone in it, particularly around Natural Heritage otherwise the Province will intervene. He has been in contact with other County planners, specifically Renfrew County who has shared its comments received by the Province.

Mr. Gallivan walked the Committee through a presentation that outlined the changes made to the first draft, with the following comments being provided by members:

Section 1

1.1, Purpose, Basis and Context of the Plan

It was noted that Section 1.1, Context of the Plan should be amended to include that the County also stems from between the United States to south of Kingston to address the geographical location of Frontenac Islands. It should also be noted that there are significant commercial fishing and hunting operations on the Islands. This Section also talks about communities but excludes Howe Island. It was also suggested that the wording be amended to describe the County as "it goes north to Renfrew County" so as not to trivialize the County.

↑Action Items

Mr. Gallivan will amend Section 1.1 to include the geographical location of Frontenac Islands and add Howe Island as one of the communities

1.2, How to Read the Plan

The Chair asked the Committee if it agreed with this as it differentiates between the County and the Township. Mr. Gallivan noted that this addresses the issue that once this Plan is approved by the Province, County Council becomes the approval authority and as such, Council must understand what is taking place with the Township Official Plans. This statement needs to acknowledge that the Province will no longer be involved. Some Committee members felt that the word “direct” should be revised as it leaves the impression that the County is in charge of the Townships. The word “complement” was also questioned regarding who complements who with respect to Township and County Official Plans. Mr. Gallivan clarified that Township Official Plans contain detailed policies for each community which is reflected in their respective zoning by-laws. When a Township Official Plan is passed by its Council, it then goes to the Province for approval. One resolution from this Council was to recognize that a County Official Plan would help to solve planning issues by people in community who have an understanding of the planning priorities that are relevant to our rural area. One issue with the County is growth management and to allow growth outside of the settlement areas and these are the types of issues that try to deal with what is happening on the ground at the Townships and that is where the word “complement” comes from.

Section 2

2.2.3, Business Parks

The additional wording added to this section as part of the revisions in the second draft was questioned as being necessary and these kinds of details would be a Township rather than a County responsibility; however it was noted that comments from Mr. Mills indicated that this added verbiage was appropriate. There was no consensus from the Committee to remove this wording.

2.1.1 Agriculture

It was felt that paragraph 5 seemed very specific and will this cause the need for addition studies and surveys. Mr. Gallivan clarified that this section will allow for potential additional uses on farm lands that are not recognized in the Provincial Policy Statement. In the absence of a policy regarding this in a regional plan, the Province could intervene to prevent these additional uses. This represents opportunities to farmers. The wording is there to provide context to ensure that any added uses do not dominate the property and that they remain secondary uses.

↑Action Item

Mr. Gallivan will re-visit the wording in the Agricultural section

Section 3

3.3.3(3) d)

It was expressed that the County should not be involved in septic systems it was asked if this falls under the jurisdiction of the Health Unit. Mr. Gallivan noted that County Council is the approval authority for Plans of Subdivisions and there could be new technologies coming forward in the future around solid waste. This does not dissuade

new technology but recognizes that there are other ways of doing things that might allow denser developments and reduce septic outflows.

↑Action Item

Mr. Gallivan will amend the wording to state County and Townships.

3.4

It was asked if this section provides flexibility to the Township of South Frontenac with respect to minor variances.

↑Action Item

Mr. Gallivan will re-visit the 30 metre setback to reflect that Townships can set policies to develop within the 30 metres and that Official Plan amendments will not be required.

Section 4

4.1.1

It was expressed that with respect to a regional road system, this is something that is now in the development stage between the Townships and there is a need to ensure flexibility so that any outcomes from this can be included in this Official Plan. Mr. Gallivan reflected on his meeting with South Frontenac where he was advised that there is a 'Frontenac Corridor' system under development by Township Public Works Managers that he has not been privy to. At this point he has insufficient information on this corridor to address this; however once the Official Plan is approved it will address the County's priorities which will include transportation.

4.1.2 2, Goal (Rural Transportation)

It was questioned if this is an achievable goal and what are the costs associated with providing a public transportation service to such a vast rural community. Mr. Gallivan clarified that a transportation system does not mean public transit and could include services such as a safe ferry system to ensure that the County's main corridors are sustainable. There are many different options that can be explored apart from conventional transit.

4.1.1.4, Provincial Highway 7

It was asked why there was a specific policy regarding an intersection in Central. Mr. Gallivan noted that this is a major Highway and the Township of Central Frontenac, through its Official Plan, is trying to improve the commercial viability at the intersection of Highway 7 and Highway 38 and the reduction of speed levels would be to create a buffer to this site. Currently, the speed limit prevents entrances to the location and Central Frontenac wanted verbiage in the Official Plan to support attempts to slow traffic down as this is part of Central Frontenac's developed area.

4.1.5.1, Ferry Services

It was pointed out that the Simcoe Island ferry operates on a year round basis as much as possible and not seasonally as indicated.

↑Action Item

Mr. Gallivan will amend the wording to note that Simcoe Island Ferry operates year round.

This section should also applies to Howe Island Ferry Service and not just Wolfe Island and should include the Town of Gananoque.

↑Action Item

Mr. Gallivan will address this concern.

Mr. Gallivan noted that waste diversion is a regional issue supported by Public Works Managers and County Council can provide funding for any studies and if the County can contribute from a collaborative perspective it should do so. This is also recognized by the Eastern Ontario Wardens Caucus.

Section 5

5.6.2 (Secondary Suites)

Mr. Gallivan pointed out that this policy sections removes any loopholes that would permit cottage 'bunkies' to be converted to a secondary unit.

Section 8

8.7

Mr. Gallivan noted that zoning by-laws are developed to implement Township Official Plans and are the responsibility of the Townships.

Conclusion

Mr. Gallivan is looking for Council's direction to provide the draft Official Plan to the Ministry of Municipal Affairs and Housing (MMAH) to start its formal review process. The Committee supported this being sent to MMAH provided that the copy sent incorporated the changes being requested today. Give that any motion will require full Council approval at the December 18th meeting, Mr. Gallivan confirmed that there would be sufficient time to reflect all changes in the document.

Motion #: COW38-13

Moved By: Councillor Doyle

Seconded By: Councillor Purdon

BE IT RESOLVED THAT staff be directed to submit the second draft of the County Official Plan to the Ministry of Municipal Affairs and Housing for comments.

CARRIED

**b) Integrated Accessibility Standards Regulation (IASR)
Council Training Session**

Due to an insufficient time, the Integrated Accessibility Standards Regulation (IASR) Council Training Session will take place at a later date.



**COMMITTEE OF THE WHOLE
REPORT TO COUNTY COUNCIL**

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini
Acting Clerk

Date prepared: December 5, 2013

Date of meeting: December 18, 2013

Re: **Committee of the Whole Report to County Council**

- a) **BE IT RESOLVED THAT** staff be directed to submit the second draft of the County Official Plan to the Ministry of Municipal Affairs and Housing for comments.

**County of Frontenac Official Plan
Second Draft
November 2013
(Revised 04 December 13)**

COUNTY of
Frontenac

Introductory Note

This document serves as the Second Draft of an Official Plan for Frontenac County, and is an evolution on the first version released this past June. It is based on direction provided by County Council to develop a 'high level' regional plan to deal with planning issues that cross political jurisdictions, unlike the Township Official Plans that are detailed and which focus on growth within their municipal boundaries.

This Second Draft has been developed and modified as a result of comments and ideas received by citizens, the Township Councils and staff, and a variety of community organizations. Many useful suggestions came as a result of the public comments that were provided at the five Open House meetings held throughout the Frontenacs in August and September.

Public consultation will continue at the release of this Second Draft. The Ministry of Municipal Affairs and Housing, which will eventually approve the County Plan in 2014, will also be consulted at this stage in order to begin the conversation on the type of regional plan that Frontenac County is working on. The goal remains to have a County Official Plan endorsed and adopted by County Council following a Public Meeting this coming Spring.

If you have questions or ideas, please let us know.

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SECTION 1 - INTRODUCTION

1.1 Purpose, Basis and Context of the Plan

Purpose

The Frontenac County Official Plan creates the framework for guiding land use changes in the County over the next 20 years to 2034 by protecting and managing the natural environment, directing and influencing growth patterns and facilitating the vision of the County as expressed through its residents. This Plan also provides the avenue through which Provincial Policy is implemented into the local context. The Plan is also a major cornerstone in the implementation of *Directions for Our Future*, the County's sustainability plan.

Basis

The Official Plan for Frontenac County has its basis in the *Planning Act*; the Provincial Policy Statement (2005); and the four sustainability pillars identified in *Directions for Our Future*.

Context of the Plan

Without question Frontenac County is characterized by a predominantly rural landscape with small communities such as Plevna, **Cloyne, Ompah**, Sharbot Lake, Verona, Harrowsmith, Sydenham, Marysville, **Howe Island** (rev. 04 Dec 13) and many more villages and hamlets throughout the geography.

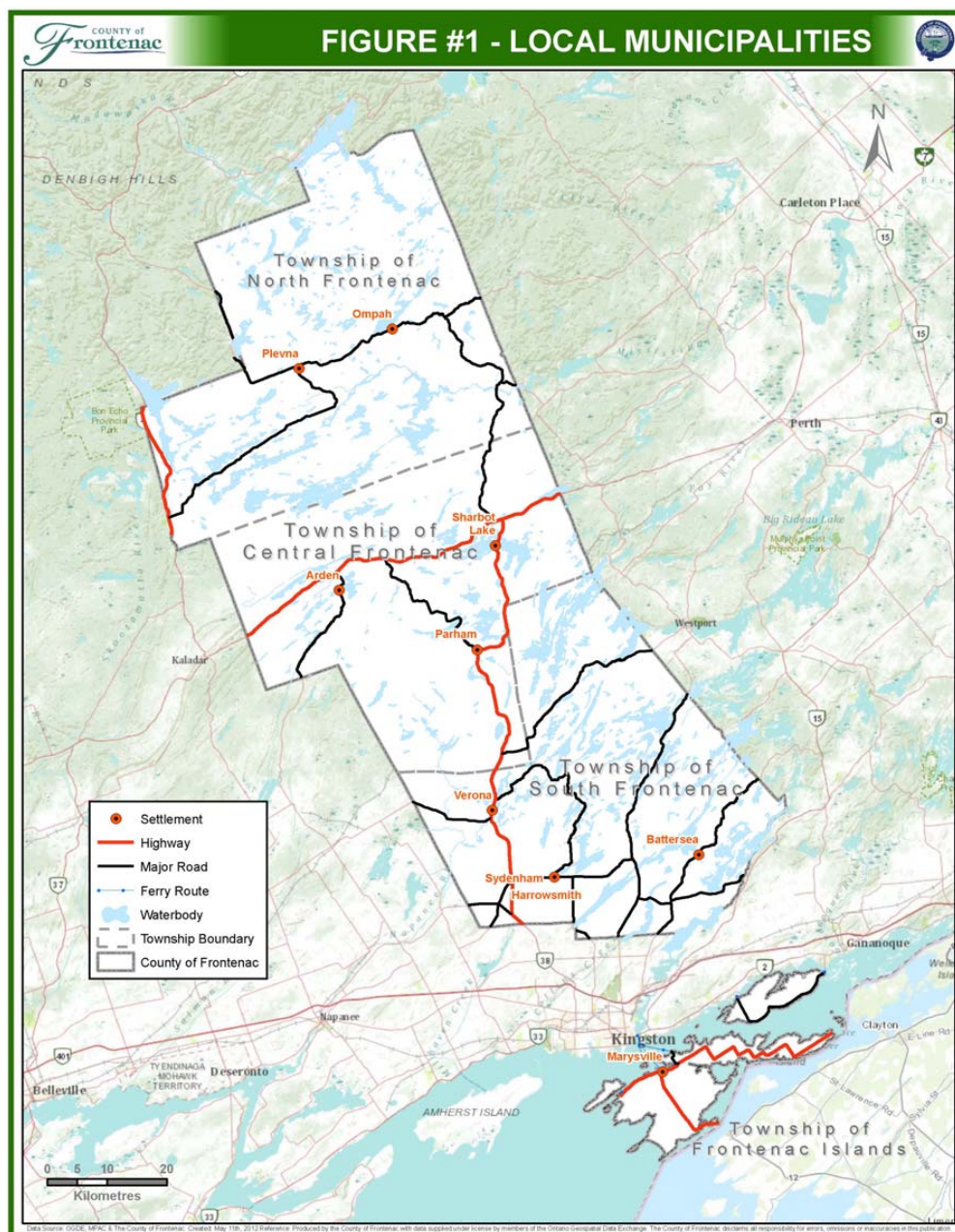
The County has one of the smallest populations of all counties in Eastern Ontario. The County surrounds the City of Kingston to the north and south and extends beyond Highway 7 northerly towards **Bon Echo Park the Madawaska River and Renfrew County and to the south across Wolfe and Howe Islands to the United States border on the southern side of the St Lawrence River. In terms of surrounding local governments, the Frontenacs are** (rev. 04 Dec 13) bounded to the east by the Counties of Lanark and Leeds & Grenville, to the north by Renfrew County, and the west by Lennox & Addington County.

In terms of municipal government, the County is composed of four lower-tier municipalities – the Townships of South, Central and North Frontenac and Frontenac Islands. (See Figure 1 -- Local Municipalities)

The small population (26,600) and the large geographic area of the Frontenacs (4,000 km²) result in a low population density. There are only small communities. Of the settlement areas in the County the largest villages have between 200 to 300 homes within their boundaries. In terms of demographics, the number of retirees is increasing as is the number of seasonal residents, in part because of the spectacular natural features of the County. On the other hand, the trends show young people continue to move away, to larger urban centres.



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Because the population lives predominately in villages or rural areas, municipal services, such as water and wastewater systems are not provided (with the exception of the water system in Sydenham). As a result, access to clean, reliable drinking water is an issue for some residents. The small **nature size** of the communities also means that residents **must may need to** travel to urban centres for **health and professional services**, cultural and recreational opportunities.

The County boasts some of the most beautiful natural features to be found in Ontario, possessing 1000 lakes, Wolfe and Howe Islands that form part of the 1000 Islands, and stretches of uninterrupted forests that include Frontenac and Bon Echo Provincial Parks. The attractiveness of these features draws seasonal residents, outdoor recreationists, and artists, artisans and craftspeople. These people all seek nature for their own reasons, whether it is for adventure and exploration, peace and solitude, or inspiration. The tourism sector is also strongly linked to a pristine environment. The Frontenacs are home to enviable natural resources such as numerous lakes and islands, protected areas, an uninterrupted night sky, and a world renowned biosphere.

In addition to the many lakes within Frontenac, the major waterways of the Cataraqui, Salmon, Mississippi, Napanee, and Fall Rivers all cross through part of the County, and both Wolfe and Howe Islands along with a number of smaller islands are located on the St. Lawrence River at the **exit from junction of** Lake Ontario. The Rideau Canal system, a designated UNESCO World Heritage site, travels through the southeastern part of the County. The Frontenac Arch Biosphere Reserve is one of sixteen biospheres in Canada and is designated under UNESCO's Man and Biosphere Programme; it covers parts of the United Counties of Leeds and Grenville and Frontenac County, including portions of Central and South Frontenac Townships. All of these features reinforce the value of the natural heritage system we have in the Frontenacs.

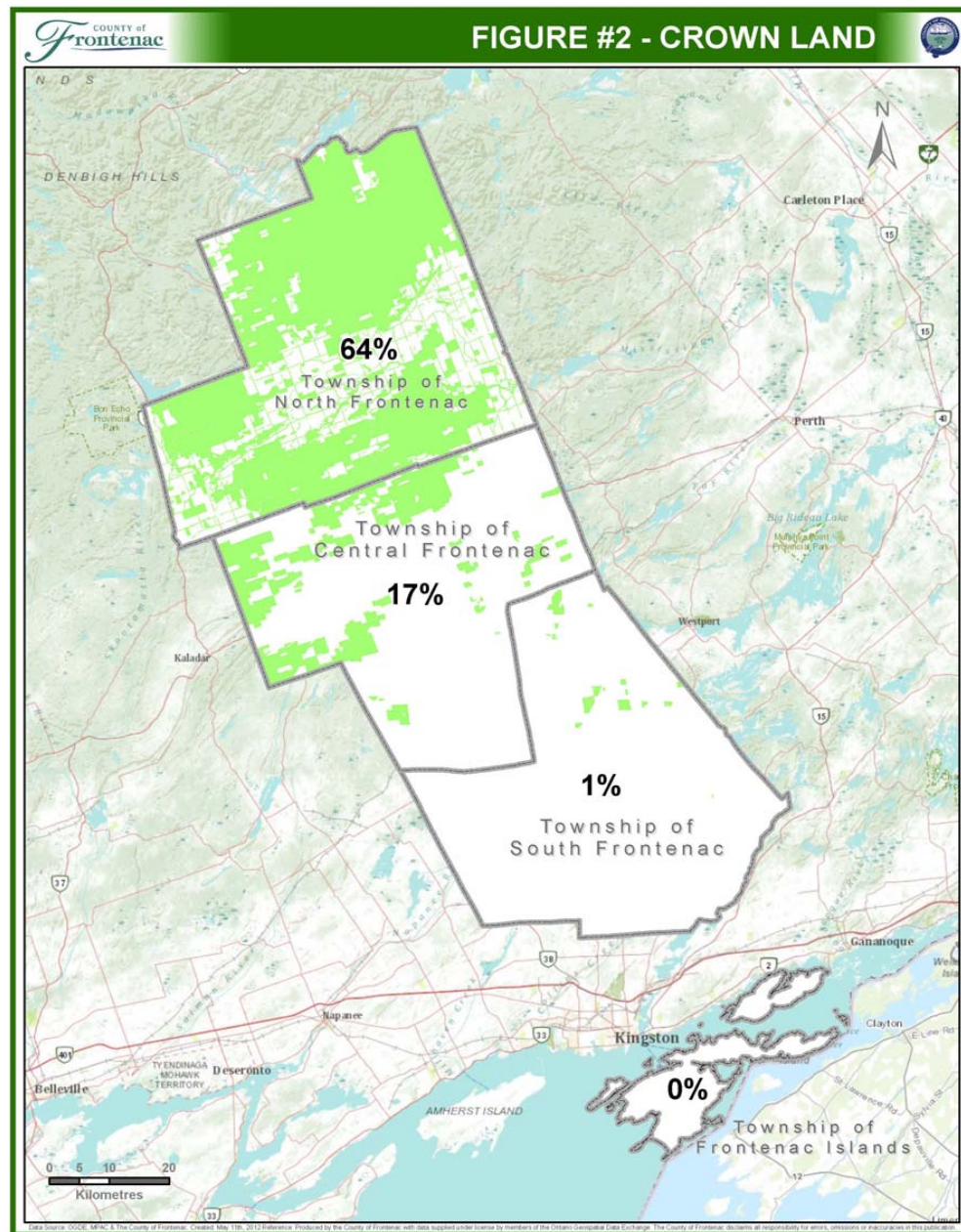
The wealth of our natural resources is reinforced by the amount of Crown land, lakes, rivers, and wetlands that are within the County. Figures 2 to 4 illustrate the location and amount of these resources throughout the Frontenacs.

Frontenac County's history is rich in agricultural activity which continues today in the form of commodity farms, small family farms, hobby farms, horse ranches, **forestry** and other specialty farms. The agricultural roots of the community are celebrated in fairs, ploughing matches, church socials, and other events. Agriculture continues to play an important role in the County's economy.

The Frontenacs are also at the forefront of renewable energy in Eastern Ontario, the most visible project being the eighty-six wind turbines located across Wolfe Island. Over the past few years, numerous ground-mounted and roof-mounted solar panels have been set up on homes, businesses and farms throughout the County.

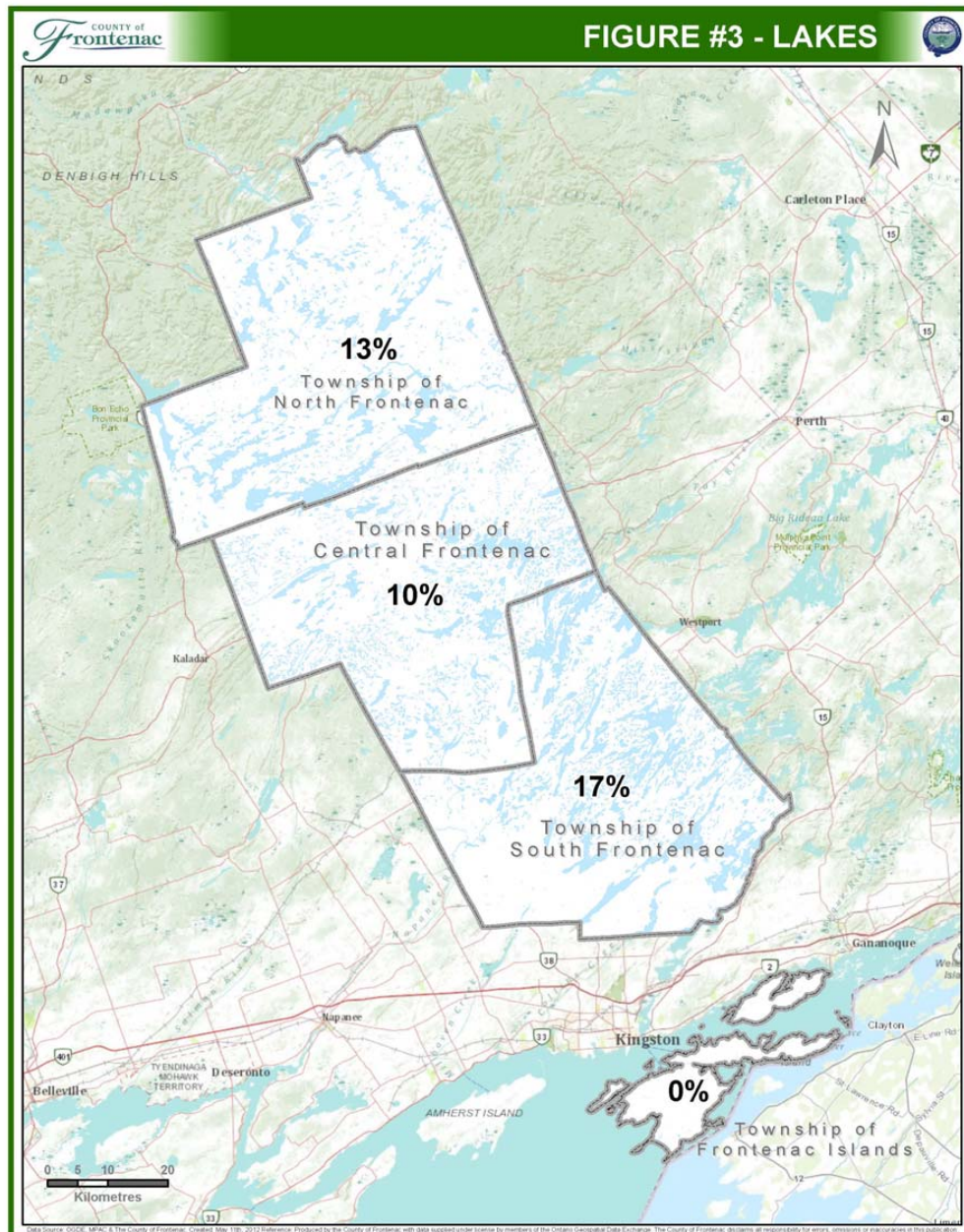


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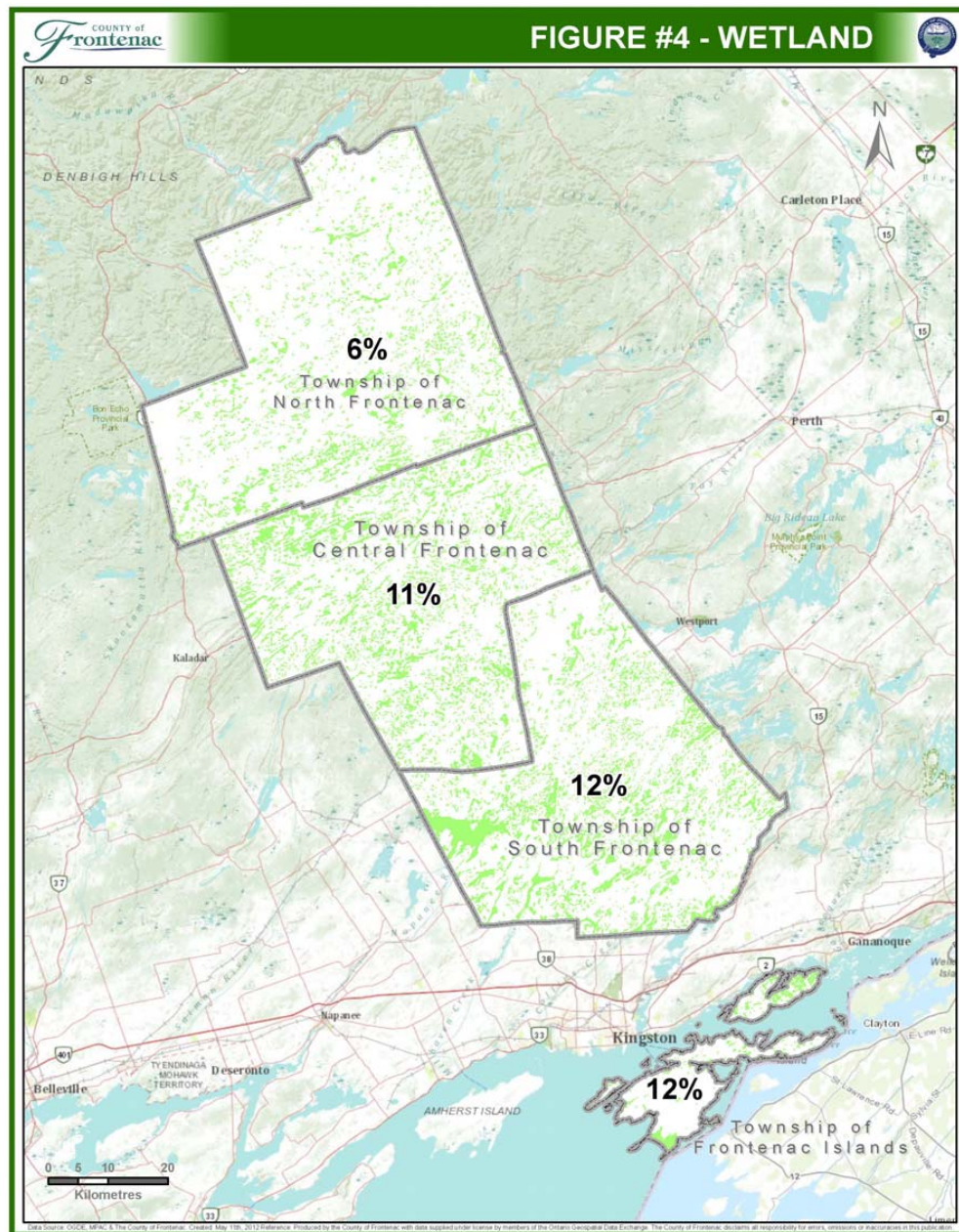


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1.2 How to Read the Plan

This Official Plan is prepared by the County of Frontenac to **direct and** (rev. 04 Dec 13) guide the actions of local municipalities and the County in policy planning and physical planning on a broad 'high level' basis. It is based on a watershed planning approach as set out in Figure 5.

The County Plan serves as the upper tier Official Plan for the County. It establishes a vision in which planning and sustainability protect and enhance the natural landscape, rural lifestyle, and sense of community for the Frontenacs.

This document, hereafter is referred to as "the Plan" or "this Plan" implements a strategic approach to land use planning based on a watershed planning process. This Plan sets out the general direction for planning and development in Frontenac County by defining strategic goals, broad objectives and policies.

It is the intention of the Plan to set the context for planning in the County as a whole and provide regional direction on planning issues.

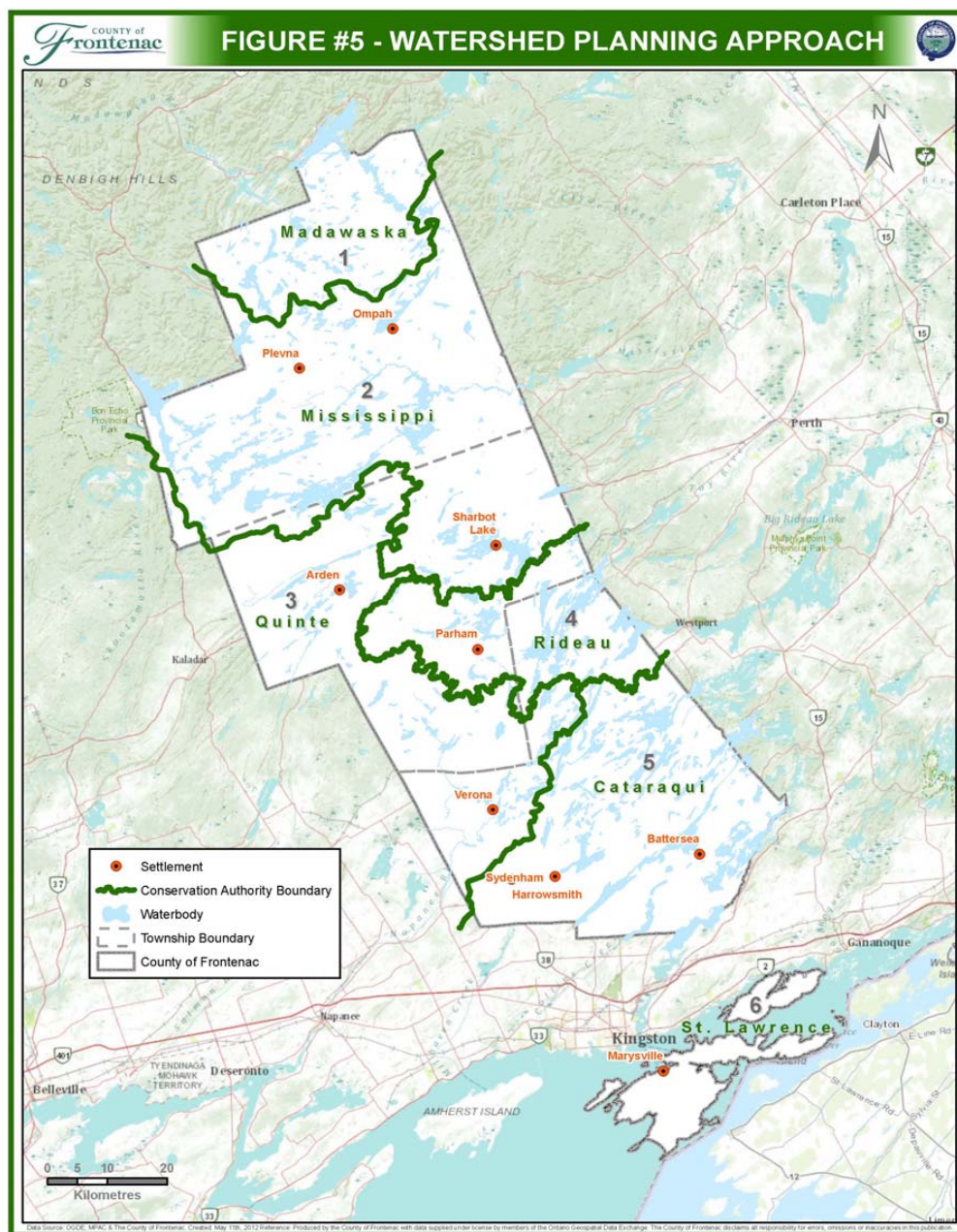
It is not the intention of the Frontenac County Official Plan to interfere with those planning matters which are considered to be the responsibility of the local municipalities. Local municipal Official Plans complement the Frontenac County Official Plan by providing detailed strategies, policies, and land use designations for planning and development at the local level.

The structure of the Plan is based on six sustainability themes. Each of the themes is developed to function as part of the building blocks that encourage a sustainable balance between the economy, community building, and the environment.

The *Economic Sustainability* theme highlights the natural resources of the Frontenacs and the best management practices for developing and managing those resources for future use. This theme also covers the built economy and how economic practices of commercial, tourism, and industrial type development should take place. Trying to develop a strong and diverse economy in Frontenac County is a major component of these building blocks.



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The *Growth Management* theme deals with future residential development in the County, using the County-wide growth projections as a starting point. This section will include policies to support existing hamlets and new development in rural and waterfront areas.

Community Building is a theme that has the goal of encouraging the development of our community through interaction, collaboration, and cohesiveness. This includes supporting a regional road system, trail development, and ideas for pedestrian movement and rural transit – all of these issues are essential to strengthening both communities and the strength of the economy.

Housing and Social Services will focus on key regional housing issues that are recognized in the Kingston-Frontenac County Municipal Housing Strategy and which are especially important over the long term to the rural area, including seniors housing and affordable housing.

The *Heritage and Culture* theme has the goal of encouraging identification and conservation of heritage buildings and cultural resources that are valued for the important contribution that they make to our understanding of the history of places, events, or people in the Frontenacs. This theme will also include policies with regard to the Algonquin Land Claim which covers a large portion of the north and central part of the County and which will result in a variety of potential land use changes in the future.

The *Environmental Sustainability* theme identifies significant natural areas that need to be protected and managed to form a basis for future land use decisions. A level of protection for the environment is required under Provincial policy to ensure development is sustainable to ensure a healthy and high quality of life for existing and future residents of the County.

Appropriate policies for each sustainability theme are included in the Plan to ensure all aspects necessary for a healthy community are protected, managed and made available to existing and future residents.

In addition to the six themes that form the bulk of the policies in the Official Plan, there are two other sections which follow that complete the Plan:

- a) The Implementation and Interpretation section which describes interpretation and implementation tools available to the County through the *Planning Act*, public participation, and consultation for planning applications; and
- b) The Mapping section which contain Schedules which show the location of the Official Plan designations for all of Frontenac County as well as the regional natural heritage system.



Section 2 – Economic Sustainability

SECTION 2 – ECONOMIC SUSTAINABILITY

The Economic Sustainability section is divided into two pieces. The first piece identifies policies relating to the natural resources of the County. The significant natural resources include agriculture, mineral aggregates, forestry, and renewable energy.

The second subsection highlights policy directions relating to those economic activities stemming from the natural and built environment such as commercial, tourist and potential business park development.

Both of these sections highlight the importance of these sectors to the economic health of Frontenac County.

2.1 Natural Resources

2.1.1 Agriculture Introduction

A prime component of the County's economy is the extensive area of lands that are used for farming, both in prime agricultural and rural areas. Farming is fundamental to the economic base and rural lifestyle of the County. It is in the County's interest to preserve that lifestyle and to foster the agricultural community. The land base should be protected and the use of the lands must be predominantly agriculturally oriented to achieve these objectives. The farming community forms a core economic basis for the rural community

Policies

1. The agricultural community should be fostered and protected to ensure its viability for the economic and social benefit of the County. In order to accomplish this the County **will encourage the Townships to:**
 - a) protect the prime agricultural land for agricultural purposes; and
 - b) encourage the development of agricultural support services within designated hamlets.
2. ~~Frontenac County is predominantly rural and agricultural in character and consequently, it is a primary goal of this Plan to retain this economic resource. The policies of the Agricultural designation are intended to preserve and protect the agricultural land base for agricultural purposes and to maintain an environment conducive to such purposes.~~
3. Local Official Plans shall identify and protect prime agricultural lands. ~~The identification of prime agricultural lands should be based primarily on the following:~~
 - a) ~~Recognizing the use of the Canada Land Inventory (CLI) of Soil Capability for Agriculture as the principle method of identification. According to the CLI for Agriculture, Frontenac County has the majority of its Class 1 to 3 soils within Frontenac Islands and South Frontenac Townships. Class 1 to 3 soils shall be considered to be prime agricultural~~



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lands. The Agricultural designation is comprised of areas where Class 1 to 3 soils predominate. Class 4 to 7 soils may also be integral to the agricultural land and may be able to support small scale farming operations.

- b) The extent of land fragmentation within a prime agricultural area; and
- c) The presence of conflicting land uses in the surrounding area.

4. The predominant use of lands within areas designated Agricultural shall be agriculture. Agriculture is defined as all forms of farming, including the growing of crops, market and nursery gardening, woodlot management, the raising of livestock and the raising of poultry, fish and other animals for food, fur or fibre, aquaculture, apiaries, aviaries and maple syrup production. Land uses compatible with agriculture may also be permitted including animal kennels, forestry uses, activities connected with the conservation of soil or wildlife and resource oriented lands uses

5. Value-Added Uses -- land uses that add value to farm products may also be permitted on farms in both Agricultural and Rural designations provided they are located in the farm building complex and primarily serve the surrounding rural and agriculture community. These uses may include processing, preserving, storing and packaging of farm products and outlets for the retail sale of agricultural products from the farm operation on the property. Facilities that add value to farm products may be used co-operatively; however, the scale of operations may not exceed the needs of the surrounding agricultural community **and will be secondary to the farming activity of the property.** (rev. 04 Dec 13) The size of the building or facility for these uses will be limited in the implementing zoning by-law of each Township.

6. Secondary Uses -- Small scale carpentry, electrical, welding, machine and small engine repair shops or similar uses operated by the farmer may be permitted as secondary uses on farms both Agricultural and Rural designations provided that the uses are located within the farm building complex, primarily serve the surrounding rural and agricultural community and are compatible with and do not hinder surrounding farm operations. The size of the secondary use will be limited in the implementing zoning by law.

7. Small scale agriculturally related commercial and industrial uses may be permitted in the Agricultural areas, subject to a zoning amendment, in accordance with the following criteria:

- a) the use is directly related to a farm operation and the use is required in close proximity to the farm operation;
- b) the use is proposed in an area of poorer quality soils;
- c) the use is proposed in an area where the fragmentation of lands is evident or the topography of the lands is such that the site is less suitable for agriculture;



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- d) the use is compatible with surrounding agricultural and sensitive uses; and
- e) minimal land would be taken out of agricultural production.

8. Lands containing legally existing non-agriculturally related uses as of the date of adoption of this Plan, are recognized as being permitted in the Agricultural designation on the subject lands.

9. A single detached dwelling may be permitted on an existing lot of record or on a lot created by consent in accordance with the policies of the Plan. Accommodations for farm vacations and bed and breakfast establishments may also be permitted. (rev. 04 Dec 13)

10. One additional dwelling may be permitted on any farm holding for the following:

- a) a temporary or year round dwelling unit for full time farm help where the farm holding is of a type and scale that warrants such full time help close by; or
- b) a mobile home unit for the housing of seasonal workers actively involved in the operation of the farm holding. (rev. 04 Dec 13)

Approvals for an additional dwelling in accordance with this policy may require an agreement with the respective Township outlining the process for the eventual removal of the unit when no longer required. A severance for a dwelling unit established under this subsection shall not be permitted.

11. The standard for separating residential uses from existing, new or expanding livestock facilities shall be the Minimum Distance Separation (MDS) formulae, as revised from time to time. The MDS formulae shall also be used when considering the creation of new lots and new development in proximity to livestock facilities. Notwithstanding policies relating to new developments on existing lots of record, where there is a vacant lot of record that is impacted by MDS, a dwelling may be permitted provided the dwelling is located on the lot at the furthest distance possible from the impacted livestock facilities.

2.1.2 Mineral and Aggregate Resources

Mineral resources that are currently exploited in Frontenac County consist of aggregates such as sand, gravel, and limestone.

The following policies are intended to address both mineral mining operations as well as mineral aggregate extraction.

2.1.2.1 Mineral Mining

1. Mining and related activities shall only be permitted outside identified settlement areas.
2. The creation of new mining and mining related activities shall be subject to the approval of the Ministry of Northern Development and Mines



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under the *Mining Act* and the *Environmental Protection Act*, and shall be subject to local Official Plan policies and local Zoning By-law regulations.

3. An 'Influence Area' shall be used in order to protect existing land uses in the vicinity of a proposed mining operation. This 'Influence Area' shall also be applied to protect designated and licensed mines from the encroachment of incompatible land uses. Local Official Plans shall establish the extent of an influence area. Development may be permitted in an 'Influence Area' as set out in Local Official Plans and only where the impacts of a mining operation can be properly mitigated.
4. Any proposed development within 1000 metres of a known abandoned mine should not be considered until the nature and extent of any potential hazards have been mitigated with the approval of the Ministry of Northern Development and Mines. (as per comment from G. Tunnock)

2.1.2.2 Mineral Aggregates

Frontenac County has a variety of mineral aggregate deposits. The County recognizes that these non-renewable resources are an important component of the economy of the County which must be protected for future use. It is also recognized that the extraction of the aggregates must be undertaken in an environmentally sound manner that adequately protects significant natural environment features and minimizes community disruption.

1. Mineral aggregate resources shall be recognized and managed by the Local Official Plans.
2. The Townships, in consultation with the Ministry of Natural Resources and the Ministry of Northern Development and Mines shall review development proposals with respect to mineral aggregate resources.
3. The Townships shall identify and protect all existing mineral aggregate and known significant deposits of aggregate resources from incompatible uses and activities that would preclude or hinder their expansion or continued use, or which would be incompatible for reasons of public health, public safety, or environmental impact.
4. Permitted Uses – The following uses shall generally be permitted in areas of mineral aggregate resources:
 1. licensed pits and quarries;
 2. licensed wayside pits and quarries;
 3. portable asphalt plants and concrete plants;
 4. agricultural uses excluding any accessory building or structure;
 5. forestry uses excluding any accessory building or structure;
 6. conservation and natural resource management uses excluding any accessory building or structure;



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7. uses that are accessory to an aggregate extraction operation such as crushing and screening operation, machinery storage facilities, and office space;

8. permanent asphalt and concrete plants may be permitted subject to site specific planning approvals by the Local Townships.

5. Prohibited Uses

Any change in land use and the creation of new lots for residential, institutional, commercial or industrial development which has the potential to preclude or hinder future aggregate extraction or the expansion of an existing extraction operation or resource use shall be prohibited in mineral aggregate resource areas

2.1.3 Forestry

Council shall consider the incorporation of “good forestry practices” along with the impact of the development on the ability to provide a continuous, sustainable forestry industry in the County.

For the purposes of this Plan, “good forestry practices” means the proper implementation of harvest, renewal and maintenance activities known to be appropriate for the forest and environmental conditions under which they are being applied and that minimize detriments to forest productivity and health, and the aesthetics and recreational opportunities of the landscape. Good forestry practices will ensure that no forest values are diminished by protecting key stand components and by minimizing environmental damage during tree harvesting. Properly managed tree harvest activities shall assure the maintenance of all forest values and a continuous flow of forest products that provide for both short and long-term economic benefits to landowners. Similarly, forest management plans should recognize and recommend mitigation measures on the impacts of forestry operations on the tourism industry and visual amenities of the County.

In partnership with County and local governments, forestry operators will **consider** developing an inventory of forest resources.

Forest operators will consider undertaking sustainable approaches and are encouraged to develop sustainable forestry plans **which may include the development of a plan for rehabilitation and reforestation to preserve the biodiversity and ecological health of the region.**

2.1.4 Renewable Energy

2.1.4.1 Introduction

One of the primary ‘focus areas’ of *Directions for Our Future* deals with the future of energy demand and production in the Frontenacs. The objective is to reduce the amount of energy consumed over the next generation, combined with renewable energy production and encouragement. It is hoped that



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conservation measures combined with clean, low-impact electrical generation will contribute to a gradual shift away from the reliance on fossil fuels.

2.1.4.2 Policies

The County is committed to further the community's vision of the 'Energy Focus Area' in *Directions for Our Future*.

The County and the Townships will **be encouraged to** work collaboratively to assist in Green Energy activities such as municipal solar installation, energy conservation, community power, and other related projects.

The County will support the creation of a Community Energy Plan for the Frontenacs to encourage local energy production and increase community capacity with renewable energy.

The County will support economic development opportunities in the local energy sector as they arise.

The County will promote energy conservation to the public and will seek opportunities to facilitate conservation.

2.2 Built Resources

2.2.1 Commercial

Commercial development in Frontenac County is identified under two general policy areas. Both types of commercial use are important for ensuring that a wide range of commercial opportunities as possible exist for County residents, seasonal and year round alike, as well as tourists staying in or traveling through Frontenac County. The two general types of commercial development are:

- a) Community Commercial which consists of the business district and historic crossroad or core of each urban area, **and also includes highway commercial which serves both travelling and local public**; and
- b) Resort Commercial uses which provide for commercial facilities and services for tourists and seasonal residents.

The Townships will establish appropriate commercial land use policies in their respective Official Plans.

2.2.2 Tourism

2.2.2.1 Introduction

Tourism and leisure opportunities are some of the key aspects to Frontenac County's economy. This sector includes, but is not limited to, golf courses, **resorts**, campgrounds, trailer parks, marinas, tourist accommodation facilities, museums, historical and scenic tours and



Section 2 – Economic Sustainability

heritage sites. The many lakes and rivers in the Frontenacs play a significant role in providing opportunities for tourism and leisure activities.

2.2.2.2 Policies

The County will work with the local Townships, the Province, Frontenac Community Futures Development Corporation (CFDC), the City of Kingston, and various tourism agencies and organizations to promote tourism activity.

The County will continue to work on development of a regional trail network to help create a recreational use that will travel through the Frontenacs and act as a regional tourist destination.

The County will work with and support tourism-related projects with all of the Townships that are of benefit to tourists and to the community.

2.2.3 Business Parks

Frontenac County currently has a very small industrial base. The majority of industries make up small pockets of existing industrial uses in the agricultural, rural, and hamlet areas. These uses include home-based activities.

Directions For Our Future also recognizes the opportunity of a new business park in the County as a key economic pillar of sustainability. It notes that the possibility of developing a green business park would be beneficial in having infrastructure in place for businesses considering relocation and could also act as a catalyst by grouping businesses as a hub.

There are very few planned business parks designated in the four Township Official Plans. This Plan recognizes the importance of the goal of attracting businesses to the County to encourage local job creation and investment in the rural economy.

The following policies should be considered as part of the location and development of a business park(s) in the Frontenacs:

1. In order to ensure appropriate and efficient access, business parks should be located on or close to one of the regional roads that are identified on Schedule 'A' (Land Use);
2. A business park development proposal should consider the following development policies:
 - 1) Business parks may include buildings designed for individual or multiple occupancy on a leasehold or condominium basis;
 - 2) Business park development may occur on a multiple lot basis or as a single land parcel with single or multiple buildings; and



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- 3) Buildings in a business park should be designed to a similar and high-quality standard to promote an attractive setting.
3. The County and/or the Townships may assist in the creation of a business park in the following ways:
 - 1) land acquisition and site preparation;
 - 2) development of the infrastructure to prepare the business park for development, such as power, servicing, lighting, road construction, and broadband connection;
 - 3) the preparation of any planning, engineering or other studies to ensure the business park is developed to appropriate standards; and
 - 4) municipal fiscal incentives to encourage new development such as the waiving of building permit fees or development charges.



Section 3 – Growth Management

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The Growth Management section sets out policies that are intended to help guide new development (residential and non-residential) across Frontenac County. The policies are intended to manage change from a regional level.

The Growth Projections section sets out expected population and employment growth across the Frontenacs to 2036.

The Hamlets section is intended to support and strengthen existing communities and their infrastructure.

Rural Areas policies are intended to recognize the importance of the rural areas of the Frontenacs for future growth and to create guidelines for new development that will be sensitive to its surroundings.

Waterfront Development policies will recognize the importance of the abundant lakes and rivers within the Frontenacs and the need to protect the natural environment and character of these areas for future generations and to also establish parameters for new development along or near the water.

3.1 Growth Projections for Frontenac County

In 2011 the County completed the *Population, Housing and Employment Projections for the Frontenacs*. The projections indicate that the permanent population base of the County is forecasted to steadily increase over the next 25 years from 26,375 in 2011 (Census Canada) to 37,700 in 2036. High-growth (40,000) and low-growth (34,400) scenarios were also explored. For the purposes of this Plan, the medium-growth scenario will be used.

A share of the population and household unit growth is projected throughout the four Townships in the County. Also included is projected growth of the seasonal population of the County, which has a significant influence throughout the Frontenacs but especially in the northern portion. The future share of household growth is allocated upon a number of factors including:

- (a) Frontenac County's adjacency to the City of Kingston will allow some areas of the County, notably South Frontenac Township, to attract new growth. South Frontenac is projected to handle 70 % of the projected growth of permanent population in the County because of the employment opportunities available in the city;
- (b) The lack of full municipal water and wastewater services in any of the hamlets or villages of the County will constrain the ability to increase the density of these areas, or provide incentive to focus new development within these settlement areas;
- (c) Rural residential development will continue to be an important component of household growth in the County; and



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- (d) The population, housing and employment forecast will be monitored and reviewed periodically to determine its accuracy. Adjustments to the forecasted growth will be made during the five year reviews of the Official Plan.

3.2 Settlement Areas

3.2.1 Introduction

As Frontenac County has developed over time, it contains of a number of small villages and hamlets, scattered rural housing, waterfront cottages and homes, and rural subdivisions. There is no village or hamlet that has full municipal services. The village of Sydenham had water servicing installed in 2006 to service the existing community and to allow for some additional development.

These settlement area policies are intended to set a planning framework that will encourage and support the existing Settlement Areas, both mixed use and primarily residential.

The policies will allow each Township to have the ability to develop their communities based on local characteristics and needs, as well as fiscal capacity. The policies also recognize that due to the lack of municipal water and sewer services, the County supports new development in both the settlement areas as well as in rural locations.

Settlement area locations are identified on Schedule “A” of this Plan.

Local Official Plans shall include policies that address the three types of settlement areas in the Frontenacs:

1. Settlement Areas which consist of partially serviced or unserviced villages and hamlets as per Section 3.2.2. of this Plan;
2. Rural Areas which do not conflict with agricultural lands, as per Section “3.3 “ of this Plan; and
3. Waterfront Areas which consists of new development on lakes and rivers throughout the County, as per Section 3.4 of this Plan.

3.2.2 Settlement Area Policies

3.2.2.1 General

Based on its historic settlement pattern, Frontenac County has many villages and hamlets scattered throughout the region. Some of these villages have a mix of residential, commercial, and institutional uses, while other hamlets are primarily residential and small in size. Traditionally, these communities have developed as residential, social and commercial centres serving the surrounding agricultural, mining, or forestry community. While this traditional role will continue to be encouraged, it is also recognized that changes and improvements to transportation facilities



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over time have lessened the emphasis on hamlets as rural service centres and increased their role as residential settlements.

The following general policies shall apply to Settlement Areas which are identified on Schedule 'A' of this Plan:

1. Local Official Plans shall designate Settlement Areas and determine their boundaries.
2. Efficient development patterns and road connections will be encouraged in Settlement Areas to optimize public services and to make the most efficient use of land and resources.
3. Local Official Plans shall, where feasible, promote mixed use development in Settlement Areas including residential, commercial, institutional, parks, and employment areas.

3.2.2.2 Settlement Area Boundary Expansions

The County's long term prosperity, environmental health, and social well-being depend on wisely managing change and promoting efficient land use and development patterns. On this basis, Settlement Area boundary expansions shall be determined by the Local Official Plans and shall require an Official Plan Amendment to the Local Plan. As none of the Settlement Areas in the Frontenacs have full municipal services, a settlement area capability study is required by this Plan **for any boundary expansion** to determine:

- a. that the Settlement Area can adequately accommodate new development without having a negative impact on groundwater used for drinking purposes and/or the ability of the soils in the area to assimilate effluent;
- b. the potential impacts of new development on the road network and other municipal infrastructure such as community facilities;
- c. justification for the need to expand the settlement area;
- d. an analysis of alternatives that may be considered to settlement expansion, including redevelopment and infill; and
- e. a review to determine compliance with the Minimum Distance Separation (MDS) formulae.

3.3 Rural Areas

3.3.1 Introduction

The Rural designation comprises all lands outside of settlement areas in the County that are not:

- Waterfront Areas as described in Section 3.4;
- Natural Heritage Areas or other natural resources listed in Section 7;



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- Resource Lands such as mineral aggregate, forestry, and prime agricultural set out in Section 2.1.

Traditionally, these lands have been utilized as an alternative location for those persons preferring a rural residential lifestyle.

These non-resource lands have also provided a location for commercial and industrial uses requiring a location in the rural area because of land use requirements and/or proximity to natural resources. The Rural designation also includes areas containing viable farming operations that need to be protected, through the application of the MDS I and II formulas.

Low density residential development as well as rural-related commercial, industrial, recreational and institutional development is desirable, provided it is appropriately located. The Rural designation is intended to guide rural type development while at the same time protecting the rural character, heritage and natural resources of the County. In addition, the designation is intended to manage growth in an environmentally and fiscally responsible manner.

3.3.2 Objectives

- (1) To preserve the open space, rural character, topography and landscape of the Rural area;
- (2) To promote rural living in a manner sensitive to the ecological balance, sensitive to the farming and forestry communities and sensitive to the protection of groundwater and surface water quantity and quality;
- (3) To maintain economic stability in the County by considering factors such as municipal servicing limitations, environmental factors, compatibility of land uses, and land capability when reviewing development proposals;
- (4) To promote the tourism economy of the County by ensuring suitable lands are available to satisfy demands for tourism and tourism-related development;
- (5) To encourage economic diversification including greater flexibility for on-farm activities, home-based businesses, and agri-tourism, and new small scale industrial-type ventures that are connected to the farm economy such as milk processing, cheese factories, and craft breweries; and
- (6) To preserve the farming community as an important **social economic and cultural** resource for the Frontenacs;

3.3.3 Policies

- (1) Although Section 3.3 above separates some rural-based land use activities into distinct policy sections in this Plan, the policies in this section may apply wherever relevant throughout the County.
- (2) In recognition of the potential impacts that new growth and development may have on entire watershed systems, the County encourages communication between the local Townships within the same watershed area when a new development proposal is considered to have a potential impact on the quality and function of the watershed.



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(3) Residential development is permitted in the Rural designation in accordance with the following policies:

- a. Lot creation **shall should** take place either through Plan of Subdivision, Plan of Condominium, or Consent;
- b. Rural residential development shall reflect the intent of preserving the rural, open space character of the County. This will mean that, to the extent possible, the appearance of such development should be unobtrusive and blend in with the rural landscape.**
- c. New residential development should not be located on lands which would involve major public expense in opening up or maintaining access routes, providing drainage, or providing other public services and facilities, unless major public services, access, and/or facilities are provided at the developer's expense.
- d. It is recognized that the majority of existing and new rural residential development will be serviced by private wells and septic tanks; however, the County and the Townships may be interested in the investigation of new technologies and communal servicing options where it is deemed feasible for such areas and is supported by the Ministry of Environment. (rev. 04 Dec 13)**
- e. In determining the location and suitability of any proposed residential plan of subdivision, the following criteria shall be considered by both the County and the Townships:
 - i. the design of the subdivision should provide for a range of lot sizes directly related to the site's topography, vegetation and soil and drainage characteristics;
 - ii. based on the varying topography across the County, the Local Official Plans should establish a base minimum lot size;**
 - iii. the maximum average density area of lot sizes should be determined by a hydrogeological **and nitrate impact assessment** study and a terrain analysis;
 - iv. the subdivision should have direct access to a public road that is maintained year round and is improved to acceptable municipal standards;
 - v. Lots need to be of adequate size to provide for proper installation of private services;
 - vi. Any proposed subdivision should not land lock any other adjacent parcel of land, and future connection links to adjacent properties shall be provided where determined appropriate;
 - vii. In order to maintain the rural character of the landscape, the development should be located in areas having natural amenities such as varied topography, mature tree cover, scenic views and should blend in with the natural landscape so that the rural environment is left relatively undisturbed;



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- viii. Rural residential development should avoid lands having significant agricultural capability and ~~will not be located in~~ near areas where any significant impact on established agricultural activities will occur; and
- ix. the use should be compatible with adjacent land uses.

(rev. 04 Dec 13)

3.4 Waterfront Areas

3.4.1 Introduction

Frontenac County is blessed with hundreds of lakes and rivers covering its geography, including pristine lakes on the Canadian Shield, Lake Ontario and the Saint Lawrence River waterbodies surrounding Wolfe and Howe Islands, as well as part of the UNESCO-designated Rideau Canal waterway.

In terms of sustainability, waterfront protection covers all four ‘pillars’ contained in the County’s sustainability plan, *Directions for Our Future*: social, cultural, environmental, and economic.

Cottage development and tourist operations have developed on many of the County’s lakes and rivers since the early twentieth century. While originally summer areas with basic cabin structures, more and more buildings have been converted to year round use and the majority of new development is being built to be habitable all year. Almost all of this development relies on private water and sewage systems.

For the purposes of this Plan, Waterfront Areas shall generally include all lands extending inland 150 metres (500 feet) from the ordinary high water mark of any lake, river, or waterway. **This is a general boundary intended to recognize that development within this area may have an impact on lake quality and those impacts may be need to be considered for any development within the boundary.** Lands and land uses that are more than 150 metres from shore but which are physically or functionally relate to the Waterfront Areas shall be considered to be part of the Waterfront Area. All lands that are less than 150 metres from shore but which do not physically or functionally relate to the Waterfront Areas are not considered to be part of a Waterfront Area. The entire areas of islands, excluding Wolfe and Howe Islands, shall normally be considered to be part of a Waterfront Area. The Waterfront Area shall not generally extend into any Settlement Area identified in this Plan, or into any prime agricultural or other agricultural areas that are identified in the Township Official Plans.

3.4.2 Goal



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The overall goal of this Plan is to improve and protect the waterfront areas in Frontenac County as a significant cultural, recreational, economic, and natural environment resource and to **maintain or** enhance the quality of the land areas adjacent to the shore.

3.4.3 Objectives

- (1) To encourage appropriate public access to Waterfront Areas where accessibility is permitted;
- (2) To permit ~~sustainable~~ shoreland development that allows for **sustainable limited** growth of existing and new tourist developments and innovative and appropriately designed new residential developments;
- (3) To protect **and enhance** the heritage character of the Rideau Canal system waterway and its associated historic, natural, and scenic setting;
- (4) To **maintain or** improve water quality on a watershed-wide basis;
- (5) To ensure that the built form along a shoreline is not overly concentrated or dominating to the detriment of the natural form;
- (6) To maintain, enhance and/or restore the majority of the developed and undeveloped shorelines in their natural state by promoting property stewardship; and
- (7) To preserve and enhance fish and wildlife habitat areas that are within and along Waterfront Areas.

3.4.4 Policies

- (1) The character of Waterfront Areas is linked to the natural and built form that is associated with the lakes and rivers in the County. Generally the *natural* form includes vegetated shorelines with thin soils over bedrock. The *built* form is predominated by residential development including resorts and marinas. In this context, new development or redevelopment occurring in the Waterfront Areas should, where possible enhance and protect those qualities that contribute to the area's character;
- (2) All Waterfront Areas should be considered to be a major recreation resource area that, where appropriate, should be accessible to both public and private users;
- (3) Shoreline alterations shall require approval by the **municipality and/or the** appropriate agency (Conservation Authority, Ministry of Natural Resources, Canada Fisheries and Oceans, Parks Canada). Township Official Plans may include shoreline alteration policies that are more restrictive than those of the approval agencies;
- (4) The County ~~shall~~ **may** participate with the Townships and/or community groups and cottage associations in promoting public responsibility for water quality and the visual objectives of shoreline management on a watershed basis;
- (5) The County will encourage and support lake associations to conduct lake stewardship planning. Any such lake plan may be considered as part of the input to planning decisions at the Township level;**



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- (6) Tree cover and vegetation is encouraged to be retained along the shoreline to maintain the visual and environmental integrity of Waterfront Areas. Where development is proposed along shorelines, Township Official Plans should contain policies relating to the preservation of a natural undisturbed buffer between the water's edge and new development;
- (7) To maintain the shoreline character and water quality, Local Official Plans and Zoning By-laws shall require that all new development and leaching beds be set back at least 30 metres (100 feet) from the ordinary high water marks of all waterbodies. **Any proposed reduction to the 30 metre minimum setback shall be in accordance with policies in Local Official Plans which establish criteria for considering such reductions.** ~~Local Official Plans may provide exceptions to this requirement for marina facilities, docks and other water access facilities, and minor accessory buildings;~~ (rev. 04 Dec 13) and
- (8) Township Official Plans shall include criteria for determining an appropriate setback where an existing lot of record cannot achieve the minimum setback of 30 metres (100 feet). However, the greatest setback possible will be required.

3.5 Crown Lands

Crown lands are a significant resource for the County and most of the local Townships. The policies in this Plan are not binding on Crown land activities; use of Crown land will be determined by the Province with regard for established planning policies of the County and the local municipalities. Local official plans will contain policies to address the conversion of Crown lands to private ownership and use. Conversion will not require an amendment to the County Official Plan but change of use following disposition may require an amendment to the Local Official Plan and/or Zoning By-law.



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The Community Building section sets out policies that are intended to help ensure that the public infrastructure that ties the region together and is key to its sustainability can be maintained and possibly enhanced over the next twenty years. The provision of transportation, water, waste water, and solid waste is crucial to ensuring that Frontenac County can accommodate any future growth in a manner which is environmentally, socially, and economically sustainable.

This Plan recognizes that it is the responsibility of the local municipalities to plan, construct, and maintain most of the public infrastructure. Continued efforts to find solutions to local infrastructure problems by local municipalities are considered appropriate and in conformity with the policies of the County Official Plan. County Council may also consider undertaking regional level studies in order to help plan future capital improvements.

The Transportation section sets out the vision for a regional transportation system that is key for helping citizens and visitors move through the Frontenacs, including roads, transit, trail development, pedestrian safety, ferries, and important scenic routes.

The Servicing section is intended to establish a long-term approach to dealing with servicing in some of the County's villages to ensure safe and plentiful drinking water. The section also contains policy direction for applying storm water management over a watershed area.

Solid Waste Management policies are intended to recognize the importance of long term planning for waste management across the County and to support a collaborative approach to ensure a positive outcome from both an environmental, economical, **and health** perspective.

Transmission Corridors and Communication/Telecommunication Facilities policies will establish a set of general policies for direction to Provincial and Federal agencies to reduce incompatibility with the existing County land base.

The Community Improvement Plan policies will establish goals and objectives for creating new plans throughout the County, and supporting County Council's financial investment as a basis for local improvements.

The Parks and Open Space policy section will recognize the importance of providing a full range of parks, open space, and recreational facilities for **use by the enjoyment, health and welfare of Frontenac** residents as a means of increasing the County's appeal as a tourist destination. It will also recognize the importance of Crown lands and Provincial Parks as recreation resource areas.



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4.1 Transportation

4.1.1 Roads

4.1.1.1 Introduction

Frontenac County is served by an extensive road network that includes municipal roads that serve both a local and regional purpose as well as Provincial Highways 7 and 41 which travel across the upper portion of the County. Following municipal amalgamation in 1998, more than 400 kilometres (250 miles) of Provincial Highways and County Roads were downloaded to the four Frontenac Townships. As a result, it is the responsibility of each Township to carry the financial cost of maintaining and repairing these roads, including those roads which handle regional traffic which were never designed for local traffic.

The importance of our roads in maintaining and improving the economy of Frontenac County cannot be underestimated. The Frontenacs are dependent on the road system for the movement of goods and services, as well as for access to health and social services and for tourism use.

4.1.1.2 Goal

The goal of recognizing a County-wide road network is to support the long-term viability of a regional road system to ensure access throughout the Frontenacs and connections to the surrounding region.

4.1.1.3 Regional Road Network

This Plan identifies a regional road network on Schedule "A". These are roads that are recognized as having regional importance in moving people and goods within and outside the County. It is recognized that these roads are owned and maintained by each of the four local Townships. It is the intention of County Council to recognize that this road system is an essential part of the infrastructure that supports the County.

The County supports a cross-jurisdictional collaborative approach to managing and maintaining these regional roads, and to develop a transportation system that will encourage unity within the County and will satisfy local municipal transportation demands

The County will investigate and support all senior government programs that will provide financial investment in the regional transportation infrastructure.

The County supports collaboration with the City of Kingston on efforts to maintain and improve road connections between the County and the City.



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4.1.1.4 Provincial Highway 7

Highway 7 is identified on Schedule “A”. Highway 7 is a Provincial Highway that runs east-west through the middle of the County just north of the main village of Sharbot Lake. Historically, Highway 7 has been an important transportation route within Frontenac County. As growth continues in the Greater Toronto Area as well as the Ottawa Region it is expected that Highway 7 will undergo changes and handle additional traffic. The County will support improvements to Highway 7 that enhance safety and convenience for its residents and the travelling public.

Highway 7 is designated by the Province as a special controlled access highway. Any development adjacent to or impacting Highway 7 requires the issue of permits from the Ministry of Transportation so that the long term function of the highway is maintained.

The Highway 7 / Highway 38 intersection is an important commercial node for both the travelling public and for local residents. The County supports the continued viability of this area and any policies or measures to strengthen the commercial uses at this intersection. The County will support and work with the Township of Central Frontenac on any measures to request the Ministry of Transportation to reduce speed levels through this area for safety and also to allow for easier access to the stores and gas stations at this intersection.

4.1.1.5 Provincial Highway 41

Highway 41 is identified on Schedule “A” and is the major north-south link in the northwestern part of the County. It provides access to Bon Echo Provincial Park and contains many services for residents and cottagers in the northern Frontenac County. Highway 41 is a Provincial Highway that provides access to Pembroke and beyond, and should continue to be maintained by the Province.

4.1.2 Rural Public Transportation

4.1.2.1 Introduction

Providing public transportation options in a rural setting such as Frontenac County is challenging. The rural transportation problem is based on the fact that residents need mobility of some form in order to access their basic needs in a rural context, where distances are long and people and services are spread out. Transportation of some form is essential. Frontenac County is not unique in that reliable alternatives to the automobile to a large degree do not exist, and transportation access directly equates to personal vehicle access or ownership.

Transportation provides access to social programs, pharmacies, banking facilities, post offices, and health centres. In terms of economic



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development, public transportation can provide access to training, education, and employment opportunities that allow people to remain living in the rural area of the Frontenacs.

4.1.2.2 Goal

To provide a safe, convenient, effective transportation system for all citizens of Frontenac County, including those citizens who do not have access to a personal vehicle.

4.1.2.3 Policies

The County will support efforts to develop a public transportation system that is sustainable in the long term and which is based on four cornerstones of a functional system: affordability; availability; accessibility; and acceptability.

The County recognizes and supports the efforts of *Frontenac Transportation Services (FTS)* to provide volunteer-led transportation for individuals throughout the Frontenacs. County Council will consider a longer term investment (e.g., five years) to *FTS* to allow it to plan services beyond an annual basis.

The County will explore alternatives and consider various rural transportation models that could be effective in the context of the rural density of the Frontenacs, including community-based models.

The County will work with community groups such as community care organizations, charities, and volunteers to review their potential involvement and operation of a rural transportation system.

The County will investigate various funding options from senior levels of government and other organizations, such as the Trillium Fund, to operate and maintain a public rural transportation system.

The County will work with the Townships to support carpooling initiatives and the development of new and expanded carpool lots along major transportation routes, including the Road 38 corridor, Perth Road, Battersea Road, and/or Sydenham Road.

The County will investigate collaborative operations with the City of Kingston to improve public transportation options into the rural area of the City and into the County.

The County encourages the development of transit-supportive communities in order to increase the future potential of efficient rural transit in the Frontenacs. This includes the creation of active transportation connections within and between settlement areas and the



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clustering of transit-supportive uses such as schools, businesses, social services, and health facilities within settlement areas.

4.1.3 Pedestrian

4.1.3.1 Policies

Providing facilities for convenient pedestrian movement is important. The provision of sidewalks on one side of local roads and both sides of collector and arterial roads is encouraged wherever practical.

To encourage pedestrian travel, streetscapes in villages and hamlets should be safe, convenient, and attractive for pedestrians. This may include providing sidewalks, locating commercial uses at street level, providing appropriate lighting, street furniture, landscaping, and ensuring that it meets accessibility requirements.

Sidewalks **are encouraged** ~~should be required~~ in conjunction with the development of new roads within settlement areas.

The County will encourage the development and enhancement of pedestrian trails throughout the Frontenacs, including multiple use trails.

The County supports trail routes created by a linked system between community facilities and major parks and open space areas.

4.1.4 Trail Development

4.1.4.1 Policies

County Council recognizes that trails (both for walking and cycling) can provide significant health, transportation, environmental, and economic benefits, including the following:

- o Active transportation modes use no fossil fuels and emit no gas emissions;
- o Cycling and walking provide an enjoyable, convenient, and affordable means of travel;
- o Physical activity improves cardiovascular and mental health, and is linked to the prevention of a number of diseases; and
- o Cycle tourism can benefit the economy of businesses across the Frontenacs.

The County's goal is to establish a well-connected system of trails throughout the Frontenacs that will provide residents and visitors the opportunity to engage in active healthy lifestyles, to travel to key destinations, and experience the vistas provided by the County's natural features and cultural resources.



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The County supports trail routes created by a linked system between community facilities and major parks and open space areas. The County will implement the *County of Frontenac Trails Master Plan (2009)* to direct trail development, uses, location, and implementation that will guide future development of a trails system for the next 20 years.

The County will build on existing trail systems in the Frontenacs, including the Frontenac K&P Trail, the Rideau Trail, and the Cataraqui (TransCanada) Trail, to connect into the County's hamlets and villages, roads and waterbodies, with the goal of developing a user-friendly network.

The public shall be consulted on trail development and the implementation of routes and facilities.

The County will use the following trail selection principles as a basis for new trail creation:

- o Safety
- o Visibility
- o Destination-Oriented
- o Attractive and Scenic
- o Connectivity

4.1.4.2 Special Policies: K & P Trail

The Frontenac K&P Trail is named after the Kingston & Pembroke Railway, a rail line that was built from Kingston to Renfrew between 1871 and 1885. The railway was established by a local group of Kingston businessmen who wanted to see the construction of a rail line north to the Ottawa Valley for the purpose of gaining access to the natural resources (logging and mining) and to potential markets in the north. The expected volume of rail activity never materialized and the railway was eventually purchased by the Canadian Pacific Railway in 1901. Over time the entire line was abandoned, with the final active portion between Tichborne and Kingston shut down in 1986.

The Frontenac K&P Trail right-of-way runs in a north-south direction across the mainland of the County and into the City of Kingston. The County owns a large portion of the southern section of the right-of-way, other portions are owned by North and Central Frontenac Townships, and other portions are privately owned. To the south, the City of Kingston owns the K&P right-of-way and has converted the majority of it to an active trail which the County trail can connect into.

Conversion of the rail right-of-way to an active trail began in 2012 with the trail developed between Orser Road – connecting with the City trail – north to Highway 38 just south of Harrowsmith.



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The main purpose of the Frontenac K&P Trail is to develop a trail spine through the Frontenacs that can provide linkages with other trails throughout the area.

The completion of the Frontenac K&P Trail through to the developed portion of the K&P which starts in the Township of Central Frontenac at Sharbot Lake, travels through the Township of North Frontenac, into Lanark Highlands and finally meeting up with Greater Madawaska south of Calabogie, will greatly enhance trail systems in the Frontenacs and recognize our rich heritage.

4.1.4.2.1 Policies

The County will use the *K&P Implementation Plan (2009)* as the guiding policy document to direct trail development, uses, land acquisition, and phasing program to guide the development of the K&P trail system.

In conjunction with the Townships the County will endeavour to keep the trail continuous in order to make it more attractive to users and more identifiable as a linear trail. Re-routing may take place where the County does not own the property and an easement agreement cannot be established with the landowner.

The County will work with the City of Kingston to ensure that the K&P trail system is maintained and/or enhanced to a common standard.

4.1.5 Ferry Services

4.1.5.1 Background

The Township of Frontenac Islands relies on ferry services to access the mainland.

Howe Island is served by two ferries: a fifteen car cable ferry located at the west end of the island that is operated by the County and owned and maintained by the Ministry of Transportation which operates on demand on a continual basis **and docks at Howe Island Ferry Road in the City of Kingston** (rev. 04 Dec 13); and a three car cable ferry (known as the Foot Ferry) located at the east end of the island which also operates on demand over an 18 hour period **and which docks at Howe Island Ferry Road East in the Township of Leeds and the Thousand Islands**. (rev. 04 Dec 13)

Wolfe Island is served by a fifty-five car ferry (*Wolfe Islander III*) that docks at the Island at both the village of Marysville and, in the winter, at Dawson's Point, and at the Barrack Street dock in downtown Kingston.



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Simcoe Island is served by a three car cable ferry that **operates seasonally and** connects to Wolfe Island. (rev. 04 Dec 13)

There is also a privately operated ferry (Horne's Ferry) that runs from May to October from the south side of Wolfe Island to Cape Vincent, New York.

4.1.5.2 Policies

County Council recognizes that the ferry transportation system is essential to the sustainability of these islands, and that this ferry service is an integral part of Frontenac County's regional transportation system.

The County will support efforts by Frontenac Islands to maintain adequate service, including:

- o the monitoring of ferry capacity and usage;
- o the review, from time to time, of opportunities to improve the ferry service both through expanded capacity and improvements to infrastructure such as terminals and parking facilities;
- o seeking support from the Province of Ontario in the ongoing maintenance and possible future expansion of ferry operations;
- o consideration of public/private partnerships and development opportunities which would result in a net improvement to access to Wolfe and Howe Islands; and
- o pursue opportunities with neighbouring municipalities in seeking joint solutions which result in ferry access improvements.

The County intends to support and work with the Township of Frontenac Islands in any identification, survey, analysis and design of any ferry facilities expansion or improvement on lands within the City of Kingston to ensure the provision of appropriate vehicle access, pedestrian and bicycle access routes which can be integrated into the City's transportation system.

4.1.6 Scenic Routes

Frontenac County's location and scenic assets provide ample opportunities for creating scenic or heritage routes. These scenic routes draw both local residents and tourists to the scenic areas of the County.

County Council supports the development of scenic routes across the County, and the development of a regional signage strategy to promote these routes. Scenic routes should be designated for roadways and also for trail systems throughout the Frontenacs.



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4.2 Servicing

4.2.1 Long Range Planning For Municipal Services

4.2.1.1 Introduction

The provision of municipal infrastructure such as roads, street lighting, and municipal water is necessary to support long term viability of the communities located in the Frontenacs.

Frontenac County recognizes the importance of providing municipal infrastructure in a timely fashion and that the maintenance and sustainability of existing infrastructure assets is fundamental to the continued variety and growth of settlement areas across the County.

This Plan recognizes that the responsibility for the planning, construction, and maintenance of municipal infrastructure is the responsibility of the Townships. This Plan also supports the continued revitalization of local infrastructure.

4.2.1.2 Goal

To ensure that there is adequate provision of services and utilities consistent with the environmental, cultural, and economic goals of the County.

4.2.1.3 Objectives

To encourage the provision of adequate municipal services to achieve and facilitate orderly growth.

To improve the **natural** environment and maintain a clean and healthy level based on a watershed approach.

To ensure that citizens of Frontenac County have access to potable drinking water.

To promote waste reduction and waste management as per Section 4.3.

To encourage techniques for energy conservation including measures set out in Section 2.1.4

To accommodate growth in an organized manner to minimize capital and operating costs for the Townships.

4.2.1.4 Policies

All **new** development within Settlement Areas will be provided with appropriate services to sustain permanent occupancy.



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The County supports and **can will** work with the Townships to coordinate infrastructure and public service facilities such as potential municipal water and sewage, and will ensure that such facilities are strategically located to support effective and efficient delivery of services across Township boundaries. Accordingly, Frontenac County Council may authorize the development of regional level strategies in order to plan collaboratively for future capital improvements.

Both the County and the Townships will monitor new technologies – in areas such as broadband, water treatment, and septic systems – that would be beneficial to residents and businesses and which would best be coordinated across municipal boundaries and will work together to develop strategies to ensure that optimal services can be provided in a timely and efficient manner.

4.2.1.4.5 Special Policies: Future Village Water Supply Protection

With the exception of the village of Sydenham, not one of the villages and hamlets in Frontenac County has a municipal water supply. Villages such as Sharbot Lake, Marysville, Verona, Plevna, and Harrowsmith are historical settlements that date back to the mid-nineteenth century in development. Many of the building lots in the village cores are too small relative to today's health and safety standards with regard to the minimum lot size of approximately 1 hectare (2 acres) to ensure a long term potable water supply on private well and septic systems. The fact that most of the County is set on the Precambrian Shield, which is prone to cracking and seepage, increases the risk of septage movement over a large area.

Significant investment in public infrastructure is common in all villages in the Frontenacs including road maintenance, sidewalk construction, street lighting, signage, and parks and recreation facilities. Also, the majority of commercial assessment in the County is located in the villages. This reinforces the importance of the stability and improvement of all the County's villages which serve as community focal points for the surrounding region.

To help ensure that these villages can sustain commercial and residential use and remain a valuable part of sustaining rural living, the County supports long-term planning for potential municipal water systems in villages. This planning shall include the following:

- Facilitate the implementation and monitoring of the Source Water Protection Plans;
- Work with the Townships to investigate and analyze lands adjacent to a village that could be purchased by the County or the Townships for the future site of a municipal well; and further, if necessary, work with the Townships to apply land use controls to



Section 4 – Community Building

surrounding properties to ensure long-term protection of the water source.

- Prepare a region-wide review of villages and hamlets which could require municipal water systems in the future and develop a priority list for local government investment.
- Establishment of a reserve fund for drinking water protection that can be used in the investment of municipal infrastructure for water systems when required.
- Work with provincial and federal governments to seek funding to invest in municipal water systems.

4.2.2 Storm Water Management Planning

4.2.2.1 Introduction

Storm water management plans are usually required for new greenfield development. Many new greenfield developments are proposed through a plan of subdivision or plan of condominium and are therefore subject to approval by Frontenac County Council. The purpose of such a plan is to develop methods to control flooding, ponding, erosion, and sedimentation. Storm water plans also help to protect water quality and aquatic habitat and other natural habitat which depend upon watercourses and other water bodies for their existence. This is especially important considering the many lakes within the Frontenacs and the continuing demand for waterfront lots.

4.2.2.2 Policies

Storm water management plans ~~shall~~ **may** be required for any new development consisting of more than four lots or for commercial or industrial developments with large areas of impervious surface (e.g., asphalt parking and loading areas).

Storm water plans shall be prepared in accordance with the Ontario Ministry of Environment Guideline, *Stormwater Management Planning and Design Manual*.

The retention of existing tree cover or natural vegetation and the provision of significant grassed and natural areas shall be encouraged to facilitate absorption of surface water into the ground.

~~Storm water management may not be required for small scale developments such as lots that are created through the consent process, or for new development or redevelopment that is subject to Township site plan control approval where there will be no impact on the watershed.~~



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4.3 Waste Management

4.3.1 Introduction

One of the major infrastructure and land use planning issues that the Frontenacs will be dealing with over the next twenty years is planning ahead for waste management across the County.

This Plan recognizes that each of the four Townships are proactive in their approach to reducing solid waste reaching landfill sites, and also working to continually increase the amount of materials that are being recycled. The challenge of innovation is affected to some degree by the financial capabilities of each municipality in balancing waste management with other infrastructure issues such as roads and the relatively low tax base to apply to capital investment. In the long term, a collaborative approach to waste management may lead to both a reduction in waste and cost efficiencies.

With landfills reaching carrying capacity throughout the County, there is a need to plan to reduce the production of wasteful materials. This, combined with new and innovative waste management technologies, can establish the Frontenacs as leaders in responsible and timely action to mitigate County-wide issues relating to solid waste management.

4.3.2 Goal

That the Frontenacs are part of an integrated waste management system that ensures environmentally responsible methods of waste management and reaches beyond its borders for solutions that are scaled to achieve regional efficiencies.

4.3.3 Objectives

To ensure that all Frontenac County citizens have access to waste management facilities (or pick up) within close proximity to their homes and businesses.

To continue to reduce solid waste to improve the environment.

To encourage new methods of waste management to extend the life of existing landfill sites across the County.

To encourage the governments of the Frontenacs to work together over the long term to develop a collaborative approach to waste management and recycling over the next twenty years.

To recognize waste management as one of the primary focus areas of the County's sustainability plan, *Directions for Our Future*, and to explore a waste management approach that responds to local needs, with the ultimate goal of achieving 'Zero Waste'.



Section 4 – Community Building

4.3.4 Policies

This Plan encourages the principles of “reduce, reuse and recycle” in order to reduce solid waste disposal needs and increase the lifespan of landfill sites. A Waste Management Strategy will outline targets for waste reduction in accordance with Ministry of Environment requirements.

The County and the Townships may **collaborate on support** initiatives that support consider working together to create a region-wide Waste Management Plan that deals with recycling, diversion, collection, and disposal to accommodate present and future requirements.

The Townships and the County **may will** work together to explore new technologies and waste diversion options.

4.4 Utility and Communications Facilities Corridors

4.4.1 Introduction

The sustainability, health, and safety of Frontenac residents and its economy is closely linked to the hydroelectric corridors and utilities networks and related facilities that **serve are strung across** the region. These facilities and corridors include a wide variety of utilities that are owned and operated by both public and private entities, including broadband and fibre optic networks. **Also, some waterfront areas are serviced by underwater utilities.**

4.4.2 Policies

The development of utility and communications facilities and corridors are permitted throughout the County provided that they are in full compliance with applicable Federal or Provincial requirements.

To ensure compatibility, the following criteria should be considered and brought to the attention of the public or private operator:

- The use is necessary in the proposed location;
- Due consideration has been given to alternative locations that may result in better compatibility; and
- The proposed utility will be designed to be as compatible as practical with surrounding land uses.

The multiple use of corridors, new or existing, shall be encouraged.

Easements are preferred over severances in the establishment of utility corridors so as to prevent the unnecessary fragmentation of land.



Section 4 – Community Building

4.5 Community Improvement Plans

4.5.1 Introduction

Community Improvement Plans (CIPs) are one of the many sustainable community planning tools found in the *Planning Act*. They can help communities and municipalities address challenges that prevent optimization of areas that are currently underutilized. This tool provides a means of planning and financing development activities that effectively assist in use, reuse and restoring lands, buildings and infrastructure. It is a tool that ties together economic development, infrastructure, and planning.

The typical focus of these plans is on the revitalization and improvement of the main street of a town, village or hamlet. CIPs can also touch on a wide range of related topics including green energy, brownfields, and recreational opportunities. They are in wide use across the province and have recently been implemented for the first time in Frontenac County as a result of Council's investment arising from *Directions for Our Future*.

CIPs allow municipalities to provide grants and loans to owners and tenants, with the goal of supporting the improvement and rehabilitation of a targeted area. This can include projects such as improving the facade of a main street store and providing incentives to redevelop vacant properties. CIPs can also help to coordinate infrastructure and public space improvements, and can be used by municipalities to acquire, rehabilitate and dispose of land (e.g., a former industrial site).

County Council has recognized that there are a number of communities that could potentially benefit from a Community Improvement Plan and have begun investing in these communities through the sustainability plan.

4.5.2 Goal

It shall be the goal of using Community Improvement Plans to promote the coordinated implementation of community planning and land use planning programs, comprised of maintaining, rehabilitating, and redeveloping the physical, social, and economic components of an area in the Frontenacs.

4.5.3 Objectives

It is the intent of this Plan for the County to work with the Townships to provide for the on-going maintenance, improvement, rehabilitation and upgrading of residential, commercial, recreational, commercial and industrial areas in the region.

4.5.4 Policies

This Plan supports the development of Community Improvement Plans in all areas of the Frontenacs, whether they are focused on one community or village, or whether they cover a larger area, including an entire Township.



Section 4 – Community Building

It shall be a policy of County Council to provide a financial investment for at least one CIP in each of the four Townships to help facilitate investment by both property owners and the respective municipality. To support community revitalization and economic development, Council may consider investments in additional CIPs.

County and Township Councils **will may** collaborate with other public agencies such as the Community Futures Development Corporation (CFDC) to seek additional investment opportunities in a designated CIP area.

4.5.4.1 Special Policy – Regional Community Improvement Plans

There are a number of planning and sustainability issues that may be better addressed at a regional level to allow for greater participation in a CIP program and to deal with cross-boundary community improvement issues (e.g., trails, renewable energy projects, transportation corridors).

County Council shall seek to become a prescribed municipality for the purposes of Section 28 of the *Planning Act* immediately following approval of this Plan.

4.6 Parks and Open Space

4.6.1 Introduction

Frontenac County contains a rich natural environment that is thriving. The Frontenacs strive to balance the protection of natural areas with opportunity for discovering the outdoors. The result is a healthy mix of managed forest, trails, farmland, wetlands and watersheds. Within this system, the Frontenacs contain a large number of regional public parks and open space systems that allow both citizens and visitors to enjoy the expansive natural setting.

Four Provincial Parks are present in the County: Bon Echo, Sharbot Lake, Silver Lake, and Frontenac Parks. All provide access to lakes and allow for many recreational activities. The County also contains a large area of Crown Land, mostly in the northern half of the region. Crown Land and the lakes within them are used for a variety of purposes, including logging, hunting, backpacking, canoeing/boating, and trail use.

North Frontenac Township also maintains almost 200 backcountry campsites and hiking trails on twelve lakes and they form another important part of public open space areas.

At the southern end of the Frontenacs the public have the opportunity to visit the 400 hectare (1,000 acre) Big Sandy Bay area on Wolfe Island which is managed by Frontenac Islands Township.



Section 4 – Community Building

Also, there are the lockstations along the portion of the Rideau Canal within the County that serve as passive, recreational, and cultural heritage open spaces for both land and boating visitors alike.

4.6.2 Policies

The County supports the continued operation and long term use of all regional park systems throughout the Frontenacs.

The County will coordinate with the Townships, Ontario Parks (MNR), and other agencies on the establishment of regionally significant open space networks and linkages across jurisdictional boundaries that will complement local parks planning.

The County will explore funding mechanisms to support regionally significant open space and parkland acquisitions.

The County recognizes the possible creation of a new regional park that is proposed to be created around Crotch Lake as part of the Algonquin Land Claim, and supports public participation and involvement in the development of such a park.



Section 4 – Community Building

Section 5 – Housing and Social Services

The Housing and Social Services section contains policies that establish that Frontenac County is committed to providing a variety of housing types and social services to allow residents to enjoy a good quality of life. Services delivered include child-care, educational facilities and services, assisted living or long term care, employment services, affordable housing, transitional shelters, group homes, long term care and support services, and health facilities. The City of Kingston is responsible as the Service Manager for both the City and the County to make sure these services are available in the Frontenacs. Some of the social services are provided and funded directly by the Province or community agencies while others are provided through partnerships with the County. Volunteer groups also play an important role in the provision of social and health services within the community. The County will continue to partner with the Townships and various government and non-government agencies to deliver social services that are appropriate, effective and accessible.

The Municipal Housing Strategy (MHS) forms the basis for housing policy across the Frontenacs and in the City of Kingston as a result of its City/County approval. The MHS serves as the primary strategic plan to help guide and align local housing efforts, and is the foundation for the housing policies of this Plan.

5.1 Municipal Housing Strategy

5.1.1 Introduction

County Council and Kingston City Council adopted the Municipal Housing Strategy in 2011. The Strategy will act as a guide to create a ten year housing plan as required by Provincial legislation. It will help provide guidance for County Council to ensure that the citizens of the Frontenacs are housed in affordable, safe, sanitary, and adequate accommodation.

5.1.2 Policies

The Municipal Housing Strategy shall be considered the primary strategic plan to help guide and align local housing efforts across the County.

The County endorses the targets in the Municipal Housing Strategy for residential units to be added to the current housing stock over the next ten years **and the goal of providing more affordable housing.** as follows:

- ~~(a) Housing Form – 92 % single detached, 4% multiple units, 4% apartments;~~
- ~~(b) Housing Tenure – 90% ownership, 10% rental;~~
- ~~(c) Housing Affordability – 25% of new units at rates up to the affordability threshold.~~

This Plan acknowledges that the Municipal Housing Strategy is being updated in 2013 to include policies and strategies to reduce homelessness in both Kingston and Frontenac County. The County will work with the City as Service



Section 5 – Housing and Social Services

Manager to develop programs and projects to try to end homelessness in our region.

It is the intent of this Plan to encourage the use of surplus municipal land or facilities for the provision of housing. Each Township **shall** **may** consider adopting a 'Housing First' approach to coordinate surplus or disposal protocols for municipal lands and institutional agencies such as the local school boards.

The Municipal Housing Strategy will promote the periodic identification and monitoring of demographic changes and housing needs within the County to determine whether housing demands and needs are met or will not be met.

5.2 Affordable Housing

5.2.1 Introduction

Frontenac County contains many households where the annual income is below the Provincial average. This situation makes it challenging for people to find housing that is affordable within their budget. For the long term health of the community it is important that a wide variety of housing choices be made available.

5.2.2 Policies

The County and the Townships will work jointly to provide for affordable housing by enabling a wide range of housing types to meet the projected demographic and market requirements of existing and future residents of the County.

County Council will establish and monitor housing targets for affordable housing for low and moderate income households in the Frontenacs, with a focus on methods of providing housing for the low-income residents of the County. Where specific needs are identified, Council will work with the City of Kingston (service manager for all of Frontenac County and the City) and the Ministry of Municipal Affairs and Housing to meet identified needs.

The local Townships will, where appropriate, promote intensification in settlement areas through their planning documents. Examples include: allowing for the conversion of single detached houses into multiple units and permitting land severances on large underutilized properties which will allow for new residential development on the vacant severed parcel.

The County and the Townships will work to ensure a minimum 10-year supply of residential land across the Frontenacs at all times.

County Council will encourage and facilitate the efforts of non-profit housing and co-operative housing to provide affordable housing.



Section 5 – Housing and Social Services

County Council will work with other levels of government to ensure that adequate resources are permitted to public sector housing programs and initiatives.

County Council may participate in the provision of housing, both directly and indirectly, in accordance with the general policy and program directions established in the Official Plan, and other specific direction as may be identified in the Municipal Housing Strategy as updated from time to time.

County Council may assess different forms of housing design which make housing more affordable, and may investigate alternative dwelling design standards that may contribute to more affordable housing.

Community Improvement Plans should consider initiatives to promote affordable housing projects in each Township.

5.3 Seniors Housing

5.3.1 Introduction

The Municipal Housing Strategy has indicated that one of the biggest challenges across Frontenac County over the next twenty years to be confronted is providing housing choices for seniors who wish to remain in their community. With the existing residents aging, and with the migration of seniors settling in the County after converting their cottages to full time residential use, this issue will become a priority. The goal is to look at ways and means of finding housing types that will allow seniors to stay close to their communities and families.

5.3.2 Policies

The County and the Townships **will may** work jointly to provide opportunities for new development or redevelopment that is sustainable in a rural context and which encourages housing that will help address the evolving needs of an aging population.

County Council supports the principle of aging in place as a way to address seniors housing options while at the same time encouraging more sustainable settlement areas.

This plan encourages identifying affordable seniors housing projects at a variety of scales as an eligible community improvement activity in the creation of Community Improvement Plans.

Where practical, it is the intent of this Plan to encourage the expansion of municipal servicing to help support appropriate multi-residential development to accommodate a seniors housing project.

It is recognized that Zoning By-laws can be barriers to the development of housing for senior citizens if these types of dwellings are only allowed in certain



Section 5 – Housing and Social Services

areas of a community. Therefore it is the intent of this Plan that the County and Townships work together to create any necessary revisions to Zoning By-laws that will help facilitate the development of seniors housing on a consistent and inclusive basis across the Frontenacs.

5.4 Group Homes

5.4.1 Introduction

Group homes are generally defined as residences licensed or funded under a federal or provincial statute for the accommodation of three to ten persons, exclusive of staff, living under supervision in a single housekeeping unit and who, by reason of their emotional, mental, social or physical condition or legal status, require a group living arrangement for their well being.

5.4.2 Policies

A group home shall be licensed and/or approved for funding under provincial statutes and in compliance with municipal by-laws. (Note: as defined under Section 163 of the *Municipal Act*).

Group homes shall be permitted in the local Official Plans in all designations that permit residential use.

Group homes may be subject to Site Plan Control by the local Townships to address such matters as ensuring that the site design is in keeping with the character of the area and that sufficient space is available to accommodate the needs of the residents.

5.5 Homes for the Aged (Long-Term Care Complexes)

5.5.1 Introduction

There are currently no public long-term care complexes located in Frontenac County. There are two large-scale privately owned facilities nearby in Northbrook and in Perth that are used in part by Frontenac County residents. There are other small scale facilities scattered throughout the County.

The Frontenac County home for the aged – Fairmount -- is located in the rural area of the City of Kingston and accommodates Frontenac County residents.

5.5.2 Policies

It is the intent of this Plan to recognize the value of long-term care complexes to residents of Frontenac County.

The predominant uses for these complexes shall include resident rooms and beds, resident care and nursing facilities, therapy facilities, kitchen and dining facilities, offices, meeting rooms, recreation facilities, resident places of assembly, pharmacies, and open space areas.



Section 5 – Housing and Social Services

Complementary uses can include such facilities as residential dwelling units for the elderly, day care facilities, and parking lots.

This Plan recognizes Fairmount Home as the County owned and operated long term care home that provides care for residents of Frontenac County, the City of Kingston, and other communities.

5.6 Secondary Suites

5.6.1 Introduction

The provision of affordable housing in communities is now considered to be a provincial interest in the Ontario *Planning Act*. As a result, the provincial government now has changed legislation to facilitate the creation of second units in **all** dwellings.

5.6.2 Policies

Township Official Plans **shall may** include policies to allow, **where appropriate**, the use of a second residential unit in a detached house, semi-detached house or rowhouse if no building or structure ancillary to the house contains a second residential unit; and further, to allow the use of a residential unit in a building or structure ancillary to a detached house, semi-detached house, or rowhouse if the house contains a single residential unit. **This policy shall not apply to existing sleeping cabins or 'bunkies' located on waterfront properties.**

5.7 Accessibility

5.7.1 Introduction

Frontenac County is committed to improve access and opportunities for persons with disabilities in accordance with the *Ontarians with Disabilities Act*.

5.7.2 Policies

As part of the commitment to improve accessibility in the Frontenacs, the County will:

- a) Have regard to accessibility for persons with disabilities when considering draft plans of subdivision;
- b) Establish a process to identify barriers and gaps in by-laws, policies, programs, practices, and services;
- c) Continue to improve the level of accessibility of by-laws, policies, programs, practices, and services;
- d) Actively encourage input from the community and the Accessibility Advisory Committee appointed by the Frontenac County Council in the design, development and operation of new, renovated, purchased or leased municipal services and facilities;



Section 5 – Housing and Social Services

- e) Improve accessibility to persons with disabilities to encourage their integration into the economic, political, social, cultural and educational mainstream; and
- f) Provide resources and support to obtain these objectives.



Section 6 – Heritage and Culture

Section 6 – Heritage and Culture

The County of Frontenac is rich with history, heritage, and culture, and as such it is recognized as one of the key focus areas in *Directions for Our Future*. Heritage is a crucial part of what makes the Frontenacs a great place to live. It has the power to allow citizens to understand where we have come from and helps promote an appreciation of local identity and shared community.

In recognition of the non-renewable nature of cultural heritage resources, the County of Frontenac will encourage their preservation in a manner that respects their heritage value, ensures their viability for the future, and allows them to continue their contribution to the character, community pride, tourism attraction potential, economic development, and historical appreciation of the region.

6.1 General Policies

It is the intent of this Plan that the County's significant built heritage resources and significant cultural resources be identified, conserved and enhance whenever practical and that new development take place in a manner that respects the County's rich cultural heritage. The cultural heritage resources of the County generally include:

- a) Built heritage resources;
- b) Cultural heritage landscapes; and
- c) Archaeological resources.

Township Official Plans shall include policies that are intended to implement this policy direction, including the requirement of a heritage impact assessment or conservation plan and /or cultural heritage impact assessment prior to development taking place on lands adjacent to cultural heritage resources **where such resources have been identified**. A heritage impact assessment should generally outline the context of the proposal, any potential impacts the proposal may have on the heritage resource, and any mitigative measures that are necessary to avoid or lessen the negative impact on the heritage resource.

The Townships are encouraged to establish Municipal Heritage Committees pursuant to the *Ontario Heritage Act*.

The Townships are encouraged to support the use of Community Improvement Plans under the *Planning Act* to help promote and support cultural heritage resources.

6.2 Archaeological Resources

The County recognizes that there are archaeological resources of pre-contact and early historic habitation as well as areas of archaeological potential within the County that can be adversely affected by development or redevelopment.



Section 6 – Heritage and Culture

The Townships and/or the County will require archaeological assessments and the preservation or excavation of significant archaeological resources in accordance with Provincial requirements.

~~The County recognizes that, within our boundaries, there may be marine archaeological remains from the pre-historic period through the modern era up to the last fifty years. The following policies shall apply to these resources:~~

- ~~a) Marine archaeological resources may include the remains of ships, boats, vessels, artifacts from the contents of boats, weaponry, parts of ship construction, old piers, wharfs, docks, dwellings, and other items of cultural heritage value. The remains may currently be underwater or were at one time underwater but are no longer submerged.~~
- ~~b) The County or the Townships shall consider, prior to approving a development proposal where there is a known marine archaeological resource, require a marine archaeological survey to be conducted by a marine archaeologist.~~
- ~~c) In considering applications for waterfront development, the Townships and/or the County shall ensure that cultural heritage resources both on shore and in the water are not adversely affected. When necessary, satisfactory measures to mitigate any negative impacts on significant cultural heritage resources shall be required.~~

6.3 Algonquin Aboriginal Interests

This Plan recognizes that lands within the boundaries of the Frontenac County lie within the historic Algonquin Territory that is part of current Treaty Negotiations with the Federal and Provincial Crowns. Some lands within North Frontenac, Central Frontenac, and South Frontenac Townships are within the Algonquin land claim area. **Figure 6 illustrates the general boundary of the land claim within the Frontenacs.** As such, this Plan will respond to direction from the Federal and Provincial Crowns as to the progress of these negotiations and will incorporate any Official Plan requirements that arise from the Settlement Agreement. In the interim, the County will seek opportunities for mutually beneficial engagement with the Algonquins on matters that affect aboriginal history and culture.

6.3.1 Policies

The County of Frontenac and/or the Townships ~~will~~ **may consult with** engage the Algonquins of Ontario with regard to land use planning affecting any of the following matters **within the land claim area:**

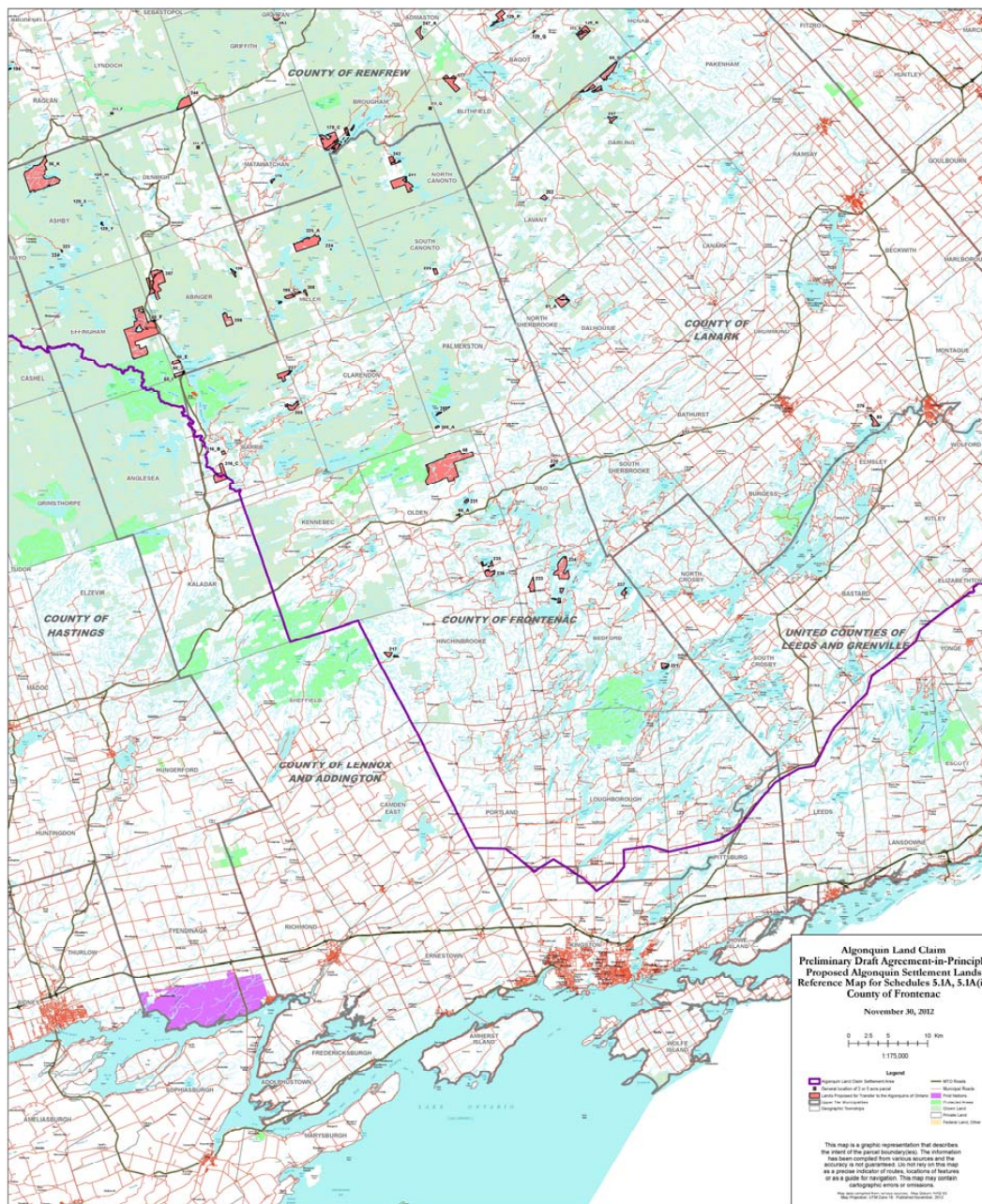
- a) Protection of water quality and utilization of lakes and rivers including the Rideau Canal within the land claim area;
- b) Any ~~undertaking~~ **development** that would have an impact on navigable waterways and their waterbeds;
- c) Any archaeological studies related to proposed development where areas of Algonquin interest have been identified; and



Section 6 – Heritage and Culture

- d) Any Environmental Impact Studies related to proposed development where areas of Algonquin interest have been identified.

Figure 6
Algonquin Land Claim Territory





Section 6 – Heritage and Culture

6.4 Rideau Canal UNESCO World Heritage Site

The Rideau Canal is a World Heritage Site and a National Historic Site. **It is managed within the jurisdiction of Parks Canada.** A portion of the canal travels through the southeast portion of South Frontenac Township. Its value lies in the combination of historic engineering works and buildings, open spaces, natural features, the canal itself, and adjacent diverse landscapes, which together constitute a cultural heritage resource of outstanding national significance and universal heritage value. Parks Canada owns the land at lock stations along the canal, **and also has jurisdiction from the bed of the canal up to the 'upper controlled water elevation'.**

In order to recognize and protect the cultural heritage resource significance of the Rideau Canal UNESCO World Heritage Site, the County has participated in a study, the Rideau Corridor Landscape Strategy, along with representatives from First Nations, federal and provincial agencies, municipalities, non-governmental organizations, property owners and others. The goal of this study is to recommend planning management tools that municipalities may choose to implement that:

- a) identify and protect the cultural heritage landscapes, Algonquin history, and built heritage resources of the waterway;
- b) explore the introduction of design guidelines that can be implemented through the site plan control process, for new development along the waterway; and
- c) identify measures to conserve the terrestrial and marine archaeological resources of the Rideau Canal.

This Plan will recognize the policy directions coming out of this Strategy.

6.5 Frontenac Arch UNESCO Biosphere Reserve

The Frontenac Arch can be described as an ancient granite 'bridge' between the Canadian Shield and the Adirondack Mountains. Due to both its rich natural environment and its human history it was recognized in 2002 as a UNESCO World Biosphere Reserve.

The Frontenac Arch Biosphere lies on the Central Canadian portion of the Frontenac Arch. It covers approximately 2,700 sq km and covers part of both Frontenac County and the Leeds-Grenville County, including communities such as Brockville, Gananoque, Westport, Harrowsmith, Verona and Godfrey. **Figure 7 illustrates the Biosphere area and its coverage within the Frontenacs.**

It is the intent of this Plan to recognize the natural and historic value of the Frontenac Arch to our region and to promote its long term viability.



Section 6 – Heritage and Culture





Section 7 – Environmental Sustainability

Section 7 – Environmental Sustainability

The County of Frontenac covers a large geographic area which is comprised of a rich natural environment that makes the region a unique place to live, work and play. This natural environment includes natural assets, natural sites, and natural attractions. The value of the natural environment for the County is more than just ecological health; it contributes to our economy and our society as well.

In addition to the Township Official Plans the following policy sections will apply:

- The Environmental Sustainability section sets out policies that are intended to help ensure that the environment that is so valued by residents in Frontenac County can be maintained and enhanced for future generations, and the health of humans and of the environment is protected.
- The Natural Environment section outlines the natural heritage system in the County and provides policies for protection of natural features in the Frontenacs.
- The Water Resources section includes policies recognizing the role of a watershed planning approach and of the importance of sourcewater protection plans in ensuring safe and plentiful drinking water.
- Hazard Lands Policies ensure that development is prohibited or strictly limited in areas that could have potential for natural hazards such as flooding and erosion.

7.1 Natural Environment

7.1.1 Introduction

The County of Frontenac natural heritage system is defined as an ecologically based delineation of nature and natural function – a system of connected, or to be connected, green and natural areas that provide ecological functions over a long period of time and enable movement of species. Natural heritage systems encompass or incorporate natural features, functions and linkages as component parts within them and across the landscape. A natural heritage system also supports natural processes which are necessary to maintain biological and geological diversity, natural functions, viable populations of indigenous species and ecosystems.

The natural heritage system illustrated on **Appendices “1A”, “1B”, and “1C”** use current standards and procedures such as the Natural Heritage Reference Manual (MNR 2010) and Provincial Policy Statement to identify natural features of interest, which include significant wetlands, significant coastal wetlands, fish habitat, significant woodlands, significant valleylands, habitat of endangered species and threatened species, significant wildlife habitat, and significant areas of natural and scientific interest.



Section 7 – Environmental Sustainability

Responsibility for the environment is shared among Federal and Provincial governments, the County, Townships, the Conservation Authorities (Quinte Conservation, Cataraqui Region Conservation Authority, Rideau Valley Conservation Authority, and Mississippi Valley Conservation) and private landowners. All have an important role in enhancing the natural environment within the County, and all have the responsibility to be good stewards. As a result, **establishing preserving** a natural heritage system requires co-operation among agencies, private landholders and the wider community.

The natural heritage system, and the ecological functions it provides, contributes to maintaining the environmental health of the County of Frontenac. This Section of the Official Plan establishes a policy framework for a co-operative approach to the identification of the environmental features that comprise the natural heritage system. It also outlines how provincially and regionally significant features should be maintained, enhanced or, wherever feasible, restored and encourages the establishment of linkages among elements of the natural heritage system.

The natural heritage system is a layered approach to environmental protection comprised of features delineated on Schedule 'B' and described in this section of the Official Plan. Each layer contains policies that provide appropriate protection to areas of environmental significance. Notably, the County of Frontenac's natural heritage system includes natural linkages and biodiversity areas. Through linkages and biodiversity areas, we acknowledge that our system is not an isolated one. We are interconnected to the natural heritage beyond our boundaries and we value our local biosphere – the Frontenac Arch – as well as our global biosphere, Earth.

In this context it is important for Frontenac County to use a regional approach to ensure that significant natural heritage characteristics are protected for future generations.

7.1.2 Goal

The goal of the natural heritage system is to work with the Province, Townships, the Conservation Authorities and private landowners to maintain, enhance and restore a comprehensive natural heritage system within the County.

7.1.3 Objectives

To achieve the goal of **maintaining and enhancing** a comprehensive natural heritage system, this Official Plan will:

- Identify and describe the component environmental features of the natural heritage system;
- Incorporate policies addressing land use and environmental preservation, conservation, and management that conform to the Provincial Policy Statement;
- **Designate Illustrate** the natural heritage system on Official Plan mapping at the regional scale;



Section 7 – Environmental Sustainability

- Provide a mechanism for the refinement of the natural heritage system at the site-specific level;
- Identify, describe, and incorporate policies addressing County of Frontenac-specific natural linkages and biodiversity areas; and,
- Encourage local Townships to refine the natural heritage system to include important local features and linkages, where appropriate.

7.1.4 Policies

7.1.4.1 Wetlands

Introduction

Wetlands are an important part of the County's biodiversity. They provide a wide variety of ecological, economic and social benefits for both humans and wildlife. Wetlands help reduce erosion, decrease flood damage, improve and maintain good water quality, provide important fish and wildlife habitat, ensure a stable, long-term supply of groundwater (by contributing to the recharge and discharge), provide recreation and tourism opportunities, limit greenhouse gas emissions (by acting as carbon sinks), and provide valuable economic products, such as timber, commercial baitfish, wild rice and natural medicines.

Council recognizes that the ecology of water systems contains a complex environment of plants, animals, and water which represents a highly valued resource in the Frontenacs, and that wetlands and riparian vegetation are part of the make-up of that ecology.

Policies

- The County of Frontenac recognizes the importance and value of wetlands in the County and supports their protection.
- ~~Schedule 'B'~~ **Appendices "1A", "1B", and "1C" illustrate the County-wide natural heritage system, and generally** identifies provincially significant wetlands, coastal wetlands and other wetlands, which form part of the County's natural heritage system.
- **The Township Official Plans shall identify and protect those wetlands where development and site alteration is prohibited. Including provincially significant wetlands and coastal wetlands.**
- ~~Development and site alteration shall not be permitted in provincially significant wetlands or provincially significant coastal wetlands.~~
- ~~Development and site alteration shall not be permitted within 120 metres of provincially significant wetland boundaries unless the ecological function of the adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the wetland features or their ecological function through an Environmental Impact Study.~~
- ~~Development and site alteration shall not be permitted in or within 120 metres of other coastal wetlands unless the ecological function of the~~



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feature, including its adjacent lands has been evaluated and it has been demonstrated that there will be no negative impacts on the wetland feature or its ecological function through an Environmental Impact Study.

- If at any time during the duration of this Plan any additional provincially significant wetlands are identified in the County of Frontenac by the Ministry of Natural Resources, the policies in this Plan and the Township Official Plans related to significant wetlands shall apply and the appropriate schedules shall be updated to reflect the new provincially significant wetlands without amendment to the plan.
- The County of Frontenac encourages local municipalities to adopt mechanisms (such as site plan control, consent or development agreements) that would minimize and control the removal of vegetation, and ensure the protection of naturally vegetated buffers adjacent to any provincially significant wetlands.
- Other wetlands have also been identified in Schedule 'B' Appendix '____' and may also be identified on the Land Use Schedules of the Township Official Plans. Impacts on these wetlands should be considered in the evaluation of development applications in or adjacent to them, and an Environmental Impact Study may be required if significant characteristics are observed and/or to demonstrate that appropriate alternatives have been assessed and negative impacts to the feature and its function have been prevented or minimized to the degree reasonably possible.

7.1.4.2 Significant Areas of Natural and Scientific Interest (ANSI) Introduction

An ANSI is an area of land and water that contains natural landscapes or features that have been identified as having life science or earth science values related to protection, scientific study or education. ANSIs are a critical complement to Provincial Parks and Conservation Reserves as they represent important natural features that are not found in protected areas.

Policies

- The County recognizes the importance and value of regionally and provincially significant ANSIs and supports their protection.
o Schedule 'B' Appendix "____" generally identifies ANSIs within the County's natural heritage system.
- The Township Official Plans shall identify and protect those regional or provincially significant ANSIs where no development shall be permitted unless it can be demonstrated that there will be no negative impacts on the ANSI and its ecological function
- Development and/or site alteration in or adjacent to a regionally or provincially significant ANSI shall not be permitted unless it can be



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demonstrated that there will be no negative impacts on the ANSI and its ecological function. However, existing agricultural activities such as ploughing, harvesting, grazing, animal farming, and minor expansions to existing buildings or other structures associated with farming operations are permitted on adjacent lands without the need for an Environmental Impact Statement.

7.1.4.3 Significant Wildlife Habitat

Introduction

Wildlife habitat, as defined by the PPS, means areas where plants, animals and other organisms live, and find adequate amounts of food, water, shelter and space needed to sustain their populations. Wildlife habitats are important since they are areas where species concentrate at a vulnerable point in their annual or life cycle, and are areas which are important to both migratory and non-migratory species.

Policies

- The County of Frontenac recognizes the importance and value of wildlife and supports the protection of significant wildlife habitat
- **Schedule 'B' Appendix " " "** identifies the location of known wildlife habitat. Development and/or site alteration in or adjacent to significant wildlife habitat shall not be permitted unless it can be demonstrated that there will be no negative impacts on the significant wildlife habitat and its ecological function through an Environmental Impact Study.
- Wildlife habitats occur throughout the County but may not be shown on **Schedule 'B' Appendix " " "** because the exact habitat location needs to be refined at the local scale by site specific field work. If development or site alteration is planned in or adjacent to the natural heritage system, the proponent of the development may be required to document for consideration by the local Township, whether there is potential for significant wildlife habitat to occur in the area and whether an Environmental Impact Study is required to identify significant wildlife habitat for consideration during Planning Act decisions.
- The local Townships shall adopt appropriate development controls to protect significant wildlife habitat. If development or site alteration is planned near these sites, the local Townships may contact the Ministry of Natural Resources for technical advice regarding the proposed development.
- Natural linkages shall be protected in order to maintain, restore and/or improve the diversity and connectivity of natural features and the long-term ecological function and biodiversity of natural heritage systems.
- Removal of vegetation shall be minimized in significant wildlife habitat areas.
- The County and local municipalities shall investigate ways to minimize and control the removal of vegetation for buildings, site alteration or accessory activities such as landscaping.



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7.1.4.4 Fish Habitat

Introduction

Fish habitat, as defined by the Fisheries Act, means spawning grounds and nursery, rearing, food supply, and migration areas on which fish depend directly or indirectly in order to carry out their life processes. The aquatic ecosystem is most often described as fish habitat since fish communities are important resources, and as such, have a long history of being used as indicators of aquatic ecosystem health. Aquatic habitat is an integral part of the watershed's ecosystem as it provides feeding, breeding and rearing areas for resident and migratory fish and invertebrate species.

Policies

- The County of Frontenac recognizes the importance and value of the fisheries in the municipality and supports protection of their habitat.
- Development and/or site alteration in **or adjacent to** fish habitat shall not be permitted except in accordance with federal and provincial legislation and can be demonstrated through an Environmental Impact Study that there will be no negative impact on fish habitat and its ecological function.
- Development and site alteration in **or adjacent to** fish habitat shall require an Environmental Impact Study, to demonstrate that there will be no negative impacts on the fish habitat or on their ecological functions.
- New development along watercourses and waterbodies which have demonstrated no negative impact on the fish habitat or on their ecological functions shall require a minimum setback of 30 metres. These setbacks shall remain undisturbed and naturally vegetated, where possible.
- The County encourages the use of best management practices, stewardship and habitat management that promotes healthy fish habitat and natural riparian areas.

7.1.4.4.1 Lake Trout Lakes

Preamble

Lake trout lakes are rare. While only about one percent of Ontario's lakes (i.e. approximately 2,300) are designated by policy and managed by the Ministry of Natural Resources for lake trout, this resource represents 20-25% of all lake trout lakes in the world. The lake trout is an important fishery resource in Ontario and Frontenac County and is a preferred species among many anglers.

The lake trout is the only major, indigenous sport fish in Ontario that is adapted to "oligotrophic" lakes (i.e. lakes with low levels of



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nutrients, high dissolved oxygen levels and typically deep areas with very cold water). The lake trout's slow growth, late maturity, low reproductive potential and slow replacement rate make it a unique species in the province. As a top predator, the lake trout is an important part of the province's natural heritage and an excellent indicator of the health of these fragile aquatic ecosystems.

Approximately 5% of the province's lake trout populations have already become extinct. Lake trout and lake trout lakes are particularly vulnerable to the impacts of human activities including harvesting, increased phosphorus inputs from cottage septic systems and other sources of nutrient enrichment, acidification, species introductions, and habitat destruction. Development on lake trout lakes may result in habitat degradation, diminished lake trout populations and a lower quality fishing experience.

~~Frontenac County~~ **The Frontenacs**, therefore, have a great responsibility to manage them wisely. The lake trout is particularly vulnerable to the impacts of human activities and is an indicator of the health of aquatic ecosystems. Special protection is required for these lakes and their lake trout populations.

Policies

- New planning approvals shall not be allowed within 300 metres of at-capacity lake trout lakes **located in Frontenac County. The list of such designated lakes are listed in Appendix 2 and shall be included in Local Official Plans**: ~~Shabomeka (Buck) Lake, Kishkebus (Dyers) Lake, Little Green Lake, Buckshot (Indian) Lake, Lucky Lake, Mosque (Mosquito) Lake, Big Ohlmann (Rock) Lake, Mackie Lake, Reid (Boundary) Lake, Round Schooner Lake, and Camp (Little Mackie) Lake, Big Salmon Lake, Bobs (Green Bay) Lake, Buck Lake, Crow Lake, Devil Lake, Eagle Lake, Garter Lake, Hungry Lake, Knowlton Lake, Loughborough (West Basin) Lake, Potspoon Lake, and Sharbot (West Basin) Lake~~
- **In consultation with the Ministry of Natural Resources, the County will review and revise the list of at-capacity lake trout lakes in Appendix 2 on annual basis.**
- **Township Official Plans shall contain policies to protect these lakes, including the following:**
 - o **Exceptions to the prohibition of development near at-capacity lakes, such as tile field setbacks;**
 - o **Under such exceptional circumstances, new development requiring approval under the Planning Act that would, for example, prohibit removal of vegetation, require a 30 metre**



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setback for all new buildings, or prohibit the use of fertilizers.

- The Townships are encouraged to identify the moderately sensitive at-capacity lake trout lakes in their Official Plans with policies addressing development around these lakes to ensure their long-term sustainability.

7.1.4.5 Endangered and Threatened Species

Preamble

Endangered and Threatened species, as defined by the PPS, means a species that is listed or categorized as an “Endangered or Threatened Species” on the Ontario Ministry of Natural Resources’ official species at risk list, as updated and amended from time to time; Saving Endangered and Threatened species is important for their sake, and for ours since humans are dependent on the earth’s diversity of species for our own survival. **The existing habitat sites of any endangered or threatened species in the County are not identified in this Plan or in Local Official Plans in order to protect endangered or threatened flora or fauna.**

Policies

- The County of Frontenac recognizes the importance and value of the endangered and threatened species in the County and supports their protection.
- Significant habitat of endangered or threatened species is approved by the Province or the Federal government. This habitat is necessary for the maintenance, survival and/or recovery of naturally occurring or reintroduced populations of endangered or threatened species, and where those areas of occurrence are occupied or habitually occupied by the species during all or any part(s) of its life cycle. Mapping of the habitat of these species are not shown on **Schedule ‘B’ APPENDIX ‘___’** in order to protect such species and their habitat, or because the exact location and habitat needs to be refined by site specific field work.
- **The County and the Townships will work with the Ministry of Natural Resources to develop a mutually acceptable protocol for sharing available and threatened species habitat information, and how best to apply this information to the large amount of undisturbed lands within the County.**
- No new development or site alteration shall be permitted within the significant portions of the habitat of endangered or threatened species. Development and site alteration shall not be permitted on the adjacent lands of endangered or threatened species, unless it has been demonstrated through the preparation of an Environmental Impact Study that there will be no negative impacts on the natural features or on the ecological functions for which the area is identified.



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- New development proposals shall require an appropriate level of site assessment to identify potential presence or absence of endangered or threatened species and their potential habitats as determined by the Ministry of Natural Resources.
- Where potential habitat is identified, a more detailed site assessment may be required by an Environmental Impact Study to provide information on current habitat conditions, to address any applicable permit requirements under the Endangered Species Act (as appropriate), and to delineate significant habitat for approval by Ministry of Natural Resources.
- No new development and/or site alteration shall be permitted within 120 metres of significant habitats of endangered and threatened species unless it has been demonstrated that there would be no negative impacts on the natural features or its ecological function.
- If development or site alteration is planned near these sites, the local Township shall contact Ministry of Natural Resources for technical advice regarding the proposed development.

7.1.4.6 Significant Woodlands

Preamble

Woodlands, as defined by the PPS, means treed areas that provide environmental and economic benefits to both the private landowner and the general public, such as erosion prevention, hydrological and nutrient cycling, provision of clean air and the long-term storage of carbon, provision of wildlife habitat, outdoor recreational opportunities, and the sustainable harvest of a wide range of woodland products. Woodlands include treed areas, woodlots or forested areas and vary in their level of significance at the local, regional and provincial levels. Woodlands are important for their aesthetic value, economic value, as species habitat, to minimize erosion, to mitigate greenhouse gases (as a carbon sink), and as providing animal species with corridors for movement.

Policies

- The County recognizes the importance and value of woodlands and supports the protection of significant woodlands. These woodlands have value in the County, both natural and human. Examples include **maintaining and/or** improving the air quality, preventing soil erosion, helping to retain water and recharge ground water, producing economic value (firewood, maple syrup, lumber), providing recreational opportunities, and contributing to the overall beauty of the Frontenacs.
- **Schedule 'B' APPENDIX " "** identifies all woodlands within the County, but does not identify any significant woodlands.
- Development and/or site alteration in or adjacent to significant woodlands located in the majority of South Frontenac and all of Frontenac Islands (i.e., within MNR Ecoregion 6E of the PPS) shall not be permitted unless it can be demonstrated that there will be no



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negative impacts on the significant woodland and its ecological function.

- When new significant woodlands are identified, consideration and protection of the areas shall be assessed prior to approving new land use planning applications.

7.1.4.7 Significant Valleylands

Preamble

Valleylands, as defined by the PPS, means a natural area that occurs in a valley or other landform depression that has water flowing through or standing for some period of the year. Valleylands are often defining landscape features essential to the character of an area, help buffer waterbodies from the effects of human settlement, provide linkages to the rest of the watershed, and provide important corridors allowing the dispersion of plants and movement of animals.

Policies

- The County recognizes the importance and value of valleylands and supports the protection of significant valleylands.
- Significant valleylands are not shown on Schedule 'B' APPENDIX " " and can be identified in consultation with the County Townships and/or the local Conservation Authority based on local factors and conditions.
- The Township Official Plans shall contain policies that ensure that development and site alteration shall not be permitted in significant valleylands and its adjacent lands unless it has been determined, via an Environmental Impact Study, that there will be no negative impacts on the natural features or their ecological functions.
- The Township Official Plans shall contain policies that ensure that when new significant valleylands are identified, consideration and protection of the areas shall be assessed prior to approving new land use planning applications.

7.1.4.8 Linkages and Biodiversity Areas

Preamble

The County of Frontenac's natural heritage system as mapped in Schedule 'B' APPENDIX " " includes natural linkages and biodiversity areas. Through linkages and biodiversity areas, we acknowledge that our system is not an isolated one. We are interconnected to the natural heritage beyond our boundaries and we value our local biosphere – the Frontenac Arch – as well as our global biosphere, Earth.



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7.1.4.8.1 Linkages

Preamble

The County of Frontenac is home to wildlife that traverses eastern Ontario and by identifying linkages, the County is able to support the valuable wildlife that contributes to the County's high quality natural environment. The County has undertaken a geographic information systems (GIS) analysis to determine regional scale linkages.

Policies

- Linkages mapped in this plan on **Appendix “ ”** are intended to promote regional connectivity in the natural heritage system and the County of Frontenac encourages municipalities to establish and maintain linkages by incorporating them into their Official Plans.
- Where appropriate, the Townships are encouraged to add local linkages which facilitate greater connections between natural features of the natural heritage system.
- Linkage mapping has been completed at a regional scale, and the boundaries are intended to be refined at the site level. When development is proposed within a linkage, this plan encourages that linkages be incorporated into the development, retained in its natural state and an Environmental Impact Study be completed to document management recommendations for the protection of the linkage.
- Linkages may be considered as priority areas for ecological stewardship projects, re-naturalization projects, or environmental land acquisition projects, or as potential lands for conservation easements granted to the municipality by the property owner.
- Existing development and activities within linkages may continue.

7.1.4.8.2 Biodiversity Areas (Overlay)

Preamble

The County of Frontenac benefits from having a large undeveloped area that is rich in natural heritage and contains a wide range of species, habitats and ecosystems. Biodiversity Areas protect species, habitat and ecosystems that are representative of the County's natural heritage system. Protecting biodiversity is a way to promote stewardship and ensure that impacts to the environment through challenges such as climate change are mitigated. The County has undertaken a geographic information systems (GIS) analysis to determine specific areas for the protection of biodiversity.



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Policies

- Biodiversity areas are identified on Schedule 'B' APPENDIX "B".
- Biodiversity areas may receive priority consideration for the creation of new conservation areas, conservation easements, or new ecological stewardship programs;
- Notwithstanding the policies of the underlying land use designation, lands within Biodiversity Areas may be:
 - o Discouraged from lot severance or subdivision unless immediately abutting existing development;
 - o Discouraged from the creation of new buildings unless on an existing previously undeveloped lot; and,
 - o If developed, encouraged to develop by minimizing changes to topography and vegetation, and by using materials and a built form that integrates well with a natural area.

7.1.4.9 Mineral Aggregate Operations

Policies

- New mineral aggregate operations may be permitted in the natural heritage system where the policies of this plan and the Township Official Plans allow and:
 - o progressive and final rehabilitation shall be required to accommodate subsequent land uses, to promote land use compatibility, and to recognize the interim nature of extraction;
 - o the assessment of the natural features and restoration plan taking into account the natural heritage system will be incorporated into the Natural Environment Report required under the Aggregate Resources Act.

7.1.4.10 Environmental Impact Study

Preamble

An Environmental Impact Study is an important tool used during the development review process which helps delineate, characterize, analyze, and plan for the protection and conservation of the natural heritage system and its components.

Policies

- Where the policies in this Plan provide for the preparation of an Environmental Impact Study (EIS), it is understood that, on the basis of consultation with the appropriate review agency, the EIS may be scoped or eliminated in those instances where the potential impact of development is reduced or is non-existent.
- Where County Council is the planning approval authority, it shall require an impact assessment for development and site alteration proposed in designated natural heritage features and adjacent lands. An Environmental Impact Study shall be prepared to support land use



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planning applications and prior to the approval of the proposed development or site alteration. **Depending on the type of planning application and the approval authority**, the County, Townships and/or the Conservation Authorities will co-ordinate the requirements for the preparation of an Environmental Impact Study which shall be undertaken in accordance with the Natural Heritage Reference Manual and any other applicable guidelines.

- **The potential scope required for the preparation of an EIS is listed in APPENDIX “3”.**
- ~~The County, in consultation with the Province, the local Townships and the Conservation Authorities may require the completion of a single comprehensive Environmental Impact Study where:~~
 - ~~o development or site alteration is proposed on multiple adjacent properties containing elements of the natural heritage system;~~
 - ~~o a comprehensive community planning process is being undertaken;~~
 - ~~o environmental studies are required to support the proposed expansion of the Township Urban Area or settlement boundary;~~
 - ~~or,~~
 - ~~o as deemed required by the County of Frontenac.~~
- ~~An Environmental Impact Study is intended to provide for an assessment of the potential impact of a proposed development or site alteration on a particular natural heritage feature and shall be used to determine whether the proposed development, redevelopment or site alteration should or should not be permitted. The Environmental Impact Study will be undertaken by the proponent of the development and/or site alteration.~~
- ~~The components of the Environmental Impact Study shall be tailored to the scale of development and may range from a simplified assessment (scoped assessment) to a full assessment. The County may consult with the conservation authority having jurisdiction and the Ministry of Natural Resources in determining information requirements and the type and content of an Environmental Impact Study. The following is intended to provide an initial guideline on the potential scope of an Environmental Impact Study:~~
 - ~~o a description (including a map) of the study area and landscape context (including natural features and areas, and ecological functions);~~
 - ~~o a description of the development proposal;~~
 - ~~o date of field visits;~~
 - ~~o identification of the natural features~~
 - ~~o species lists of flora and fauna recorded for the site;~~
 - ~~o assessment of the potential impacts of the proposed development on natural features or areas and on their ecological functions for which they have been identified;~~



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- o identification of alternatives and avoidance measures implemented to reduce impacts;
- o identification of mitigation, monitoring and contingency requirements;
- o quantification of residual impacts (those that cannot be mitigated) if any;
- o recommendations on how to implement mitigation measures; and,
- o conclusion(s) on the environmental impact(s).
- The County of Frontenac may prepare a comprehensive guideline for the preparation of an Environmental Impact Study which further implements this plan's Environmental Impact Study policies.
- The Environmental Impact Study must be undertaken by a qualified professional to the satisfaction of the appropriate agency / approval authority.

7.1.4.11 Land Uses and Zoning Policies

The County of Frontenac encourages the Townships to identify appropriate land uses and other performance standards in their Zoning By-laws that provide for protection of the features identified in the natural heritage system and which are compliant with the PPS.

7.1.4.12 Stewardship Planning Introduction

One of the key factors that make Frontenac County such a unique place is that it is largely undeveloped, especially when compared to other parts of Ontario. The PPS has been designed to cover all development across Ontario; in the case of natural heritage it is focused on protecting 'rarity' in landscapes to deal primarily with urban growth in the Toronto / Golden Horseshoe area. This perspective does not apply to the Frontenacs, which are rich in natural resources. In this case, a stewardship plan may provide the most suitable perspective on dealing with our ecosystem.

Policies

The County supports the development of a regional stewardship plan in order to provide a broad perspective on protecting ecosystems and managing landscapes.

This Plan recognizes that connectivity of landscapes and ecosystems is important for the long term resilience of the natural environment in the Frontenacs.

7.1.4.13 Lake Management Plans

Introduction



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A Lake Management Plan (LMP) is an approach by a lake association to identify and protect the physical and environmental values of a lake or river system. A LMP can result in a long range vision for the lake community that can be implemented through stewardship direction and potential land use policies. County Council endorses the development of LMPs by lake associations, particularly those lakes that may be experiencing development pressure.

Policies

- Lake Management Plans may include a number of components, including:
 - o A lake capacity assessment to help determine the carrying capacity for development and for opportunities to improve water quality;
 - o An inventory of existing and proposed development by type, and characteristics of sewage and water services;
 - o A shoreline capacity assessment to help determine lands which are suitable for development based on such features as slope, vegetation cover, and depth of overburden;
 - o A fish habitat assessment;
 - o The nature of public access and the use of the lake for aquatic and boating activities;
 - o Road access to the lake or river for shoreline development;
 - o Shoreline management practices that can provide direction for appropriate conservation or retention of natural features;
 - o Identification of special attributes of the lake;
 - o Public education; and
 - o An implementation and monitoring program.
- Township Official Plans may include policies that identify Lake Management Plans that have been completed, recognizing that the primary use of these plans is for stewardship purposes.

7.2 Water Resources

7.2.1 Source Protection Plans

This Plan is based on a watershed planning approach. In this context, Source Protection Plans are key planning documents that help to protect drinking water supplies from potential contamination by limiting certain uses and activities near sensitive areas. The County supports the development of Source Protection Plans for each major watershed in the Frontenacs, including the Quinte Source Protection Plan, Cataraqui Source Protection Plan, and the Mississippi-Rideau Source Protection Plan. The Townships shall include relevant Source Protection



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Plan policies and standards in their Official Plans and Zoning By-laws as part of the implementation of source protection plans.

7.3 Hazard Lands

7.3.1 Introduction

The County of Frontenac's long-term prosperity, environmental health and social well-being **partly** depends on reducing the potential for public cost or risk to Frontenac residents from natural or human-made hazards. Development should be directed away from areas of natural or human-made hazards where there is an unacceptable risk to public health or safety or of property damage.

7.3.2 Natural Hazards Policies

7.3.2.1

Development shall generally be directed to areas outside of:

- hazardous lands adjacent to the shorelines of the Great Lakes - St. Lawrence River System and large inland lakes which are impacted by flooding hazards, erosion hazards and/or dynamic beach hazards;
- hazardous lands adjacent to river, stream and small inland lake systems which are impacted by flooding hazards and/or erosion hazards; and
- hazardous sites.

7.3.2.2

Development and site alteration shall not be permitted within:

- the dynamic beach hazard;
- defined portions of the one hundred year flood level along connecting the St Lawrence River
- areas that would be rendered inaccessible to people and vehicles during times of flooding hazards, erosion hazards and/or dynamic beach hazards, unless it has been demonstrated that the site has safe access appropriate for the nature of the development and the natural hazard; and
- a floodway regardless of whether the area of inundation contains high points of land not subject to flooding.

7.3.2.3

Despite policy 7.3.2.2, development and site alteration may be permitted in certain areas identified in policy 7.3.2.2:

- in those exceptional situations where a Special Policy Area has been approved. The designation of a Special Policy Area, and any change or modification to the site-specific policies or boundaries applying to a Special Policy Area, must be approved by the Ministers of Municipal Affairs and Housing and Natural Resources



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prior to the approval authority approving such changes or modifications; or

- where the development is limited to uses which by their nature must locate within the floodway, including flood and/or erosion control works or minor additions or passive non-structural uses which do not affect flood flows.

7.3.2.3

Development shall not be permitted to locate in hazardous lands and hazardous sites where the use is:

- an institutional use associated with hospitals, nursing homes, pre-school, school nurseries, day care and schools, where there is a threat to the safe evacuation of the sick, the elderly, persons with disabilities or the young during an emergency as a result of flooding, failure of floodproofing measures or protection works, or erosion;
- an essential emergency service such as that provided by fire, police and ambulance stations and electrical substations, which would be impaired during an emergency as a result of flooding, the failure of floodproofing measures and/or protection works, and/or erosion; and
- uses associated with the disposal, manufacture, treatment or storage of hazardous substances.

7.3.2.4

Where the two zone concept for flood plains is applied, development and site alteration may be permitted in the flood fringe, subject to appropriate floodproofing to the flooding hazard elevation or another flooding hazard standard approved by the Minister of Natural Resources.

7.3.2.

Further to policy 7.3.2.4, and except as prohibited in policies 7.3.2.2 and 7.3.2.3, development and site alteration may be permitted in those portions of hazardous lands and hazardous sites where the effects and risk to public safety are minor so as to be managed or mitigated in accordance with provincial standards, as determined by the demonstration and achievement of all of the following:

- development and site alteration is carried out in accordance with floodproofing standards, protection works standards, and access standards;
- vehicles and people have a way of safely entering and exiting the area during times of flooding, erosion and other emergencies;
- new hazards are not created and existing hazards are not aggravated; and
- no adverse environmental impacts will result.



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7.3.3 Human-Made Hazards

Development on, abutting or adjacent to lands affected by mine hazards; oil, gas and salt hazards; or former mineral mining operations, mineral aggregate operations or petroleum resource operations may be permitted only if rehabilitation measures to address and mitigate known or suspected hazards are under-way or have been completed.

Contaminated sites shall be remediated as necessary prior to any activity on the site associated with the proposed use such that there will be no adverse effects.



Appendices

Section 8 – Implementation

The intent of the Implementation section is to provide guidance when interpreting and implementing the policies of this Plan. This section includes policies relating to boundary interpretation, Official Plan amendments, subdivision and condominium applications, public participation, complete application requirements, land use compatibility, and development charges. These policies are intended to give direction to proponents when considering projects requiring approval by County Council, and to provide clarity to staff and Council when processing and evaluating development proposals.

8.1 Interpretation of Land Use Boundaries

It is intended that the boundaries of the land use designations shown on Schedule “A” be considered as approximate except where bounded by major roads, railways, water bodies, legal lot lines or other geographical features. Therefore, amendments to this Plan will not be required in order to make minor adjustments to the land use boundaries provided the general intent of the policies of this Plan is preserved.

8.2 Amendments to the Plan

Amendments to this Plan shall be considered in accordance with related policies elsewhere in this Plan, the Provincial Policy Statement, the *Planning Act*, and with general land use planning principles. Amendments shall only be considered when they are justified and when the required supportive information is provided as stated in the policy sector proposed for revision.

Proposed amendments to this Plan shall be accompanied by sufficient information to allow County Council to fully understand and consider the following:

1. the relationship to and impact of the proposed change on the goals, objectives and policies expressed in this Plan;
2. the need for the proposed change and the benefit to the County;
3. the effect of the proposed change on the need for public services and facilities;
4. the physical suitability of the land for the proposed use and the effect of the proposal on the natural environment; and
5. compliance with the Provincial Policy Statement and other applicable policy and legislation

Applications to amend this Plan will not be considered complete until the information and materials required under the Planning Act and Regulation 543/06, along with any other information and materials identified by the County have been provided.

The County may request the Minister to amend Ontario Regulation 525/97 to be exempt from ministerial approval of future amendments to the County Plan.



Appendices

8.3 Amendments to the Township Official Plans

Amendments to Township Official Plans shall be considered in accordance with the Provincial Policy Statement, the policies in the County Official Plan, related policies elsewhere in the applicable Township plan, the Planning Act, and with general land use planning principles. Amendments shall only be considered when they are justified and when the required supportive information is provided.

Nothing in this Plan shall prevent the Townships from adopting more restrictive policies or standards than those outlined in this Plan, provided such policies are consistent with the general intent of this Plan.

8.4 Public Participation

Council shall consult with the public for amendments to and reviews of the Plan. The consultation process shall include the provision of adequate information in a timely manner, as well as opportunities for members of the public, review agencies, and other stakeholders to discuss this information with County staff and to present views to Council and to Township Councils.

When considering planning applications that are specific to one Township, the County will generally request that the Township hold any public meetings on the County's behalf.

Under exceptional circumstances, Council may forego the requirement for a public meeting when refusing an amendment to its Official Plan.

8.5 Zoning By-laws

The preparation and amendments to Township Zoning By-laws shall be the responsibility of each Township Council. Each Zoning By-law shall reflect the policies established in the Township Official Plan.

8.6 Subdivision and Condominium Approvals and Agreements

The County of Frontenac is the approval authority for plans of subdivision and plans of condominium in the County under Ontario Regulation 477/00. **This can include subdivisions for development in settlement areas, rural residential, commercial, and business park/industrial.**

Council may delegate all or any part of the approvals process by By-law to a committee of Council or to staff.

Township Official Plans shall contain policies to guide the review of plans of subdivisions and plans of condominium.



Appendices

Applications for plans of subdivision and condominium will not be considered complete until the information and materials required under the Planning Act and Regulation 544/06, along with any other information and materials identified by the County have been provided.

8.7 Planning Applications – Consultation and Complete Application Requirements

In situations where County Council acts as the planning approval authority, the County shall request additional information and material that it needs when considering development proposals or Planning Act applications. Such information may include but is not limited to any of the following:

- Hydrogeological and Terrain Analysis Report
- Water Supply Assessment
- Groundwater Impact Study
- Surface Water Impact Study
- Storm Water Management Report/Master Drainage Plan
- Environmental Impact Study/Statement
- Environmental Site Audit/Assessment
- Flood Plain Management/Slope Stability Report
- Lake Capacity Study
- Boat Capacity Study
- Transportation/Traffic Impact Study
- Municipal Servicing Capacity Reports
- Servicing Options Report
- Archaeological Resource Study
- Cultural Heritage Impact Statement
- Natural Heritage Evaluation
- Aggregate study
- Noise/Dust/Vibration Study
- Agricultural Soils Assessment Study
- Minimum Distance Separation calculation
- Market Study
- Planning Rationale
- Official Plan Amendment or Zoning By-law
- Concept Plan showing ultimate use of land
- Previous Land Use Inventory
- Any other studies required by the County which are not reflected in the above list
- Any other studies identified in the Township Official Plans

8.8 Development Charges

The County and any of the Townships may pass Development Charges By-laws in accordance with the Development Charges Act, 1997. Council may request that the



Appendices

City of Kingston collect development charges for applicable services provided by the County within the City's boundaries.

8.9 Land Use Compatibility

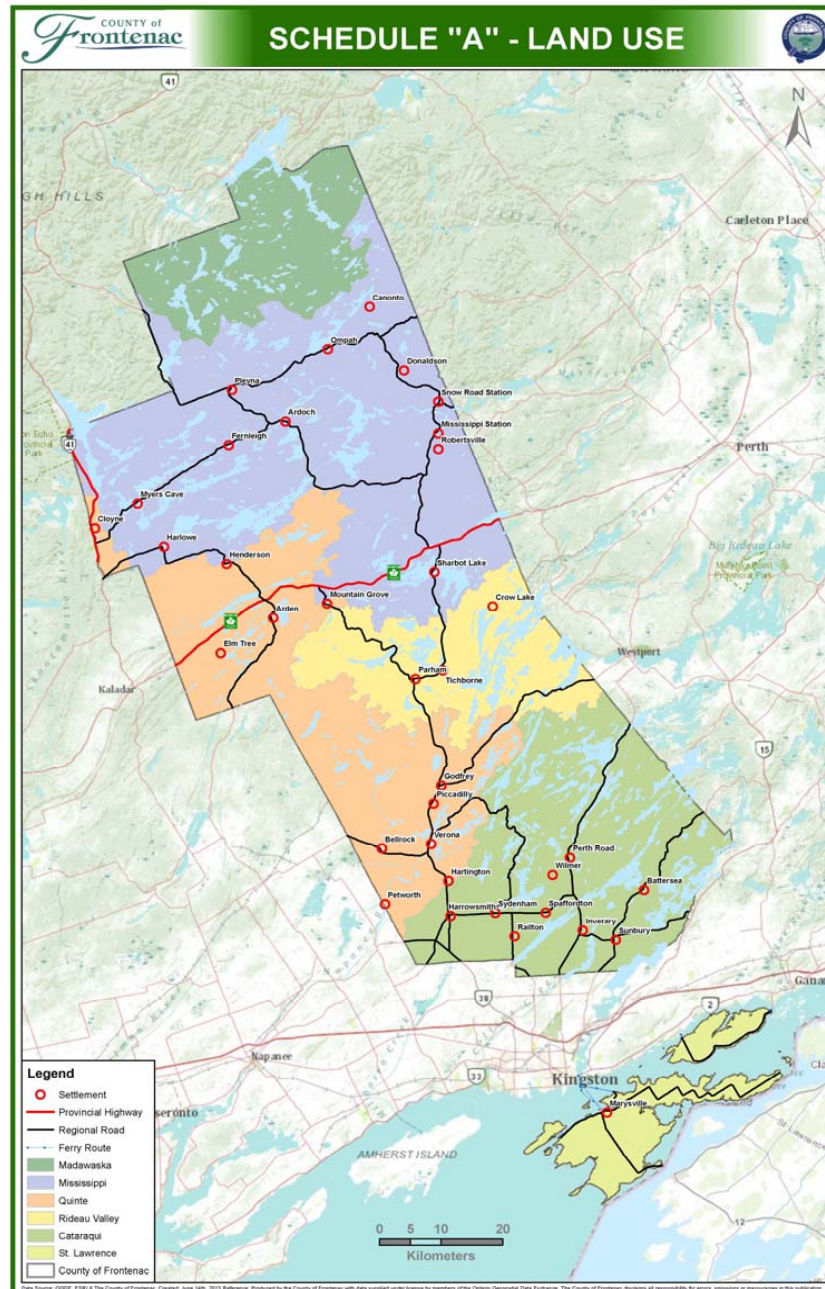
Land use conflicts should be avoided as much as possible. Policies in Official Plans, setbacks in Zoning By-laws, and strategic design and layout of development applications can reduce the potential for conflicts by providing adequate mitigation measures to address issues before they arise.

Township Official Plans shall contain provisions addressing impacts such as noise, dust, contamination, odour, and other impacts that may result from a change in land use or proposed development.

Township Official Plans shall contain policies and guidance for setbacks for sensitive uses from features such as rail lines, mining and aggregate operations, and heavy industrial operations.



Appendices



APPENDICES

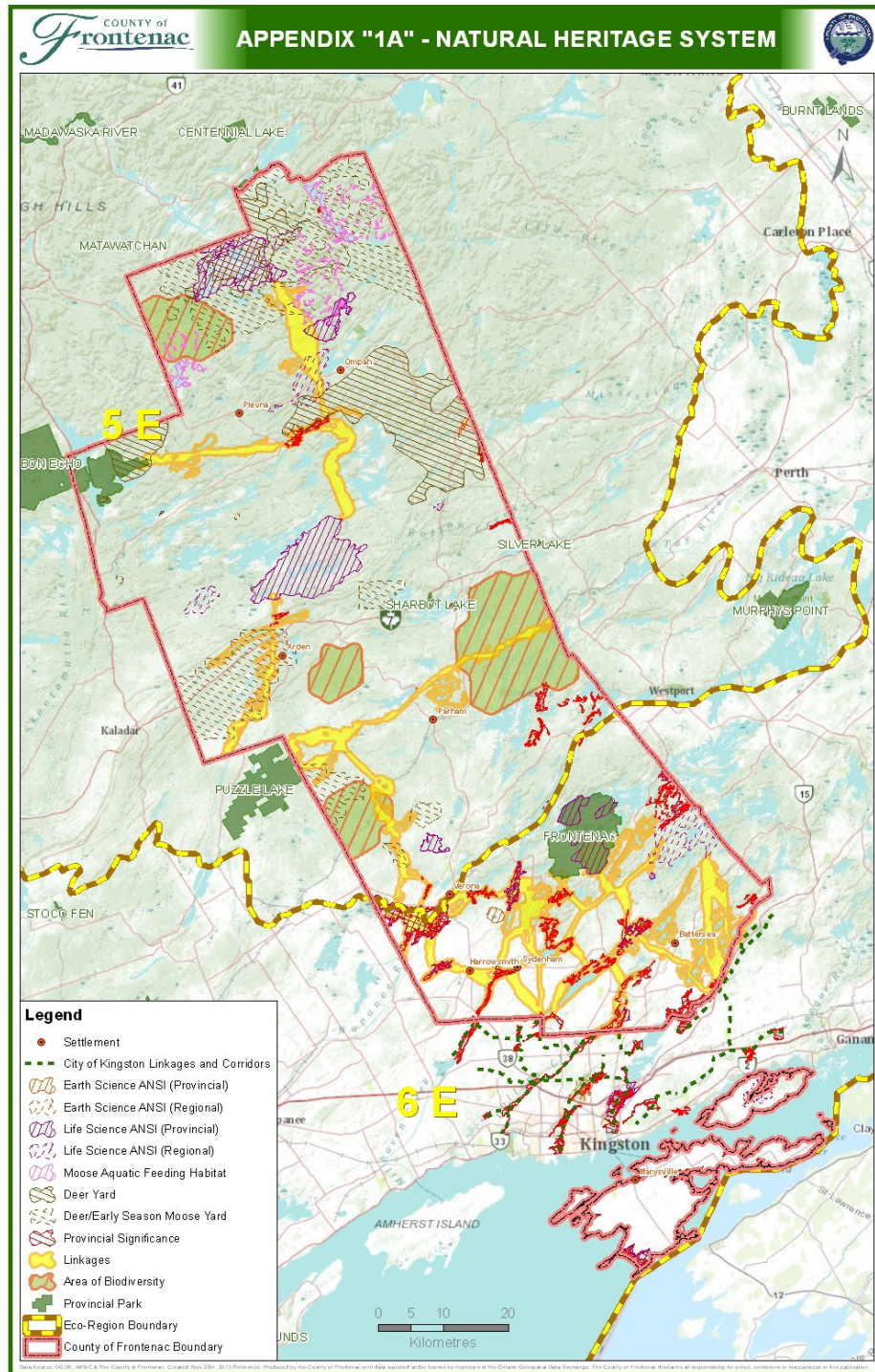


Appendices

APPENDICES 1A to 1C – NATURAL HERITAGE SYSTEM

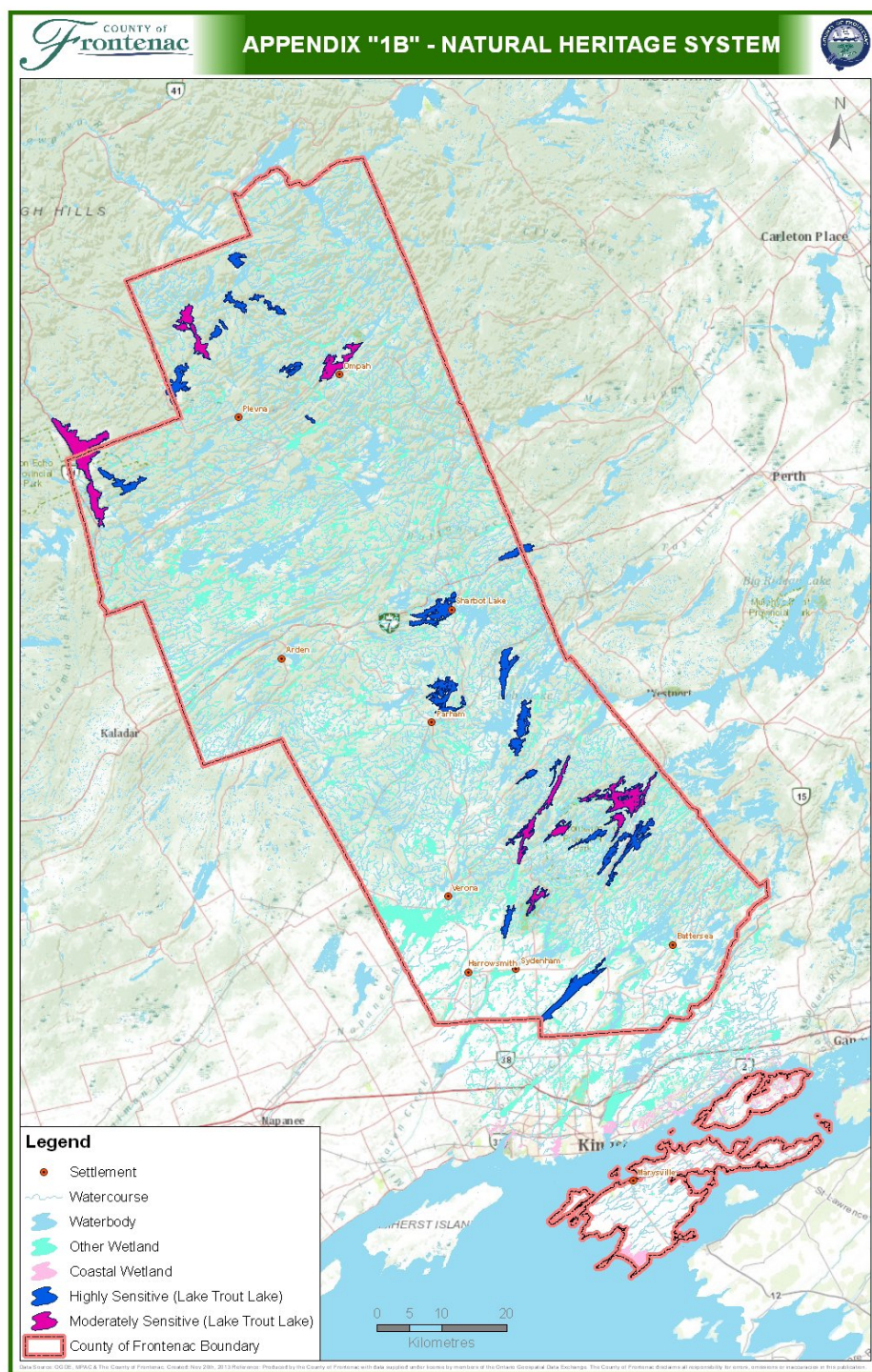


Appendices



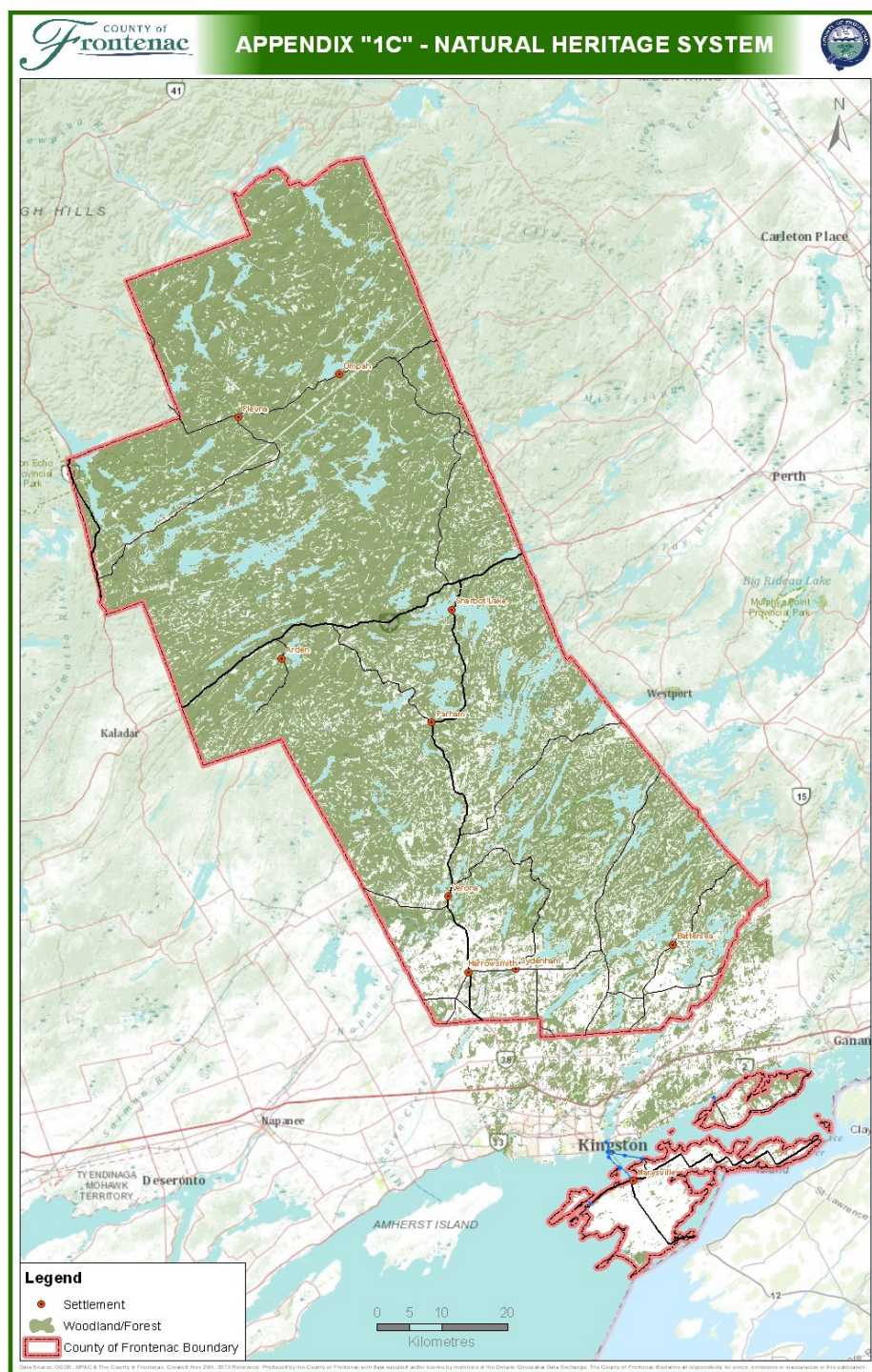


Appendices





Appendices





Appendices

APPENDIX "2" – DESIGNATED 'AT CAPACITY' LAKE TROUT LAKES

- Shabomeka (Buck) Lake, Kishkebus (Dyers) Lake, Little Green Lake, Buckshot (Indian) Lake, Lucky Lake, Mosque (Mosquito) Lake, Big Ohlmann (Rock) Lake, Mackie Lake, Reid (Boundary) Lake, Round Schooner Lake, and Camp (Little Mackie) Lake, Big Salmon Lake, Bobs (Green Bay) Lake, Buck Lake, Crow Lake, Devil Lake, Eagle Lake, Garter Lake, Hungry Lake, Knowlton Lake, Loughborough (West Basin) Lake, Potspoon Lake, and Sharbot (West Basin) Lake



Appendices

APPENDIX "3" – ENVIRONMENTAL IMPACT STUDY REQUIREMENTS

- The County, in consultation with the Province, the local Townships and the Conservation Authorities may require the completion of a single comprehensive Environmental Impact Study where:
 - o development or site alteration is proposed on multiple adjacent properties containing elements of the natural heritage system;
 - o a comprehensive community planning process is being undertaken;
 - o environmental studies are required to support the proposed expansion of the Township Urban Area or settlement boundary;
 - or,
 - o as deemed required by the County of Frontenac.
- An Environmental Impact Study is intended to provide for an assessment of the potential impact of a proposed development or site alteration on a particular natural heritage feature and shall be used to determine whether the proposed development, redevelopment or site alteration should or should not be permitted. The Environmental Impact Study will be undertaken by the proponent of the development and/or site alteration.
- The components of the Environmental Impact Study shall be tailored to the scale of development and may range from a simplified assessment (scoped assessment) to a full assessment. The County may consult with the conservation authority having jurisdiction and the Ministry of Natural Resources in determining information requirements and the type and content of an Environmental Impact Study. The following is intended to provide an initial guideline on the potential scope of an Environmental Impact Study:
 - o a description (including a map) of the study area and landscape context (including natural features and areas, and ecological functions);
 - o a description of the development proposal;
 - o date of field visits;
 - o identification of the natural features
 - o species lists of flora and fauna recorded for the site;
 - o assessment of the potential impacts of the proposed development on natural features or areas and on their ecological functions for which they have been identified;
 - o identification of alternatives and avoidance measures implemented to reduce impacts;
 - o identification of mitigation, monitoring and contingency requirements;
 - o quantification of residual impacts (those that cannot be mitigated) if any;



Appendices

- o recommendations on how to implement mitigation measures; and,
 - o conclusion(s) on the environmental impact(s).
- The County of Frontenac may prepare a comprehensive guideline for the preparation of and Environmental Impact Study which further implements this plan's Environmental Impact Study policies.
- The Environmental Impact Study must be undertaken by a qualified professional to the satisfaction of the appropriate agency / approval authority.



MINUTES
Regular Meeting #2013-08
Kingston Frontenac Public Library Board
October 23, 2013 - 4:00 PM
Delahaye Room, Central Library

Present: Barbara Aitken, Paige Cousineau, Patricia Enright (Chief Librarian/CEO), Ralph Gatfield, Wilma Kenny, Councillor Jim Neill, Floyd Patterson, Councillor John Purdon, Claudette Richardson (Chair), Somnath Sinha, Monica Stewart (arrived at 5:15 PM)

Staff Present: Doug Brown (Director, Facilities), Laura Carter (Manager, Branch Operations), Mary Glenn (Recording Secretary), Barbara Love (Director, Branch Operations), Shelagh Quigley (Director, Human Resources), Chris Ridgley (Budget / HR Analyst)

Regrets: Erik Knutsen

Guests: Sherry Van Luven (CUPE Local 2202)

1. CALL TO ORDER

Ms. Richardson called the meeting to order at 4:00 PM.

2. ADOPTION OF THE AGENDA

The agenda was accepted as distributed.

3. DECLARATIONS OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

4. ACCEPTANCE OF MINUTES

4.1 Kingston Frontenac Public Library Meeting #2013-07 held September 25, 2013

There was a clarification to 6.1.3 in the minutes to indicate that Councillor Purdon spoke on behalf of the Township of Central Frontenac and not on behalf of all the townships when he reported that a motion was passed to proclaim the month of October as Canadian Library month. *Update:* It has been confirmed that the other townships have also passed a motion.

2013-45 SINHA – GATFIELD

That the minutes of Regular Meeting 2013-07 of the Kingston Frontenac Public Library Board held September 25, 2013 be approved as circulated.

CARRIED

CONSENT AGENDA

It was requested that item 6.1.2 be removed from the consent agenda for further discussion.

A board member suggested that because rural branches represent a small portion of the pie chart that circulation be reported on a per capita basis and not by branch to better reflect any increase or decrease. It was suggested that the catchment population in the Branch Services Master Plan or new census data could be used.

It was pointed out that many people who live in a rural area use an urban branch, particularly those who work in the City, and that this is important information to have. However, it was felt that if we use the same population year after year it will still give the board a way of measuring any changes.

Further, it was suggested that statistics also be looked at to see how usage is affected by a seasonal population, and by school closures. Although usage during the summer is traditionally higher, it appears to be particularly so at branches which are in cottage country. Ms. Enright will make changes to how the statistics are reported.

5. INFORMATION ITEMS**5.1 Correspondence / Information Received and Sent**

- 5.1.1 From the City of Kingston, a letter dated September 25, 2013 regarding 2014 Budget guidelines asking us to submit budget documentation no later than October 25, 2013. Budget deliberations are currently scheduled for November 25, 2013 through to November 27, 2013.
- 5.1.2 To Ms. Birmingham, Chair, KFPL Art Exhibition Committee, a letter dated October 16, 2013 in response to her letter to the Board dated August 30, 2013 and further to her attending the October 2013 Board meeting as a delegation, to inform her that the Board will be reviewing the Art Exhibition policy in November.
- 5.1.3 From the Chair of the Ontario Genealogical Society, Kingston Branch, a letter dated October 15, 2013 to express their appreciation for all that the library does and for the use of the Wilson Room for their regular general meetings, and enclosing a donation of \$1000. *Responded with a letter of appreciation for their generosity, dated October 16, 2013.*

6. MONITORING REPORTS**6.1 Communication and Counsel**

- 6.1.1 Chief Librarian's Report (attached)
- 6.1.2 3rd Quarter Statistical Report (attached)

6.2 Financial Condition, 3rd quarter (attached)**6.3 Financial Planning and Budgeting (attached)****7. Motion to Accept Consent Agenda**

2013-46 AITKEN - GATFIELD

To accept the Consent Agenda, thereby accepting the materials on the consent agenda.

CARRIED

ACTION AGENDA**8. Business Arising from the Minutes**

There was no business arising from the minutes.

9. Action Items**9.1 Budget Approval Consent (report under 6.3)**

The City has asked their departments and boards to stay within a 1.5% increase. The operating budget as presented today represents a 2.32% increase. The City has also asked us for a 15 year capital budget plan.

It was noted that room rental revenue and revenue in general have decreased. There was discussion regarding non-resident fees which have not been looked at for some time. It was noted that people with library memberships are now also able to access e-materials.

A report regarding non-resident fees will be brought to the Board.

2013-47 GATFIELD - AITKEN

That the Board accept the 2014 Operating and Capital Budget estimates as presented at the board meeting and direct the Chief Librarian / Chief Executive Officer to forward a copy of the budget estimate to the City of Kingston and to the County of Frontenac.

CARRIED (unanimously)

9.2 Update - Strategic Planning

A few changes to the document were suggested.

2013-48 NEILL - GATFIELD

That the Board accept the KFPL Vision 2020, with the changes suggested at the meeting.

CARRIED

A communication plan will be brought to the next Board meeting for discussion.

9.3 Negotiations Update

It was suggested that Item 9.3, which requires the Board to go In Camera, be discussed last.

ITEMS FOR DISCUSSION / EXPLORATION - postponed until November.

OTHER BUSINESS

10. Chief Librarian / Chief Executive Officer Review – due November 15, 2013

Board members and management staff were asked to complete the evaluation form and return it to the Board Chair by November 15.

11. OLA Super Conference (January 29-February 1, 2014)

The Super Conference will be held from January 29 to February 1, 2014. The Board will be informed when program registration is open.

12. Board Self-Evaluation

The forms were distributed at the meeting.

9.3 Negotiations Update

2013-49 PURDON – SINHA

That the Board go In Camera to discuss labour relations. (5:00 PM)

CARRIED

Ms. Van Luven left the meeting at this time.

2013-50 PATTERSON – SINHA

That the Board rise from In Camera (5:32 PM).

CARRIED

13. Next Meeting Date and Adjournment

The next regular Board Meeting will be held at 4:00 PM, Wednesday, November 27, 2013, in the Delahaye Room, Central Library.

There being no further business, the meeting was adjourned at 5:35 PM.

Claudette Richardson, Chair

Mary Glenn, Recording Secretary

**MINUTES OF THE GENERAL MEETING OF THE BOARD OF HEALTH
September 25, 2013**

Wednesday, September 25, 2013

1:00 p.m. Boardroom)

Minutes of the meeting of the Kingston, Frontenac and Lennox & Addington Board of Health held at 221 Portsmouth Avenue, on Wednesday, September 25, 2013.

Present: Ms. F. Campbell, Councillor B. Clayton, Councillor B. Cox, Councillor D. Hector, Councillor L. Schell, Councillor J. Scott, Mr. C. Simonds (Chair), Mrs. R. Spooner, Mr. I. Wilson

Dr. I. Gemmill, T. Button, S. Donnelly, E. Gardner, H. Gilchrist, K. Gimby, A. Girouard, A. Hansen-Taugher, S. Hegarty, R. Goodmurphy, C. Koob (Recorder), P. Landy, P. Lavalley, M. McReynolds, D. McWilliam, K. Millan, Dr. K. Moore, K. O'Connor, M. Peterson, K. Shaw, S. Stewart, S. Taggart

Guests: S. MacDonald, S. Theriault, BScN St. Lawrence College/Laurentian University students

1. Call to Order

Chair C. Simonds called the meeting to order.

2. Roll Call

Roll call was taken by C. Koob

3. Approval of Agenda

Councillor B. Clayton requested that the item "Community Based Paramedics" be added under Agenda Item 29, Other Business.

It was MOVED by Councillor D. Hector and SECONDED by Councillor B. Cox THAT the Board of Health approve the agenda for the meeting of September 25, 2013.

CARRIED

4. Conflict of Interest

No conflict of interest was declared.

5. Confirmation of Minutes of the General Meeting held June 26, 2013

It was MOVED by Councillor B. Clayton and SECONDED by Mrs. R. Spooner THAT the Board of Health approve the minutes of the meeting of June 26, 2013.

CARRIED

Presentations

7. Lyme Disease

Dr. K. Moore provided information on the tick species found in the KFL&A area and its life cycle. He also provided statistics on tick-related visits to local emergency departments within the region and the incidence of Lyme disease in the KFL&A region and the province of Ontario. KFL&A

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Public Health has taken the following action to address Lyme disease in the community: developed an algorithm for prophylaxis by primary care and emergency rooms; developed a medical directive for prophylaxis by KFL&A Public Health staff to those presenting with an engorged tick; provided consistent education to high-risk populations through radio, print and television. This education has included: television interviews, attendance a community events to provide information and resources, partnerships with neighbouring public health agencies to collaborate with local veterinarians, and presentations to schools, camps and occupational risk groups. Dr. Moore also presented prevention strategies, through landscaping including maintaining a six-foot drying zone between wooded area and play structures, and frequent mowing in parks to keep the mouse population down. Dr. Moore responded to a few questions and was thanked by C. Simonds

8. A Day in the Life ... of a Public Health Inspector

E. Gardner, Manager of Environmental Health, introduced A. Girouard, Public Health Inspector (PHI), in the Napanee Branch Office. A. Girouard reviewed the functions and required qualifications of a PHI. The typical day of a PHI includes: daily challenges, an interesting role, interaction with the public, community health protection, responsibility and diversity, and application of a science background. Knowledge in the following sciences is required for PHIs: biology, anatomy, physiology, toxicology, air quality, chemistry, math, microbiology and physics. PHIs are designated as provincial offences officers. The following Ontario Public Health Standards guide the work of PHIs:

- Environmental Health Program Standards including food safety, safe water, and health hazard prevention and management.
- Infectious Disease standards: Rabies prevention and control and infectious disease prevention and control.
- Public Health Emergency Preparedness

The work of PHIs is also governed by many provincial acts, including the *Building Code Act*, *Clean Water Act* and *Day Nurseries Act*, to name a few. Mr. Girouard provided additional information regarding a PHI's duties under the various acts, particularly relating to food and water safety. PHIs collaborate with municipalities, the provincial government and the federal government in carrying out their duties. A. Girouard responded to a few questions and was thanked by C. Simonds.

Action Items

9. By-law, Policy and Procedure Manual

Dr. Gemmill provided an overview of the policies for the Board's consideration.

Revised:

- a) Policy IV-440, *Safe Footwear*

New:

- a) Policy IV-370, *Routine Practices*
- b) Policy IV-485, *Early and Safe Return to Work Program*

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For Deletion:

- a) Policy IV-370, *HIV Infection*
- b) Policy IV-590, *Research Appointments*

It was MOVED by Mr. I. Wilson and SECONDED by Mrs. R. Spooner THAT the Board of Health approve revised Policy IV-440, *Safe Footwear*; new Policies IV-435, *Routine Practices*, and IV-485, *Early and Safe Return to Work*; and delete Policies IV-370, *HIV Infection*, and IV-590, *Research Appointments*.

CARRIED

10. Appointment of Delegates for alpha Fall Symposium, November 14 and 15, 2013

Board members, Chair C. Simonds, Councillor B. Cox, Mr. I. Wilson, and Councillor D. Hector expressed an interest in attending the alpha Fall Symposium on November 14 and 15, 2013.

It was MOVED by Councillor L. Schell and SECONDED by Councillor B. Clayton THAT the Board of Health appoint up to four delegates for the alpha 2013 Fall Symposium in Toronto on November 14 and 15, 2013.

CARRIED

11. Appointment of 2014 Budget Review Committee

In preparation of KFL&A Public Health's annual cost-shared budget and related programs, a sub-committee of the Board is struck each year to facilitate this process. The Budget Review Committee reviews the draft budgets in detail, so that any areas that may be problematic are dealt with, ensuring a smoother and more expeditious consideration by the Board.

It was MOVED by Mr. I. Wilson and SECONDED by Councillor J. Scott THAT the Board of Health approve an ad hoc Budget Review Committee for the 2014 cost-shared and related budgets, comprising the Board Chair, Mr. C. Simonds; Vice-Chair, Councillor B. Clayton; and Councillor L. Schell for a meeting on October 28, 2013.

CARRIED

A brief discussion took place regarding the municipal contribution to the cost-shared budget. It was suggested that KFL&A Public Health present its budget to municipalities for information. Dr. Gemmill noted that other options for accreditation are being investigated, given the disbandment of Ontario Council on Community Health Accreditation. The Board will be kept apprised on this matter.

12. Endorsement of Government Legislation for Menu Labelling

Currently, there is no government legislation on menu labelling in Canada. Restaurants, fast food outlets and grocery stores selling ready-to-eat foods are exempt from Canadian Food and Drug Regulations which have required nutritional information to be displayed in a standardized format on pre-packaged food and food products since 2005.

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Many local public health agencies have identified their support for government legislation of menu labelling.

It was MOVED by Councillor D. Hector and SECONDED by Councillor J. Scott THAT the KFL&A Board of Health endorse Bill 59: Healthy Decisions for Healthy Eating Act, 2013, and send correspondence to the:

- 1) Honourable Deb Matthews, Provincial Minister of Health and Long-term Care**
- 2) Honourable Kathleen Wynne, Premier of Ontario**

FURTHER THAT a copy of this resolution be forwarded to the Honourable Rona Ambrose, Federal Minister of Health, all local Members of Parliament, all Ontario Boards of Health, the Ontario Public Health Association, the Ontario Society of Nutrition Professionals in Public Health and the Association of Local Public Health Agencies.

CARRIED

Discussion Items

13. Potential New Indicators for Inclusion in the 2014-2016 Public Health Accountability Agreement

The Board and staff of KFL&A Public Health had significant concerns about the accountability indicators that were selected for 2012-2013, primarily because they included measures over which boards of health had no control. The Ministry is now proposing new indicators for 2014 and beyond. An initial assessment of the new proposals indicates that the Public Health Division has attempted to address the concerns that these accountability indicators be those that are under the control of the Board of Health and its activities. These indicators will be discussed in more detail by the three divisions at KFL&A Public Health.

Board member comments included:

- The costs associated with meeting individual indicators should be calculated to determine if they are cost-effective.
- Calculating staff and overhead costs for each indicator might be difficult.
- With the implementation of the Ontario Public Health Standards and associated indicators, local public health agencies are less able to set their own goals and objectives, which might better serve their respective communities.
- Priorities are being set on a macro scale, rather than being set to meet local needs.
- Indicators should be compared from one year to the next to determine if there has been improvement. This cannot be done when indicators change each year.

Action: Dr. Gemmill will include the Board's comments on the 2014-2016 indicators in the consultation survey.

Information Items

14. Report of the Medical Officer of Health

Dr. Gemmill reviewed highlights from his report. He reminded Board members that the October 23, 2013 meeting will be held in Napanee. Influenza immunization will be

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available for Board members prior to the meeting. T. Button attended the Frontenac County Integrated Community Sustainability Planning event on September 20, 2013, at which KFL&A Public Health was officially recognized as a community partner in this initiative.

15. Employee Engagement Survey Results

Received for information.

16. Baby Friendly Assessment Summary

Received for information.

17. Water Pipes and E-cigarettes

S. Stewart and D. McWilliam were thanked for the information provided on water pipes and E-cigarettes. The Board will be kept apprised of any developments in this area. Councillor D. Hector will investigate how these smoking devices can be incorporated into the smoking by-law.

18. Queen's Appointments, 2013-2014

Chair C. Simonds thanked staff who have appointments with Queen's University. This affiliation with Queen's benefits both institutions and the community.

19. Replies to Board Correspondence

Received for information.

20. Finance

Received for information.

21. Correspondence and Announcements from alPHA

Received for information.

22. Correspondence and Announcements from Public Health Ontario

Received for information.

23. Correspondence and Announcements from the Ministry of Health and Long-term Care, Public Health Division

Received for information.

24. Correspondence and Announcements from the Ministry of Health and Long-term Care, Health Promotion Division

Received for information.

25. Other Correspondence and Announcements

Received for information.

26. Media Report

Received for information.

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27. Appreciation Correspondence

Received for information.

28. Personnel Items

Received for information.

29. Executive Committee Minutes

Received for information.

It was MOVED by Councillor B. Cox and SECONDED by Councillor B. Clayton THAT information items 13 to 29 be received.

CARRIED

30. Other Business

Councillor B. Clayton requested that P. Charbonneau of Frontenac County be contacted regarding a presentation to the Board on the Community Paramedicine Pilot Project.

Direction: Dr. Gemmill will contact P. Charbonneau regarding a presentation to the Board in October or November on the Community Paramedicine Pilot Project.

31. Move In Camera RE: MNP Organizational Structure Final Report

It was MOVED by Councillor D. Hector and SECONDED by Councillor L. Schell THAT the Board of Health move in camera.

CARRIED

32. Report and Motion(s) from the In-Camera Session

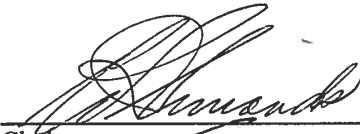
Dr. Gemmill provided an update on the MNP Organizational Review.

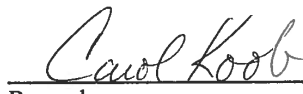
33. Adjournment

It was MOVED by Ms. F. Campbell and SECONDED by Mrs. R. Spooner THAT the Board of Health meeting of September 25, 2013, be adjourned.

CARRIED

Date of Next Meeting: October 23, 2013 (Napanee Branch Office)


Chair


Recorder



**Joint Accessibility Advisory Committee Meeting Minutes
November 18, 2013**

A meeting of the Frontenac Joint Accessibility Advisory Committee (FAAC) was held at the Sydenham Public Library, 4432 George Street, Sydenham on Monday, November 18, 2013 at 10:00 AM

Present: Neil Allen, Township of South Frontenac Representative - Chair
Francine Arsenault, Community at Large Representative - Vice-Chair
Danka Brewer, Township of Central Frontenac Representative
John McDougall, County Council Representative
Gary Davison, County Council Representative
Jannette Amini, County of Frontenac

1. Call to order

Mr. Allen, Chair, called the meeting to order at 10:04 a.m.

2. Adoption of the agenda

Moved By: Councillor McDougall
Seconded By: Ms. Brewer

RESOLVED THAT the agenda be adopted as circulated.

CARRIED

3. Disclosure of pecuniary interest and general nature thereof

Councillor McDougall declared a Conflict of Interest with respect to item 7 i. Consideration of Nominations submitted for the International Day of Persons with Disabilities Access Award as he is a member of the Verona Lions Club, which is one of the nominees for this award.

4. Adoption of minutes

Moved By: Ms. Arsenault
Seconded By: Mr. Allen

RESOLVED THAT the minutes of the Joint Accessibility Advisory Committee meeting held September 9, 2013 be approved as circulated.

CARRIED

5. Deputations and/or presentations – Nil

6. Communications – Nil

7. Accessibility Advisory Committee Work Plan

Councillor McDougall exited the meeting at 10:06 a.m.

i. Consideration of Nominations submitted for the International Day of Persons with Disabilities Access Award

Moved By: Ms. Brewer
Seconded By: Ms. Arsenault

RESOLVED THAT the Verona Lions Club be selected as the 2013 recipient of the County of Frontenac International Day of Persons with Disabilities Access Award.

CARRIED

The following nominations were received for the first annual International Day of Persons with Disabilities Access Award:

1. The Verona Lions Club for accessibility retrofits to the washrooms, doors and pavilion area of its building.
2. RKY Camp, Parham, for its programming and continued focus on refurbishing its facilities to support programming for persons with disabilities.
3. Southern Frontenac Community Services, Sydenham, for its renovations to the Grace Centre which provides services and programs to seniors and adults with physical disabilities.
4. Dr. Karen Steiner, New Leaf Link, Sydenham, for her work and dedication to the community inclusion of adults with developmental disabilities in what were un-serviced areas.

5. Land O'Lakes Tourist Association on the development of a proposal and application for funding to assist its members to meet the challenges of the "baby boomers" as they age over the next 20 years.

The Committee reviewed all applications and felt that each one was very deserving of its nomination. Given this difficult decision, it was felt by the Committee to focus on those nominations that impacted the greatest number of people.

Councillor McDougall returned to the meeting at 10:45

ii. **2013-196**
 Code of Conduct for Members of County Council and Committees

Moved By: Ms. Arsenault
Seconded By: Councillor McDougall

RESOLVED THAT the Joint Frontenac Accessibility Advisory Committee receive Report 2013-196, Frontenac County Advisory Committees – Code of Conduct for Members of County Council and Committees for information only.

CARRIED

Ms. Amini provided a brief overview of the report and requested that each member sign the Code of Conduct acknowledging that they have read, understood and accept it.

iii. **2013-215**
 Mandatory Integrated Accessibility Standards Regulation Training

Moved By: Councillor McDougall
Seconded By: Ms. Arsenault

RESOLVED THAT the Joint Frontenac Accessibility Advisory Committee receive Report 2013-196, Frontenac County Advisory Committees – Mandatory Integrated Accessibility Standards Regulation Training for information only.

CARRIED

Ms. Amini provided a brief overview of the report and requested that each member sign the Training Record acknowledging that they have received and understood the training.

8. Other business

The Committee discussed what it would like to focus its energy on at the next meeting and it was decided to discuss and attempt to develop guidelines on how to organize an accessible event and how to hold an accessible meeting.

9. Next meeting date

The next meeting of the Frontenac Accessibility Advisory Committee is scheduled for Monday, February 3, 2014.

10. Adjournment

Moved By: Councillor Davison

Seconded By: Ms. Brewer

RESOLVED THAT the meeting hereby adjourn at 11:20 a.m.

CARRIED



**Minutes of the Sustainability Advisory Committee Meeting
December 2, 2013**

A meeting of the Sustainability Advisory Committee (SAC) was held in the Frontenac Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie on Monday, December 2, 2013 at 10:00 a.m.

In attendance:

- Geoff Sandiford, Chair
- Denis Doyle, County Councillor
- John McDougall, County Councillor

Regrets:

- Don Ross, Community Member

Staff:

- Marian VanBruinessen, Treasurer/Acting CAO
- Kristin Mullin, Communications Officer
- Jannette Amini, Acting Clerk (Recording Secretary)
- Anne Marie Young, Manager of Economic Sustainability

Others:

- Brooke Gilmour, Hearthmakers

1. Call to order

Chair Sandiford called the meeting to order at 10:03 a.m.

2. Adoption of the agenda

Moved By: Councillor Doyle
Seconded By: Councillor McDougall

THAT the agenda be confirmed.

CARRIED

3. Disclosure 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 declared any disclosures of pecuniary interest.

4. Adoption of minutes

Moved By: Councillor Doyle
Seconded By: Councillor McDougall

THAT the minutes of the Sustainability Advisory Committee meeting held October 7, 2013 be approved as circulated.

CARRIED

5. Deputations and/or presentations – Nil

6. Reports/Topics for Discussion

a) **Report No. 2013-218
Sustainability Advisory Committee 2013 Work Plan Update**

Moved By: Councillor McDougall
Seconded By: Councillor Doyle

THAT the Sustainability Advisory Committee receive this Sustainability - 2013 Work Plan Update report for information.

CARRIED

Mr. Sandiford introduced Ms. Brooke Gilmour, Executive Director, Hearthmakers who is assisting him with the Speaker Series. He advised that Ms. Gilmour has met with himself and Councillor Doyle to develop the agenda for the Sustainable Speaker Series to be held on Wolfe Island with the topic being: How Local Improvement charges can help save energy and water. Ms. Gilmour provided an overview of the agenda as follows:

- 1) Introductions
Brooke Gilmour, Hearthmakers Energy Cooperative Inc
- 2) Back ground information on Local Improvement Charges and how they can be utilized in the County of Frontenac.
Brian Kelly, Durham Region Roundtable on Climate Change

- 3) Energy Retrofits: Saving you money and energy
Eugene Hofmister, Energy Renovators
- 4) Wet-trofits: Water conservation and system upgrade and the Well Aware Program
Brooke Gilmour, Hearthmakers Energy Cooperative
- 5) Renewable Energy Installation
Brad Leonard, Friendly Fires, an amalgamation to Renewable Energy of Plum Hollow and Friendly Fires

Ms. Gilmour will follow-up with Mr. Brian Kelly regarding Durham's waste incinerator program being done in partnership with York region which utilizes gas tax funding to support the capital costs.

It was suggested that Mr. Peter Young attend this session on Wolfe Island to speak to the County's research on the CHEERIO program and to answer any questions.

With respect to the Wet-trofits, Ms. Gilmour advised that the Health Unit will test well water; however she is unaware of anything beyond that. If there is interest from the County, Hearthmakers could seek a Trillium Grant to assist residents with upgrades to wells and septic systems which would be administered through Hearthmakers. Given the high assessment of water front properties in South Frontenac, this could be the focus of the next Speaker Series event.

This series will run for 1.5 hours and there will be take away information available for the public, which will be developed in collaboration with Ms. Gilmour and County staff.

With respect to a time frame, the Committee concurred that the best time for this event would be the evening of February 20th at 6:30 p.m. and Mr. Sandiford will attend the Frontenac Islands Township Council as a delegation in early January to inform Council of this event. Mr. Sandiford will also attend the December 18th County Council meeting to answer any questions Council may have.

Ms. Gilmour exited the meeting

It was noted that the Sustainability Work Shop should be a public event as it is considered a public meeting. As such, it was suggested that moving forward, the County charge for this event similar to what Sustainable Kingston and Sustainable Peterborough do. This will also answer concerns that it becomes a public document. It was also noted that holding this event for the entire day with a start time of at 7:30 a.m. becomes cumbersome for those who have full time employment and it was suggested that in the future, this event start in the afternoon and run into the evening. The absence of the press at this event was also noted and it was felt that the publishing of an agenda could help attract the Press.

The Committee also questioned how Partnerships are chosen and are there criteria for this. Staff will come back to the Committee with set criteria for Partnerships.

With respect to volunteer opportunities being posted to the County website, it was suggested that the Townships be requested to also place this information on their respective websites.

With respect to the Awards Program Ms. Mullin also suggested that the County could look into a scholarship program open to students in the 4 Township who would be entering a program that fits within the 4 pillars of sustainability, which could be funded in part by local organizations. Ms. Mullin will carry out additional research on this and report back to the Committee at its next meeting.

The Committee discussed the Sustainable Actions 2013 and questioned how these actions are prioritized in order to make them usable to County Council and staff. It was also noted that County Council, within the next few months, will be carrying out its Strategic Planning Session with the intent of developing a Strategic Plan for the County. Once this is done, it will assist County Council in determining which Actions it chooses to focus on. It was suggested that recommendations coming from this Committee might hold more weight and Mr. Sandiford and Councillor McDougall will meet to look at past recommendations from the Committee regarding previous Sustainable Actions with the intent to bring forward recommendations to the Committee that could then be forwarded to County Council.

With respect to the 2013 and 2014 Sustainability Advisory Committee budgets, Ms. VanBruinessen expressed Councils discomfort in unspent budgeted dollars continually being allocated to the Working Fund Reserve and noted that in 2013, the Committee had not spent its allocated funding. She questioned the funding being requested in 2014, specifically around \$12,000 being allocated towards activities which after today, the Committee will now be recuperating costs for. She also wanted to ensure that there was no overlap in activities between the Committee budget and staff budgets. The Committee agreed that the \$12,000 will be reviewed by staff and that possible amendments could come forward to the budget.

Ms. VanBruinessen also pointed out that during last year's budget deliberations, County Council moved the \$3,000 Rural Youth Day funding from staff's budget to the Committees budget and to date, it has not been utilized. This funding comes from Federal Gas Tax funding and could go towards supporting initiatives that are already taking place in the County or the Committee could develop its own program that would support youth.

b) **Report No. 2013-196**
Code of Conduct for Members of County Council and Committees

Moved By: Councillor Doyle
Seconded By: Councillor McDougall

THAT the Sustainability Advisory Committee receive the Frontenac County Advisory Committees – Code of Conduct for Members of County Council and Committees report for information.

CARRIED

Ms. Amini provided a brief overview of the report and requested that each member sign the Code of Conduct acknowledging that they have read, understood and accept it.

c) **Report No. 2013-215**
Mandatory Integrated Accessibility Standards Regulation Training

Moved By: Councillor McDougall
Seconded By: Councillor Doyle

THAT the Sustainability Advisory Committee receive the Frontenac County Advisory Committees – Mandatory Integrated Accessibility Standards Regulation Training report for information.

CARRIED

Ms. Amini provided a brief overview of the report and requested that each member sign the Training Record acknowledging that they have received and understood the training.

7. Other business

Through suggestions by Committee members, Mr. Sandiford will send a Thank You letter to Mr. Ron Hipfner for his work on the Sustainability Advisory Committee over the past years.

8. Next meeting date

The next meeting of the Sustainability Advisory Committee is scheduled for Monday, February 3, 2014 at 1:00 p.m. at the County Administrative Building.

9. Adjournment

Moved By: Councillor Doyle
Seconded By: Councillor McDougall

THAT the meeting hereby adjourn at 11:39

CARRIED



**Minutes of the Service Delivery and Organization Review Committee Meeting
November 20, 2013**

A meeting of the Service Delivery and Organization Review Committee was held in the Frontenac Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, November 20, 2013 at 1:00 PM

Present: Chair Walter Knott; Deputy Warden Bud Clayton and Councillor Doyle

Regrets: Councillor Davison

Also Present: Councillor Jones; Marian VanBruinessen, Acting CAO/Treasurer; Paul Charbonneau, Director of Emergency and Transportation Services; Julie Shillington, Administrator of Fairmount; Jannette Amini, Acting Clerk

1. Call to order

The Chair called the meeting to order at 1:06 p.m.

2. Adoption of the agenda

Moved By: Councillor Doyle

Seconded By: Deputy Warden Clayton

THAT the agenda for the November 20, 2013 Service Delivery and Organization Review Committee be adopted.

CARRIED

3. Disclosure of pecuniary interest and general nature thereof

The Chair requested the Recording Secretary to make a note in the minutes that no members of the Committee declared any disclosures of pecuniary interest.

4. Adoption of minutes

Moved By: Deputy Warden Clayton
Seconded By: Councillor Doyle

THAT the minutes of the Service Delivery and Organization Review Committee meeting held on July 12, 2013 be adopted as circulated.

CARRIED

5. Deputations and/or presentations – Nil

6. Reports

2013-212

KPMG Interim Report on the County of Frontenac Service Delivery and Organization Review

Moved By: Councillor Doyle
Seconded By: Deputy Warden Clayton

THAT the Service Delivery and Organization Review Committee receive the Corporate Services – KPMG Interim Report on the County of Frontenac Service Delivery and Organization Review for information.

CARRIED

Mr. Peever provided an overview of the report.

Mr. Peever noted that staff had provided feedback on errors in the document which would be amended.

With respect to the strategic direction of the County, the question was raised around the timing of any Strategic Plan and the possibility of rationalizing these two opposing sides of County Council as well as its value given that Council is heading into an election year. Mr. Peever confirmed that a new Council may have a new Strategic priority; however it is a positive move to have a starting foundation on which to go forward. The KPMG Final Report will however provide recommendations to County Council.

Mr. Peever noted one omission in the Interim Report regarding reference around sick time issues in the FPS and Fairmount Home and this will be included in the final report.

Mr. Peever noted incorrect information on page 20 of the Interim Report, Service Level Baselines - Emergency Medical Services with respect to indicators and clarified that the

County receives \$ 7.4 million from the Province and the City of Kingston for the provision of land ambulance services and that the annual net operating expense supported by the County's levy is \$6.2 million.

Mr. Peever advised that KPMG will identify in its final report which areas of service delivery would benefit from a LEAN assessment. Ms. Shillington provided a brief overview to the Committee on the current project now taking place at Fairmount Home with respect to the Dietary Department in which LEAN principles have been utilized. It was suggested that all Senior Managers would benefit from LEAN 6 Sigma training.

2013-196

Frontenac County Advisory Committees – Code of Conduct for Members of County Council and Committees

Moved By: Deputy Warden Clayton
Seconded By: Councillor Doyle

THAT the Service Delivery and Organization Review Committee receive Report 2013-196, Frontenac County Advisory Committees – Code of Conduct for Members of County Council and Committees for information only.

CARRIED

7. Other business – Nil

8. Next meeting date

The next meeting of the Service Delivery and Organization Review Committee is scheduled for Monday, December 9, 2013 at 2:00 p.m. at the County Administrative Building.

9. Adjournment

Moved By: Councillor Doyle
Seconded By: Deputy Warden Clayton

THAT the meeting be hereby adjourned at 2:27 p.m.

CARRIED



**TRAILS ADVISORY COMMITTEE MINUTES
December 5, 2013**

A meeting of the Trails Advisory Committee (TAC) was held in the Frontenac Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, December 5, 2013 at 10:00 AM

In attendance:

- Allan McPhail, Chair
- Councillor Denis Doyle, Vice-Chair
- Dieter Eberhardt
- Joan Hollywood
- Marc Moeys

Regrets:

- Councillor Gary Davison
- Councillor John Inglis
- Derrick Spafford

Staff:

- Anne Marie Young, Manager of Economic Sustainability
- Jannette Amini, Acting Clerk, Recording Secretary
- Peter Young, Community Planner
- Mr. Kevin Farrel, GIS Specialist

1. Call to order

The Chair called the meeting to order at 10:03 a.m.

2. Adoption of the agenda

Moved By: Councillor Doyle

Seconded By: Mr. Eberhardt

THAT the agenda for the December 5, 2013 Trails Advisory Committee be approved.

CARRIED

3. Disclosure 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 declared any disclosures of pecuniary interest.

4. Deputations and/or presentations

MMM Group provided the Trails Advisory Committee with a PowerPoint presentation on the process of the development of the Trails Concept Plan. A copy of all documentation provided by MMM Group has been attached to the record in the Clerk's Office. This is the first of three meetings they will have with the Committee, with the next meeting to take place in February and then again in March. It was requested by the Committee to add a snowmobile image to any publications going forward.

With respect to GIS Mapping, certain portions may require magnification in the County as the users use the local infrastructure as well as the trail and this would also help identify when a user will be approaching or going through a village. These maps can also be used for local promotion and should be shared with the Townships. It was noted that this would fit more within a public map and the GIS data being provided can be extracted for use in a public map. There is also software capabilities that allow interactive mapping that can be accessed through the internet, including smart phones given appropriate cellular services. The Committee also noted the numerous provincial parks and community parks along the trail system that the GIS mapping could interconnect with.

It was requested that the Notice of Study Commencement be made available in a format that local organizations can include in their respective newsletters. It was noted that some photographs in this Notice were not taken within the County of Frontenac.

With respect to the consultation process, it was brought to the attention of the consultants that First Nations must be consulted. Mr. McLaughlin advised that consultations will occur with First Nations through the Province. He also suggested that business cards be made available at the Townships and public meetings for attendees to take away which would provide contact information should they wish to submit input. A public workshop could be done in conjunction with the next Trails Advisory Committee meeting.

The consultants also looked to the Committee for comments with respect to designlines being incorporated into the mapping that would identify potential for future trails. This would help identify potential property owners that might be affected by future trails development that staff would consult as well as provide the opportunity for those property owners to provide input. It was suggested that prior to the public meetings, the mapping be forwarded to both Ms. Young and Mr. Farrell to identify affected property owners so that they could be consulted prior to this information being made public.

With respect to timing of public meetings, it was felt that this should be held off until March as there are many seasonal residents who will not be in the County during the winter months. Once the draft is complete and it has been vetted through the Committee, it can be posted to the County website for public comments. The Communications Letter that is published could also advise that a draft Trails Concept Plan will be expected in the spring for public comments.

Mr. Loschmann provided an overview the County of Frontenac Priority Route Selection Tool and how the Tool works. It was noted that the second box of the diagram of Step 2 should read "Logical Connections". With respect to bicycles and roads being connected to the trails with the intent to promote bicyclists to use the trails, it was noted that the funding is not there to connect all roads to the trails so the Committee will need to think about which roads should be a priority.

Wolfe Island is separated from the County geographically and has been working with KEDCO in Kingston to get bicycle connections from the Island to the mainland and many of the roads have been identified as bicycle routes. MMM was also pointed to the second stage of the Trails Implementation Plan which will be going to County Council for approval at its December meeting which might be useful to the consultants. Mr. McLaughlin advised that MMM will review these and come back to the next meeting with suggestions for the Committee to endorse.

Committee members provided individual recommendations around areas that might be of interest to the consultants.

5. Adoption of minutes

Moved By: Mr. Moeys
Seconded By: Councillor Doyle

THAT the minutes of the Trails Advisory Committee meeting held October 10, 2013 be adopted as circulated.

CARRIED

6. Communications

7. Reports/Topics for Discussion

**a) Report No. 2013-230
Trails Advisory Committee 2013 Work Plan Update**

Moved By: Councillor Doyle

Seconded By: Ms. Hollywood

THAT the Trails Advisory Committee receive this 2013 Work Plan Update report for information;

AND FURTHER THAT the Trails Advisory Committee recommend to the Council of the County of Frontenac the approval of the Frontenac K&P Trail Implementation Plan – Phase 2 (Tichborne to Sharbot Lake).

CARRIED

Regarding beaver dams, it was questioned if a program should be put in place to regularly monitor the trails for beaver dams. Ms. Young noted that this will form part of the maintenance plan. It was noted that beaver dams are becoming a large issue with the public and it is anticipated that more expertise on how to address beaver dams will be coming forward in the future.

Ms. Young advised that the trail will be officially opened in the spring pending the legal issues around private property. The work at the rear of the school is complete and trees have been retained to provide privacy between both the school and the trail users. For the most part, land owners in the area have been very cooperative and supportive of the work being done to the trail.

There is now a protocol for the Cataraqui Trails that all gates be open no later than December 1st and closed no later than March 31st. This is due to a fatality some time ago in Sydenham of a snowmobiler.

The Committee talked about next steps, specifically around trail uses given that funding opportunities from the Trans Canada Trails require that motorized vehicles are prohibited. It was noted that the County currently has a policy in place for the trails and unless this Committee wants to recommend a change, it should remain status quo. Ms. Young noted that her report to Council noted the funding that was announced by Minister Gerretsen and that this money will be made available through the Trans Canada Trails.

The Committee talked about the various types of motorized vehicles and it was noted in the future that electric bicycles will need to be addressed.

b) **Report No. 2013-196**
Code of Conduct for Members of County Council and Committees

Moved By: Councillor Doyle
Seconded By: Warden Gutowski

THAT the Trails Advisory Committee receive the Code of Conduct for Members of County Council and Committees for information.

CARRIED

c) **Report No. 2013-215**
Mandatory Integrated Accessibility Standards Regulation Training

Moved By: Mr. Moeys
Seconded By: Warden Gutowski

THAT the Trails Advisory Committee receive the Mandatory Integrated Accessibility Standards Regulation Training for information.

CARRIED

Ms. Young was asked that an image of a person in either a walker or wheelchair be added to the public materials.

8. Other business – Nil

9. Next meeting date

The next Trails Advisory Committee meeting is scheduled for Thursday, February 6, 2013 at 10 a.m. at the County Administrative Building. Mr. Eberhardt provided regrets for this meeting.

10. Adjournment

Moved By: Warden Gutowski
Seconded By: Ms. Hollywood

THAT the meeting adjourned at 11:55 a.m.

CARRIED



COMMITTEE REPORT

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini
Acting Clerk

Date prepared: December 6, 2013

Date of meeting: December 18, 2013

Re: Trails Advisory Committee – Recommendations to Council

Recommendation

a) 2013-230

Trails Advisory Committee – 2013 Work Plan Update

THAT the Council of the County of Frontenac approve the Frontenac K&P Trail Implementation Plan – Phase 2 (Tichborne to Sharbot Lake).

The [Frontenac K&P Trail Implementation Plan](#) – Phase 2 (Tichborne to Sharbot Lake) formed part of Report 2013-176, 2013 Work Plan Update attached to the October 10, 2013 Trails Advisory Committee agenda.



**Minutes of the Service Delivery and Organization Review Committee Meeting
December 9, 2013**

A meeting of the Service Delivery and Organization Review Committee was held in the Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie on Monday, December 9, 2013 at 2:00 PM

Present: Chair Walter Knott; Deputy Warden Clayton and Councillor Doyle, Councillor Davison, Warden Gutowski

Also Present: **Other Councillors:** Councillor McDougall;
County Staff: Marian VanBruinessen, Acting CAO/Treasurer; Paul Charbonneau, Director of Emergency and Transportation Services; Julie Shillington, Administrator of Fairmount; Jannette Amini, Acting Clerk

1. Call to order

The Chair called the meeting to order at 2:00 p.m.

2. Adoption of the agenda

Moved By: Deputy Warden Clayton
Seconded By: Councillor Doyle

THAT the agenda for the December 9, 2013 Service Delivery and Organization Review Committee be adopted.

CARRIED

3. Disclosure of pecuniary interest and general nature thereof

The Chair requested the Recording Secretary to make a note in the minutes that no members of the Committee declared any disclosures of pecuniary interest.

4. Adoption of minutes

Moved By: Deputy Warden Clayton
Seconded By: Councillor Davison

THAT the minutes of the Service Delivery and Organization Review Committee meeting held on November 20, 2013 be adopted as circulated.

CARRIED

5. Deputations and/or presentations – Nil

The Committee now considered a portion of Report 2013-215 prior to moving into closed session.

See page 3

6. Closed meeting

Moved By: Councillor Doyle
Seconded By: Warden Gutowski

RESOLVED THAT the Service Delivery and Organization Review Committee enter into a closed meeting as authorized under Section 239 of the Municipal Act, to consider:

- (d) Labour relations or employee negotiations

CARRIED

Moved By: Warden Gutowski
Seconded By: Deputy Warden Clayton

THAT the Service Delivery and Organization Review Committee rise from the closed meeting;

AND FURTHER that the direction provided within the closed meeting be confirmed at Council.

CARRIED

7. Reports

Report No. 2013-215

**Corporate Services – KPMG Final Report on the County of Frontenac
Service Delivery and Organization Review**

Moved By: Councillor Doyle
Seconded By: Councillor Davison

THAT the Service Delivery and Organization Review Committee receive the Corporate Services – KPMG Frontenac County Comprehensive Review of Services & Organization Draft Final Report for information;

AND FURTHER THAT the 27 Recommended opportunities identified in the KPMG Frontenac County Comprehensive Review of Services & Organization Draft Final Report be forwarded to County Council for review and direction at the December 18, 2013 County Council Meeting;

AND FURTHER THAT the By-law 2013-0020 be amended to amend the Terms of Reference of the Service Delivery and Organization Review Committee to include the implementation and monitoring of the 27 KPMG recommendations.

CARRIED

Mr. Peever noted the revised Introduction page which was amended to address grammatical errors. Ms. VanBruinessen also noted that there were several errors identified by staff and that a report will be forthcoming to Council identifying those errors if not corrected.

Mr. Peever provided an overview of the Corporate Services benchmarking, noting that some comparators have not yet responded and the final version of this report could change based on those late responses.

His review did point out that since 2010; the County costs have flat lined and not increased which is unique to Frontenac County. He cautioned the Committee to not focus on the salary and benefit increases by the percentage as some of the higher percentages are due to an increase in staff such as planning or due to the increase in OMERS premiums and not due necessarily to salary increases. The 9.7% increase in EMS is what is being seen across the province; however the 6.7% for Social and Family Services which includes Fairmount Home is lower than what is typically seen across the province. Mr. Peever did note that year over year increases in the levy should be a gradual upward curve and not sporadic as this type of levying is not sustainable. Ms. VanBruinessen indicated that the 11% increase in 2005 was caused by a 5.7% increase in social service costs based on the changes related to the arbitrated settlement, 2%

related to an ambulance enhancement, 2% related to Fairmount Home and the rest was across a number of areas.

When looking at reserves it is important to see the entire picture including the reserve itself and the debt per households. When compared to its comparators, Frontenac County is in good shape.

Mr. Peever pointed the Committee to page 58 of the report which notes that the tax levies for Frontenac County have actually decreased since 2010 which is unique among its comparators.

Regarding the number of staff per thousand among the County and its comparators, Mr. Peever cautioned the Committee to also consider the reasons for these figures. For example, Perth may have low staff costs per thousand; however its long term care costs are included with Stafford and as such, does not show up on its books yet this is a very large staffing cost. Ms. VanBruinessen also noted that Frontenac County is the FPS Service provider for the City of Kingston yet the City's population is not included in these figures which also skews the true numbers and felt that a note regarding this should be added to the report to bring this awareness to Council.

With respect to the cost sharing of FPS with the City of Kingston, this formula is based on weighted assessment and the County has relatively higher waterfront assessment growth than the City of Kingston. As such, the County's share of the FPS services continues to increase each year.

With respect to Fairmount Home, and specifically the Case Mix Index, Ms. Shillington clarified that the goal of the home is to be at 100%; however this requires assessment on every resident quarterly and this does not capture residents who exhibit aggression. This is a baseline but it is not a true reflection of the level of care required.

Mr. Peever advised that the salaries and benefits are lower in privately operated long term care facilities and this is due to pay equity as the Province mandates that in a municipality, a female position must be compared to a male position of equal value; however in a privately run facility where they are female dominated positions you can create a proxy where the rules around pay equity are much looser. Another factor is arbitration and the employer's ability to pay which is restricted in the private sector and municipalities are perceived to have deep pockets.

The Committee moved into closed session

The Committee rose from closed session

Mr. Peever walked the Committee through the 27 recommended opportunities many of which have already been implemented by staff prior to this report. Staff also noted that some recommendations such as the workplace absenteeism policy and the shortened

work week would need to go through Human Resources first to ensure this would be permitted. Mr. Peever suggested that staff may also wish to seek legal advice with respect to the shortened work week.

Regarding the recommendation for a staff Christmas Party, Ms. VanBruinessen clarified that in the past, the County did provide a Christmas lunch for corporate staff; however for the last 2 years, this cost has either been covered privately by senior management or staff have paid for this dinner themselves. She also noted that quarterly luncheons are held with every second one being covered by the County.

With respect to recommendation 12 – GIS contracting, Ms. VanBruinessen did advise that such a person would need to have an awareness of the County as they cleanse data before being uploaded to the website and a contracted service would be more generic. She also noted that the current GIS position already supports the townships.

With respect to recommendations regarding the EMS Dispatch, Mr. Peever suggested that this should be on an EOWC agenda and regarding nursing homes, there is no authority from his point of view to change the status of Fairmount Home; however he suggested that the County support the AMO position on long term care.

With respect to recommendation 17 and the Lean 6 sigma, it was suggested that one Blitz Kaizen take place per year. Mr. Peever suggested that scheduling of nursing staff tends to be an issue with long term care facilities and well as supporting ambulance stations which has been identified by the Unions. It was suggested that a consultant be brought in to do the process with scheduling of nursing and resources and ferry services be the first.

With respect to recommendation 22, Mr. Peever pointed to the regulatory environment municipalities live in which is driving up the cost of services and smaller municipalities cannot afford to pay the costs of these specialized positions. Shared services between the Townships can be a way of reducing those costs.

With respect to recommendations 26 and 27 which speak to the reduction of the numerous amount of staff meetings and follow up required from them, Ms. VanBruinessen advised that this has already been addressed, regarding both staff and Council/Committee meetings.

Ms. VanBruinessen advised that staff have gone through Appendix C and noted that many of the identified salary ranges are incorrect. KPMG will be working with staff to finalize this document with accurate and up to date information.

8. Other business – Nil

9. Next meeting date

To be determined.

10. Adjournment

Moved By: Deputy Warden Clayton
Seconded By: Warden Gutowski

THAT the meeting be hereby adjourned at 4:55 p.m.

CARRIED



cutting through complexity

Frontenac County Comprehensive Review of Services & Organization Final Report

December 18, 2013

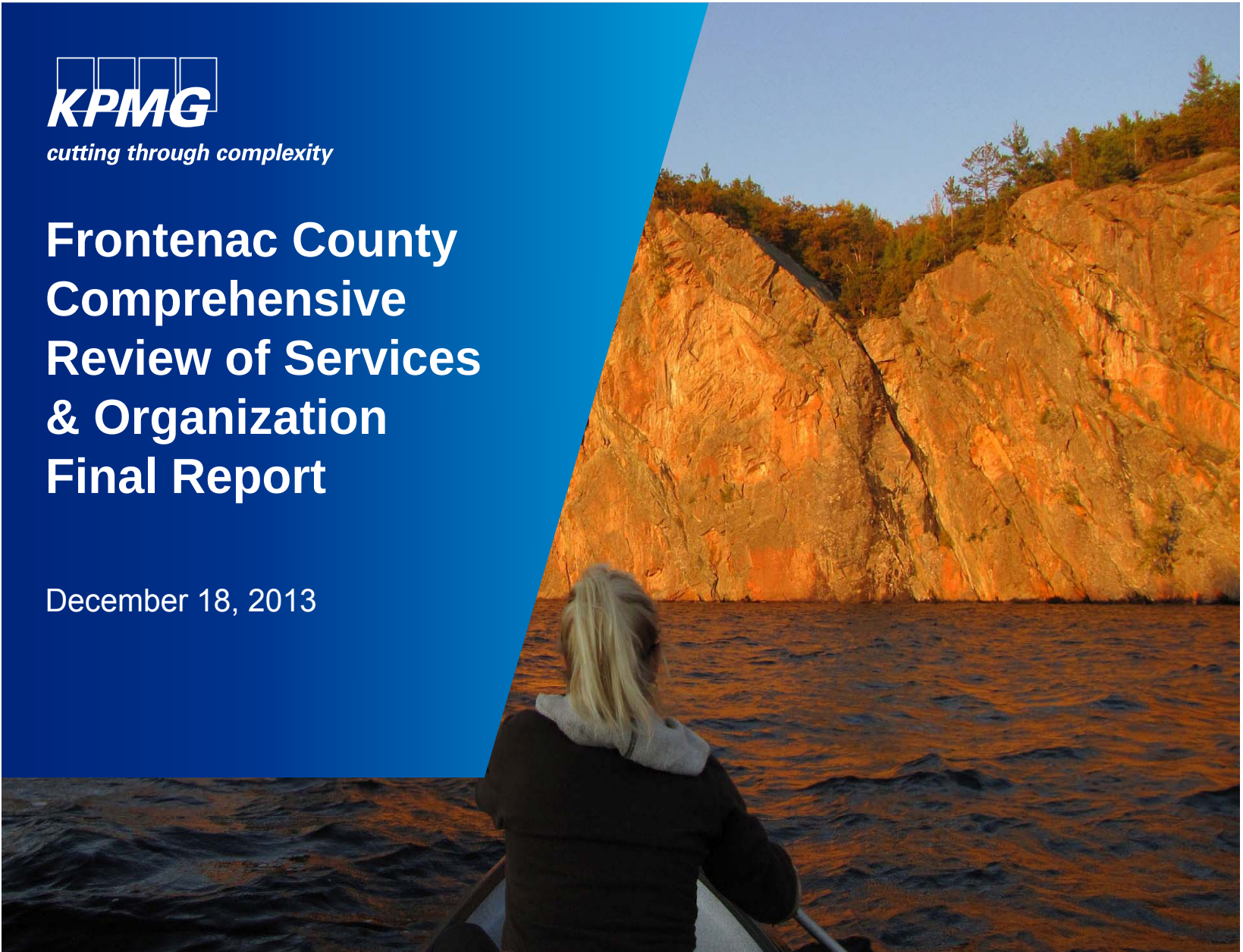




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Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the County of Frontenac. KPMG has not and will not perform management functions or make management decisions for the County of Frontenac. The determination of the high level organizational structure and the detail design of the organization is the responsibility of the County of Frontenac management.

This report includes or makes reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the County of Frontenac nor are we an insider or associate of the County of Frontenac or its management team. Our fees for this engagement are not contingent upon our findings or any other event. Accordingly, we believe we are independent of the County of Frontenac and are acting objectively.



Executive Summary Introduction

All organizations need to know that virtually no program or activity will perform effectively for a long time without modification and redesign. Eventually every activity becomes obsolete. Among organizations that ignore this fact, the worst offender is government.

Peter Drucker, [The Age of Discontinuity](#)

Introduction

Over the past decade, the County of Frontenac (the County) has evolved from a management board established under a Ministerial restructuring order to a County responsible for the delivery of planning, ferry, land ambulance and long term care services with support from a corporate services department. The growth in service scope has led to a corresponding increase in the County's annual operating budget from \$16.9 million in 2002 to \$34.4 million in 2012. The County is fortunate that the City of Kingston and the Province of Ontario provide substantial funding for the County's operations (75% in 2012). Nonetheless, County Council has expressed concern about the upward pressure on the operating budget. Through this term of office, Council has focused on controlling costs and limiting increases to the municipal levy.

In order to assist the County with the identification of potential opportunities for improved efficiencies, KPMG was retained to undertake a comprehensive review of services and organization. This review involved an evaluation of the County's operations, personnel and financial performance with the view of identifying options for maintaining adequate service levels while allowing for long-term sustainable budgets.

Overall, the land ambulance, nursing home and ferry services were found to be well run and committed to excellence in service delivery. Nonetheless, the project identified 27 opportunities to improve the efficiency and effectiveness of the County's operations. While some of this opportunities are capable of immediate implementation, others have a longer term focus. The immediate term opportunities focus on the internal business processes and structure of the organization. The longer term opportunities involve the participation of municipal partners and extensive negotiation.

The key finding from the project is the need for the county's member municipalities to work together under shared services agreements so that the collectively the county can achieve the necessary economies of scale for low cost service delivery for the benefit of the Frontenac property taxpayer – the concept of *One Frontenac*. The long term sustainability of Frontenac county depends on the endorsement of *One Frontenac* by its member municipalities. Early indications are that, under the leadership of Frontenac Islands with its shared services agreement for financial services, this is an achievable goal.

We recognize that the ultimate decision as to method and level of services provided by the County rests with Council and we trust that our report assists with the decision-making process.



Executive Summary

Scope, Deliverables and Timing

It is common for both internal and external stakeholders to confuse an organizational review with a service delivery review given the widespread media attention of the Toronto Service Delivery Review.

A service delivery review is all about identifying municipal services that can be delivered in a new manner or at a different service level.

An organizational review instead is about the alignment of the organization's resources to most effectively and efficiently deliver those services.

Project Objectives

KPMG was engaged by the Frontenac County to undertake a comprehensive review of services and organization with the following primary objectives:

1. **Identify opportunities to achieve greater economies, efficiencies and effectiveness in the delivering of County services.**
2. **Identify leading practices from other government organizations and the private sector that can be applied to the County of Frontenac operations**
3. **Ensure that taxpayers are getting value for their money Project Drivers (why are we doing this, what problem do we want to solve)**

To uncover opportunities that could lead to a more efficient and responsive organization in the context of limited growth, increasing service level demands, new legislative requirements and leading practices in local government.

Project Principles

- The recommendations of KPMG will be highly implementable and reflect the independent professional opinion of the consulting team
- The outcomes will be innovative and reflect leading practices from both the public and private sector
- The ability to measure and/or use benchmarks where possible is highly desirable



Executive Summary

Scope, Deliverables and Timing

Project Scope (Summarized)

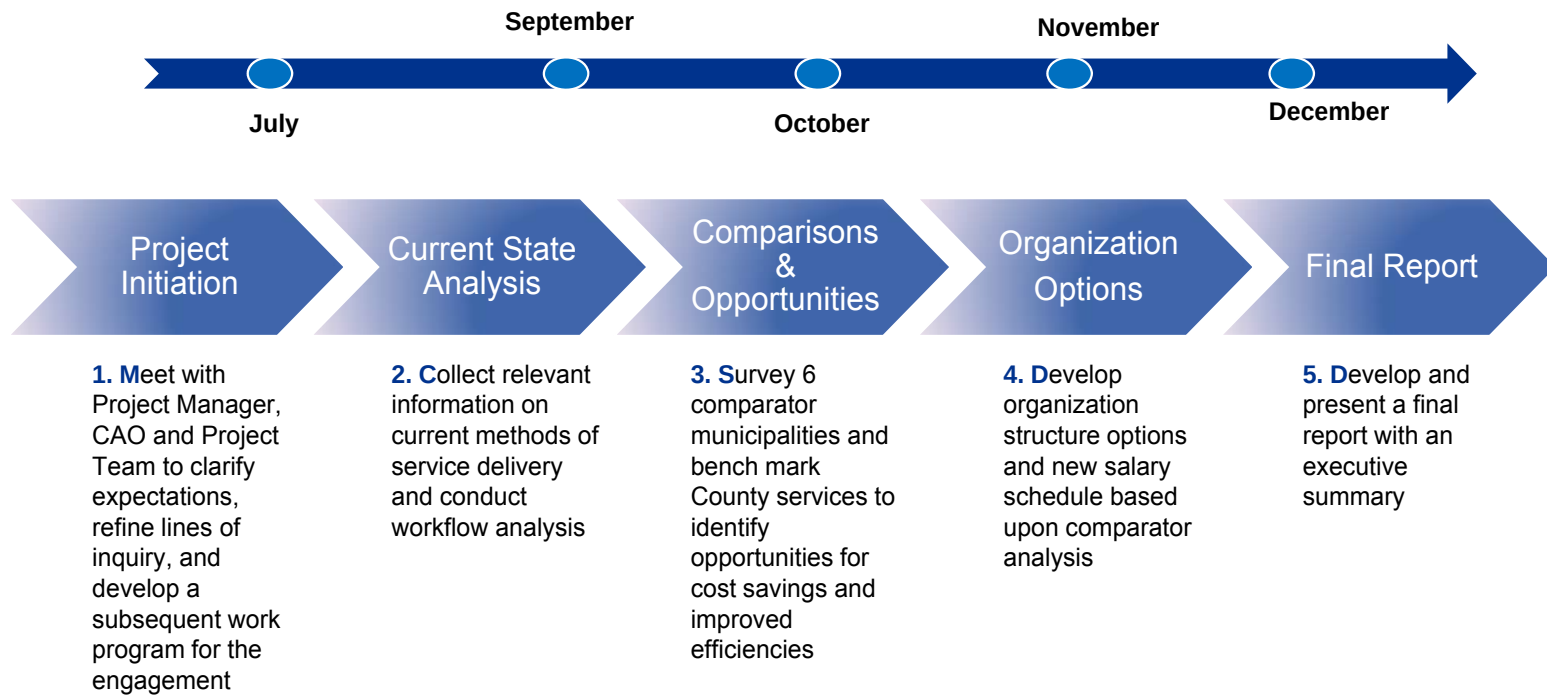
- Gain an understanding of, and comment on, all aspects of the operations of the County
- Review the municipal services and service levels for all activities under Corporate, Fairmount Home and Emergency and Transportation Services. All members of Council and County senior staff are to be interviewed.
- Document three work and work flow routines to assess optimal human resource allocation across the departments
- Benchmark and measure the County's services in context of other municipal and private sector organizations
- Identify potential opportunities for cost savings balanced against the broader community benefit
- Provide service delivery options, organizational options and recommendations including revised job descriptions and organizational chart
- Salary schedules for non-union administrative positions and confidential assessment of unionized staff compensation

Project Timing

- The project commenced July 23, 2013, and will be completed when the final report is submitted to the County of Frontenac on or before January 15, 2014.



Executive Summary Project Phases





Executive Summary Current State Assessment

As part of the County of Frontenac comprehensive review of services and organization, Warden and Council, CAO, Senior Management Team and staff were interviewed. Five focus groups were facilitated with management and labour representatives. In addition, both Council and Staff were surveyed. Five Councillors and 115 staff completed the surveys.

Strategy

- *There is no agreed upon strategy for the County and as a result, there is no common direction or criteria for decision making; people are pulled in different directions.*

Structure

- *The lack of consensus on strategic direction has meant the organization has not structured itself to deliver on an agreed mandate particularly in Corporate Services. Accordingly, the CAO's span of control is far too large resulting in operational inefficiency.*

Processes

- *The governance instability of Council and the CAO's wide span of control have led to a certain amount of grid lock at the leadership level of the organization. Nevertheless, County staff have continued to deliver a high level of service to their clients.*

People Practices

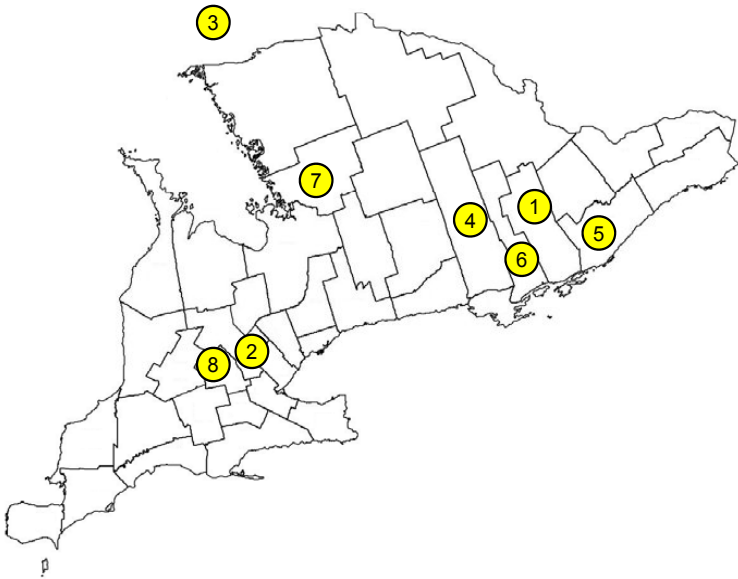
- *It is apparent that the County is an employer that values its employees even though there may be profound disagreements with its labour representatives. County staff continue to be noted for the quality of their service delivery and commitment to their clients.*

Culture

- *While Council's political behaviour has affected the corporate culture of the County, the organization does not exhibit overly high levels of bureaucratic churn and disengagement.*



Financial and Staffing Perspectives on the County *Municipal Comparators*



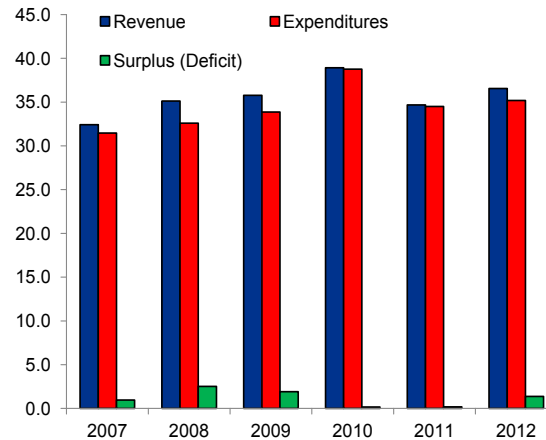
Community	Population ¹	Households ¹	Service Area Population ¹	Service Area Households ²
1. Frontenac	26,375	18,801	151,020	71,593
2. Guelph	121,688	52,179	216,316	84,373
3. Greater Sudbury	161,900	74,069	161,900	74,069
4. Hastings	39,888	23,547	153,327	77,180
5. Leeds & Grenville	60,400	33,732	88,355	49,234
6. Lennox & Addington	41,824	18,295	41,824	18,295
7. Muskoka	59,721	47,996	59,721	47,996
8. Perth	37,571	13,883	74,074	30,743
Comparative Average	73,987	37,556	113,788	54,556

¹ Municipal Financial Information Return Schedule 02 & 90, 2012.



Executive Summary Benchmarking Summary

Historical Operating Results Before Transfers



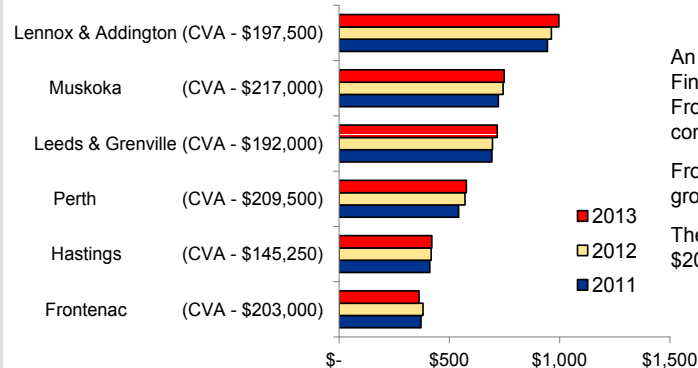
This chart shows the operating results for the County before any transfers from reserve or debenture.

It's an important depiction of the County's financial health because it indicates the long term financial sustainability of the County.

In this case, the County has a positive outlook because it has not incurred an operating deficit over the past six years.

The continued drawing down of reserves to fund operating deficits is a financial practice that is financially unsustainable and will ultimately lead to some type of intervention.

Average/Typical Taxation – Single Family Home



An analysis of assessment and taxation data from the Ministry of Finance's Online Property Taxation Analysis shows that Frontenac County has the lowest average taxation among the comparator group.

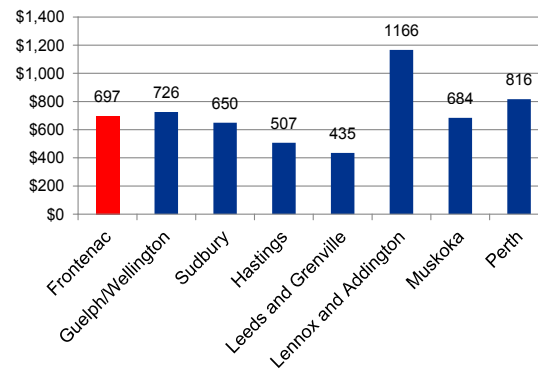
Frontenac County is the only municipality of the comparator group that showed a decline in taxation.

The average current value assessment for Frontenac County is \$203,000; second highest of the comparator group.



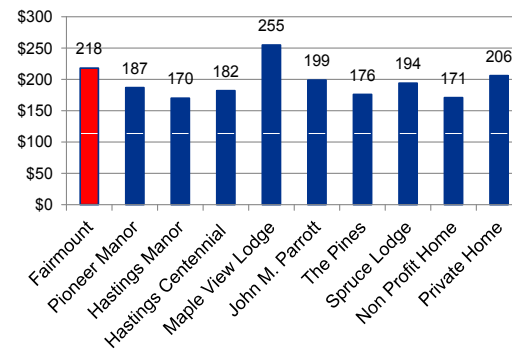
Executive Summary Benchmarking Summary

Cost per EMS Call



A comparison of the Frontenac Paramedic Service's operations indicates that its cost per call (\$697/call) is below the average cost per call of its comparators (\$ 712/call). Nonetheless, its operating cost per unit hour (\$181) is higher than its comparators (\$154) and should be addressed moving forward.

Long Term Care Expense per Day



The cost per day for Fairmount Home (\$218) is above the comparator average (\$199) and the second highest among the comparator group. Interestingly, the private home's cost per day (\$206) is the third highest of the comparators. Fairmount Home receives substantially less provincial funding (\$109) when compared to the comparator average (\$129) a result of its CMI. It does, however, receive more resident revenue per day (\$59) than the comparator average (\$58).

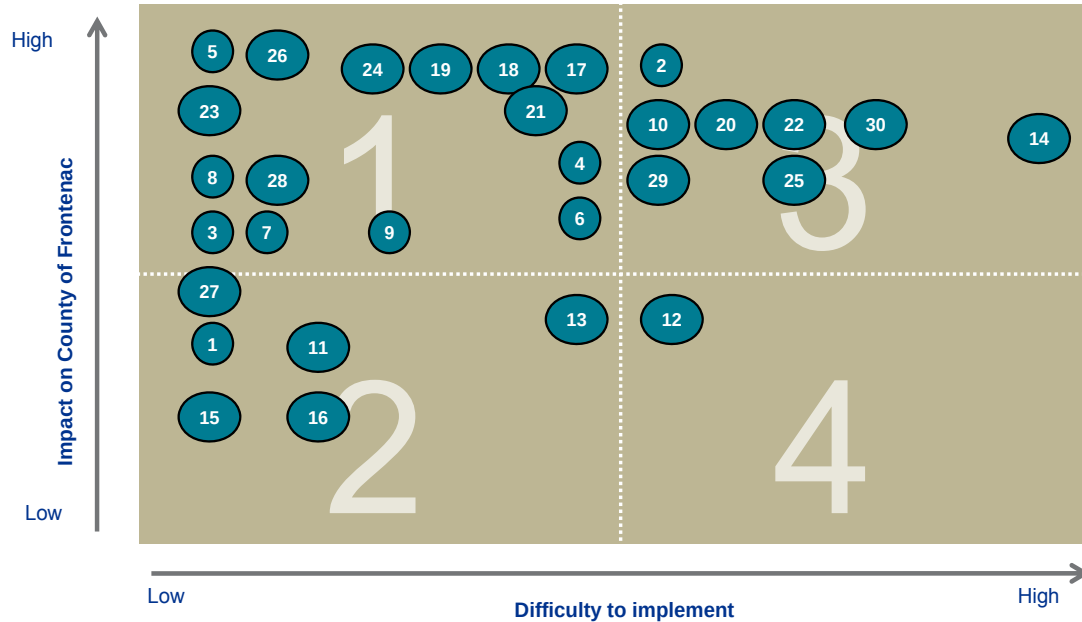


Executive Summary

Recommended Opportunities (● See Chart on Page 12)

1. Review fleet requirements for corporate vehicles and implement a requirement for a business case prior to the purchase of any new vehicle. All vehicles at the end of their life cycle are to be declared surplus and sold.
2. Implement a corporate wide absenteeism program administered as a wellness program in partnership with the unions.
3. Leave the reception desk vacant for breaks and lunch with a sign indicating where a visitor can go for assistance.
4. Implement a formal cross training program to increase the capacity of the organization.
5. Distribute past, current and future gas tax revenue to the member municipalities to assist in the funding of their road networks, keeping a small balance for appropriate corporate spending.
6. Standardize the work week in Corporate Services to 35 hours per week.
7. Re-implement a Christmas party for staff as a way of reminding Council and staff that they are part of a common endeavour. Alcohol is to be self financed by staff.
8. Push administrative tasks, such as mail delivery, to the appropriate level in the organization.
9. Council regularly consider one new policy prepared by staff at each Committee of the Whole meeting. Additionally, all personnel policies should be compiled and approved by Council.
10. Implement the proposed changes to the Corporate Services department to improve both accountabilities and the decision making processes within Corporate Services.
11. Implement the proposed Council agenda preparation process to remove the organization wide angst of Council reports.
12. Partner with an outside service provider for GIS services should the demand from member municipalities increase.
13. Contract with external information technology firms to implement large IT projects.
14. Investigate the feasibility of a municipal dispatch centre for EMS and fire services.
15. Actively support AMO's position on eliminating the legislative requirement of nursing home ownership detailed in its 2009 White Paper to provide future opportunity for change in service delivery.
16. Continue to evaluate the value of in house communications advice to determine whether the position should be contracted or remain in house.
17. Determine three processes that would benefit from a lean 6 sigma investment and implement one blitz Kaizen per year.
18. Continue to monitor the cost per call and operating cost per unit hour for EMS; develop a plan to reduce the operating cost per unit hour to the average of the Hastings, Guelph, and Sudbury land ambulance services.
19. Prepare a strategic plan that lays out an agreed future role for the County in the delivery of municipal services.
20. Complete an asset management plan and develop a life cycle funding model to fund the infrastructure gap.
21. Create operating stabilization reserves for Fairmount Home and Frontenac Paramedic Services with a targeted reserve balance of 10% of annual operating expenditures for the department.
22. Work with the Townships to develop a plan to increase the level of shared services in the County, remembering good paper ensures good business.
23. Share the vacated tax room from the uploading of social services to the Province of Ontario with the lower tier municipalities.
24. Annually pass a Budget schedule in September ensuring the passage of the operating and capital budgets by December 31st of each year
25. Cross train and pool administrative resources to improve the efficiency and effectiveness of the organization's administrative backbone.
26. Reduce the number of staff meetings required of Corporate Services staff to one 45 minute staff meeting per month. Reduce the number of senior management team meetings to one meeting per week of 1 hour duration.
27. Review the minute taking requirements for staff meetings
28. Reduce the number of staff in attendance at Council meetings thereby lowering the cost of Council meetings and ensuring that staff are focused on work that is of highest and best use to the County.
29. Report quarterly to Council's Committee of the Whole on the financial performance of the Frontenac Paramedic Service and Fairmount Home.
30. Develop a policy of gradual adjustments to the tax levy to avoid unforeseen spikes or drops.

Implementation Prioritization of Opportunities



Sample rating of each of the potential opportunities for improvement against two criteria:

- Difficulty to implement
 - This rating indicates the degree to which the potential opportunity for improvement would be difficult (higher) or simple (low) to implement
 - A difficult implementation would come at a higher cost to the County and / or may take longer to implement, while a simple implementation would come at a minimal cost and / or may be implemented within a short time frame
- Impact on County of Frontenac
 - This rating indicates the degree to which the potential opportunity for improvement would produce large (high) or minimal (low) benefits for the County
 - A large benefit would reduce the deficit by more than more than a small benefit

The order that opportunities should be implemented would be: (1) top left quadrant (low difficulty, high benefit), (2) bottom left (low difficulty, low benefit) and (3) top right (high difficulty, high benefit). Those in the bottom right quadrant would be considered to be optional as a result of the potential effort required versus the potential benefit derived.





The Engagement Process

Perspectives on the organization's strategy, structure, processes, people practices and culture were gained through 25 interviews and 6 focus groups involving over a hundred different stakeholders.

Specific responses have been aggregated in this summary document and presented in the form of general themes and messages.

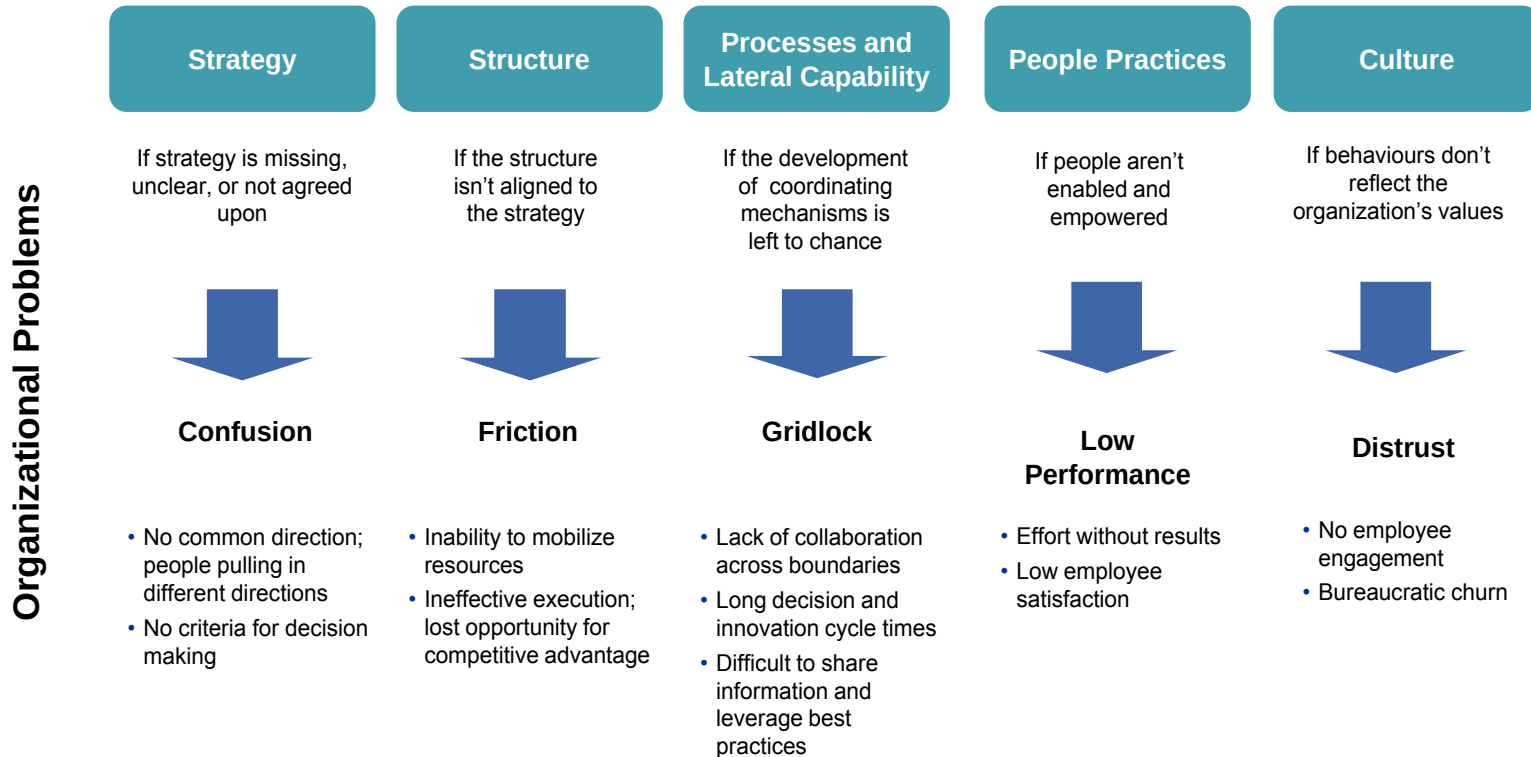
The findings of the consultation presented in this summary document was used to inform the development of organizational solutions

- As part of the County of Frontenac comprehensive review of services and organization, Warden and Council, CAO, Senior Management Team and staff were interviewed. Five focus groups were facilitated with management and labour representatives. In addition, both Council and Staff were surveyed. Five Councillors and 115 staff completed the surveys.

Interviews	Focus Groups
1. Warden Gutowski 2. Deputy Warden Clayton 3. Councillor Inglis 4. Councillor Doyle 5. Councillor Purdon 6. Councillor McDougall 7. Councillor Davison 8. Councillor Jones 9. Walter Knott, Committee Chair 10. Elizabeth Savill, CAO 11. Marian VanBruinessen, Treasurer 12. Paul Charboneau, Chief of Paramedic Services 13. Julie Shillington, Administrator Fairmount Home 14. Susan Brant, Deputy Treasurer 15. Jannette Amini, Deputy Clerk 16. Anne Marie Young, Manager Economic Sustainability 17. Joe Gallivan, Manager Sustainability Planning 18. Colleen Hickey, HR Specialist 19. Kristin Mullin, Communications 20. Alison Vandervelde, Communications 21. David Millard, Manager of Information Systems 22. Dave Gemmill, Deputy Chief of Operations 23. Chris McBain, Operations Supervisor 24. Campbell Daily, Marine Supervisor 25. Tom Mercer, Manager of Environmental Services 26. Mary Lake, Director of Care	1. Paramedics 2. Corporate Services Administrative Assistants 3. Corporate Services Technical Staff 4. Fairmount Administrative Staff 5. Fairmount Environmental & Recreation Staff 6. Fairmount Nursing Staff



Identifying the Source of the Problem: Unaligned Organization Performance



Source : Modified from Galbraith's Organizational Review Metrics



Framework for Evaluating the Effectiveness of the Organization Design

Organizational Factor	Description
Strategy	Understanding of strategy and mission Alignment to vision Agreement on priorities Clarity of performance measures
Structure	Clarity of roles and accountabilities Reporting Relationships & Span of Control Delegation of authority Work Alignment Capacity
Processes & Systems	Decision-making Meeting effectiveness Communication Enabling Technology Standardized operational processes & practices
People Practices	Leadership Staff Engagement Organizational competency Performance management HR Practices and Policies
Culture	Values & Beliefs Behaviours



Strategy

Many people assume that a strategy is a big-picture overall direction, divorced from any specific action. But defining strategy as broad concepts, thereby leaving out action, creates a wide chasm between strategy and implementation. If you accept this chasm, most strategy work becomes wheel spinning.

*-Richard P. Rumelt,
Good Strategy Bad
Strategy*

- The County Council has attempted to agree upon a strategic plan twice during this current term. In both cases, there was a lack of agreement on Council on the direction and role of the County in the delivery of services within the broader community of Kingston and Frontenac County.
- It is apparent that the key question that remains unresolved is the role of county government in delivering municipal services. There is a belief among some members of Council that the County should remain a management board delivering a minimal level of service through contracted services with the private sector. In this model, the member Townships are assigned primary responsibility for municipal service delivery without any central or common guidance from county government. In contrast, there is an opposing position that believes county government should be at the forefront of providing shared municipal service delivery, coordinating and guiding the Townships in how they deliver their services. This view of county government is much more activist and involves direct service delivery with a larger organization.
- As a result, there is no consensus on the vision and mission of the County. This has real impact on the organization because there is no agreement on the strategic priorities of the County. The two opposing views of the County conflict with one another making any kind of agreement on strategic priorities almost impossible to reach. This is illustrated by the County's attempt to develop a new Official Plan as required by Provincial Regulation O. Reg 101/13. Staff prepared a first draft employing the standard consultation and planning principles of the profession. Council, however, is undecided on the draft Official Plan to the point where meetings with the Minister of Municipal Affairs and Housing to discuss the draft have themselves become points of contention and disagreement.
- The lack of consensus surrounding the strategic direction or role of the County has frustrated Staff who have worked hard to bridge the two conflicting positions. Inevitably it appears that the County's senior leadership team has been drawn into the debate as they have tried to fill the void in strategic direction with new initiatives such as the Integrated Sustainability Plan or Community Paramedicine. On their own these initiatives are valid and often required, but independent of any strategic direction or priority they allow staff to be criticized for creating *busy work* or work of low tangible value.
- Council has recently released an RFP for a facilitator to assist in the development of a new strategic plan. Even though Council is in the final year of its term, we encourage Council to consider the County's future role in the delivery of municipal services. Without a resolution to this fundamental question, the establishment of any type of strategic direction is difficult.

Summary of Analysis

There is no agreed upon strategy for the County and as a result, there is no common direction or criteria for decision making; people are pulled in different directions.



Structure

Ambiguity is great for certain kinds of creative activities but it is the mortal enemy of systems design.

*- Stephen Haeckel,
Adaptive Enterprise*

The war is not won with bayonets but with effective organization.

- Anonymous

- The clarity of roles and accountabilities varies across the organization. For the most part, we found Emergency Management and Transportation services to have a high degree of clarity around the different roles in the department. This is expected given the semi-martial nature of the paramedic service. Although, there was some confusion amongst paramedic staff surrounding the role of Council and the Chief of Paramedics in the setting of service level standards and allocation of resources.
- The inclusion of the ferry service within the responsibilities of the Chief of Paramedics suggests the department is misaligned. Nevertheless, it is a self contained business unit that has minimal interaction with other County departments. Accordingly, the ferry service's inclusion within Emergency Services is understandable given the size of the County organization.
- We found Fairmount Home to have a good understanding of roles and accountabilities within the department. The only exception was the finance and administration functions within the Home where the relationship to the County's Corporate Services department was unclear.
- Within Corporate Services it appears roles and accountabilities sometimes blur as staff are assigned to special projects, such as sustainability projects. This stretches the capacity of existing resources and causes confusion around accountabilities. Additionally, the CAO has 12 direct reports including several administrative and technical staff. As a result, day to day administrative responsibilities sometimes gets muddled, such as, the booking of meeting rooms.
- It is a widespread belief throughout the organization that there are too many positions reporting directly to the CAO limiting her ability to provide strategic leadership. It appears the span of control for the CAO is too large given the independent, non-standardized nature of the work and the range in employee experience. This contributes to a widely reported bottle neck in decision making at the senior leadership level. The combination of CAO and Clerk positions is not a viable practice for a municipality larger than a small Township of 5,000 people.
- There was no suggestion throughout the consultation that organizational silos were a significant structural problem for the organization. It appears from the work plans and other similar documentation that there is significant effort to build interdepartmental coordination or horizontal integration.

Summary of Analysis

The lack of consensus on strategic direction has meant the organization has not structured itself to deliver on an agreed mandate particularly in Corporate Services. Accordingly, the CAO's span of control is far too large resulting in operational inefficiency.



Process

*"here is nothing either good
or bad, but thinking makes it
so*

- Hamlet (Act II, Scene II)

*Most of what we call
management consists of
making it difficult for people
to get their work done.*

— Peter Drucker

- At the last election, the composition of County Council changed from a four member Council of Township Mayors to an eight member Council composed of the Mayor and a Councillor from each Township. Because of this change, there were several Councillors elected to County Council who were unfamiliar governance processes and decision making practices of upper tier level municipal government. Additionally, the internal governance practices for the County were not sufficiently ready for the change in Council structure. Combined with Council's disagreement on the future role of county government in Frontenac County, this has resulted in acrimonious and unstable governance for this term of office. The clearest example is the disagreement on the term of office for Warden that has resulted in law suits between Councillors and negative media attention for the County.
- Decision Making within the organization is based upon approved policy to the extent that there is a policy on how to develop policy. The adoption of policy within the organization requires an escalating series of consultations and approvals until it reaches the office of the CAO. Unfortunately because of the CAO's wide span of control there is limited capacity for review and approval of draft policy. We heard numerous complaints of decision making bottlenecks at the CAO level. Inevitably, the organization develops *work arounds* defeating the original intent of policy based decision making.
- The organization places a significant importance on communication and interdepartmental coordination. The primary tool used to transfer knowledge is staff meetings. There are numerous staff meetings at the beginning of the week that involve the senior management team, corporate management team, front line staff both at a corporate level and a departmental level. We understand through the consultation process that these meetings often exceed their budgeted time and duplicate both the attendees and the agenda items so that the same people are hearing the same information at multiple meetings.
- The County has begun to provide services to the member Townships in areas such as finance, planning, human resources, communications and GIS. It is our belief that "good paper makes good business." The development of service agreements between the County and Township detailing, for example, the expected service levels, compensation, and length of agreement confirms and formalize service standards and reduce complaints between parties. At this point in time, the County and member Townships do not have formal service agreements for all services provided by the County to the member Townships.
- The most fundamental process for Council is the approval of the budget. It is our understanding that the budget can sometimes not be approved until May of each year after a series of arduous and protracted budget meetings. Municipalities are increasingly approving their annual capital and operating budgets by December 31st of each year so that the organization can immediately focus on service delivery in the new year confident in Council's priorities. Smaller municipalities, such as the County, have limited capacity in their finance departments. Separating the completion of year end and the development of the annual budget significantly improves the efficiency and effectiveness of the finance department. An emerging leading practice, adopted by several Ontario municipalities, is to adopt a three year operating and capital budget

Summary of Analysis

The governance instability of Council and the CAO's wide span of control have led to a certain amount of grid lock at the leadership level of the organization. Nevertheless, County staff have continued to deliver a high level of service to their clients.



People Practices

If the rate of change on the outside exceeds the rate of change on the inside, the end is near.

- Jack Welch

You absolutely must have the discipline not to hire until you find the right people.

- Jim Collins

- The administrative leadership of the County is highly competent and committed to excellence in service delivery. It is evident that there is high quality staff through out the organization who are focused on improving the lives of their clients.
- The organization has been required to reduce its staff complement within the paramedic service and Fairmount Home in the past year because of budgetary pressures. These decisions are traumatic for an organization but it appears that the layoffs were well handled and professional.
- The reduction of one land ambulance and associated lay offs has upset the paramedic union and has caused some labour unrest. Year to date there has been 29 grievances an increase of 61% from the previous year.
- EMS has experienced a 33% increase in sick leave since 2010. This increase in sick leave for EMS is an area of concern for Council and its management team. In contrast, Fairmount has reduced its sick leave by 28% in the same period, a truly positive statement about the people practices at the Home.
- The County has a comprehensive work place safety program and has had a successful Road to Zero review by the WSIB. In addition, the organization employs an occupational health nurse to provide advice in support of injury prevention, disability management, return to work, health and safety policy and program development and legislative compliance.
- The physical work environment for the staff assigned to the *Old House* is not a professional office environment. Work stations are scattered throughout the various rooms of a residential house which results in a noisy and inefficient work environment. Should the County continue on its current path of becoming a larger regional presence in the delivery of municipal services, then the requirement for a modern office environment located in a central part of the County will become more apparent.

Summary of Analysis

It is apparent that the County is an employer that values its employees even though there may be profound disagreement s with its labour representatives. County staff continue to be noted for the quality of their service delivery and commitment to their clients.



Culture

The simple act of paying positive attention to people has a great deal to do with productivity.

- Tom Peters

Your brand is your culture.

- Tony Hsieh

- The County does not have values specific to the organization to guide organizational behaviour, however, some of the departments of value statements specific to their area.
- Council's discord has affected the culture of the organization. Municipal organizations pay close attention to the behaviour and style of their elected representatives and expect Council to lead by example. The Senior Management Team has worked hard to buffer Council's political behaviours in the Council Chambers from the organization. Nonetheless it has had an impact on staff.
- In many government organization when the behaviour of the elected representatives is misaligned with the organization's values then the level of distrust and suspicion increases among staff. What this produces is bureaucratic churn where staff disengage from the organization's mission and instead focus on self preservation and issue avoidance perpetuating the governance discord at Council. This is a potential issue of which the County will have to closely monitor moving forward.
- The public entrance for the County building is continuously locked requiring the receptionist to manually unlock the door for each visitor. This practice was implemented several years ago as a result of a work place violence threat. It is our understanding that this threat has been removed. The locking of a public entrance into a government building during work hours presents an image to the public that is contrary to the idea of open government. It is also an inefficient practice that diverts the attention of the receptionist from more value added work.

Summary of Analysis

While Council's political behaviour has affected the corporate culture of the County, the organization does not exhibit overly high levels of bureaucratic churn and disengagement.





Service Level Baselines How to Read the Analysis

The service level baselines are intended to provide a comparison of service levels, delivery methods, staffing levels and overall operating costs for the County against the comparator municipalities (Hastings County, Lennox-Addington County, Leeds Grenville County, Muskoka District, Perth County and the City of Greater Sudbury) and other service level benchmarks that may be relevant.

For the purposes of our report, the service level baselines are presented on a departmental basis (consistent with the County's budget structure), with additional detail provided at the sub-departmental level where considered appropriate. For each service level baseline, the following information is presented:

Services Provided	Delivery Model
A high-level listing of the types of services provided.	The method of delivery used by the County in the provision of the service, which may include own resources, external service providers (both private sector and public sector), shared service arrangements with other organizations or volunteers.
Service Level Standard	Indicators
Information concerning minimum service levels and/or service levels provided by the comparator municipalities as well as an indication as to whether the County's current service levels are consistent with, exceed or fall below the minimum/comparable service levels. Please note that for certain services, service level standards are not available.	A comparison of key financial and staffing indicators for the County against the comparative municipalities. Where the County's indicators are higher than the comparator municipalities, they could be indicative of (i) a higher level of service or (ii) the potential for efficiencies and other cost reductions. Except where noted, the indicators have been developed based on 2011 Municipal Financial Information Returns as this represents the last year for which Financial Information Returns are available for the County.



Service Level Baselines Fairmount Home

Overall Potential for Improved Effectiveness and Efficiency

Moderate - There is potential opportunity to examine the feasibility of changing operating context Fairmount Home to a non-profit entity. This would allow the Fairmount to develop policies and practices specific to a long-term care home, and would allow labour management relations to occur using other non-profit homes as the benchmarks rather than municipal homes.

Services Provided

The provision of long term care services to 128 residents. One wing (32 beds) provides secure care for residents with more advanced dementia or behavioural concerns.

Services include:

A. Nursing Care

- To meet medical and personal support needs of residents, in accordance with legislative requirements and policy
- One RN per floor for day and evening shifts, one total overnight
- One RPN per 32 bed wing days and evenings
- 3 PSWs per wing day and evenings (4 on days in the secure wing), 1 PWS float on days and 6 total overnight

B. Meals

- 3 meals, 2 snacks per day and a morning hydration pass

C. Accommodation

- Single or shared rooms with washrooms

D. Recreation

- Variety of programs and activities provided in wings or in shared spaces such as the Auditorium

E. Medical Care

- On site visits for non-emergency care
- Full time Nurse Practitioner on site
- Full time Occupational Therapist and Rehabilitation Assistant
- Contract Physiotherapy services

F. Spiritual Care

Delivery Model

- There are three departments that report to the Home Administrator
 - The Resident Care Department includes the Registered Nurses (RNs) that are available 24/7 in the home to provide nursing care, and the Registered Practical Nurses (RPNs) and Personal Support Workers (PSWs) that provide care to the residents. This department also includes two Recreationists, the Volunteer Coordinator, an Occupational Therapist and a Rehabilitation Assistant that provide supplementary recreational and rehabilitative services.
 - The Dietary Department provides meals and snacks to residents.
 - The Environmental Services Department is responsible for building maintenance, housekeeping and laundry services for residents
- In addition there is a Medical Director who provides, directly and through a nurse practitioner medical diagnosis, prescription and care of residents
- All services are provided by staff except the Medical Director and her staff (who are paid by OHIP for services provided), and the Manager of Environment Services and Dietary Services who is contracted from SEDEXO, and the Dietician and Coordinator of Religious and Spiritual Care who are on contract.
- There are approximately 120 volunteers involved in the home, providing additional support to residents.
- Frontenac County staff provide Finance, Human Resources and Information Technology services on a shared service basis.
- The Ministry fully funds the physiotherapist, physiotherapy aides and the exercise programs.



Service Level Baselines Fairmount Home

Overall Potential for Improved Effectiveness and Efficiency

Moderate - There is potential opportunity to examine the feasibility of changing operating context Fairmount Home to a non-profit entity. This would allow the Fairmount to develop policies and practices specific to a long-term care home, and would allow labour management relations to occur using other non-profit homes as the benchmarks rather than municipal homes.

Service Level Standard

- Long Term Care facilities in Ontario are all regulated by the Long Term Care Act of Ontario and O. Reg 79/10.
- Admission to homes is through the CCAC, with all residents having equal access to all homes, whether municipally operated (Fairmount), operated by a non-profit (Providence Manor Home), or operated by a private company (Extendicare). Accordingly, Fairmount cannot give priority access to Frontenac County residents.
- Fairmount employs the Gentlecare™ approach that is well understood and appreciated throughout the home. It involves focusing activities around the residents and their needs and desires, providing flexibility in the approach to care and involving residents in decisions about their care.
- There is currently a major upgrade / expansion of the Home's Auditorium underway.
- Staffing was reduced by 4 FTEs in 2011. This has reduced the amount of time staff can spend with each resident, impacting the ability to socialize and converse with residents.
- The provision of the full time Nurse Practitioner position has improved resident access to timely care. The position received some provincial support, but replaces services provided by the Medical Director at no cost to the County
- Therapeutic services provided in the home (OT, rehab, physiotherapy) reflect the direction care is evolving in long term care homes, but is at a higher service level than the standard.
- Fairmount Home is accredited with Accreditation Canada.

Indicators

- The annual gross operating expense for Fairmount Home is \$10.7 million.
- The County receives \$ 5.9 million from the Province, \$2.4 million from the City of Kingston for the operation of Fairmount Home and \$2.9 million from residents.
- The annual net operating expense supported by the County's levy is \$0.08 million.
- Provincial funding is determined by the Case Mix Index (CMI). It has been declining relative to other homes, reducing Ministry funding
- Case mix index is a relative value assigned to a diagnosis-related group of patients in a medical care environment. The CMI value is used in determining the allocation of resources to care for and/or treat the patients in the group
- Fairmount has essentially the same level of funding from the province as other municipal and non-profit homes.¹
- Operating revenue is slightly higher than the provincial average (\$47/resident day vs \$42 average).¹
- Operating costs were \$235 per day compared to the provincial average of \$217 per day. The biggest difference was the facility cost (interest and depreciation).¹
- Most wage levels were lower than the averages provided, but casual rates were higher than average.¹

¹ Ontario Association of Non-Profit Homes and Services Benchmarking Report on Municipal Homes 2011



Service Level Baselines Emergency Medical Services

Overall Potential for Improved Effectiveness and Efficiency

Moderate - There is potential opportunity to examine the feasibility of changing the operating context of the paramedic service through the outsourcing of the staffing functions of the business.

Services Provided

1. The provision of emergency and non-emergency pre-hospital medical care and transportation to individuals experiencing injury or illness.

A.Primary Care Paramedics (PCP)

- Patient assessment
- Cardiopulmonary resuscitation (CPR)
- Patient immobilization
- Basic trauma life support
- Oxygen therapy via various methods
- Blood glucose testing
- Trauma care, including basic wound care

B.Advanced Care Paramedics (ACP)

- Advanced airway management equipment
- Orotracheal and nasotracheal intubation equipment
- ETCO2 monitoring
- Laryngoscopy and removal of foreign body obstruction using Magill forceps
- Intravenous therapy
- 12-Lead ECG interpretation
- Needle thoracostomy
- Intraosseous , external jugular IV starts and central venous access device
- Manual defibrillation, synchronized cardioversion and external transcutaneous cardiac pacing

2. Community Paramedicine – non-emergency, community based service with a focus on health promotion and injury prevention.

Delivery Model

- The County relies primarily on its own resources (mix of full-time and part-time personnel) for EMS services.
- The County delivers land ambulance services to the City of Kingston and County residents; total population served is 151,020 ¹
- The FPS operates the following fleet:
 - a. 15 ambulances
 - b. 1 paramedic response unit
 - c. 6 supervisor and command vehicles
 - d. 1 logistics vehicle
 - e. 1 Emergency Support Unit for large scale emergencies and multi casualty incidents.
 - f. 1 Simulation Mobile Lab
- There are urban stations:
 - Station 00 (Headquarters) – Glenburnie
 - Station 01 – Palace Road
 - Station 02 – Justus Dr.
 - Station 03 – Hwy 15
- There are four rural stations:
 - Station 04 – Parham
 - Station 05 – Ompah
 - Station 06 – Wolfe Island
 - Station 07 - Sydenham
- There is one logistics station in Kingston for medical and equipment supplies.
- Dispatch services are provided by the Ministry of Health through Hotel Dieu Hospital.

¹ 2012 Financial Information Return



Service Level Baselines Emergency Medical Services

Overall Potential for Improved Effectiveness and Efficiency

Moderate - There is potential opportunity to examine the feasibility of changing the operating context of the paramedic service through the outsourcing of the staffing functions of the business.

Service Level Standard

- The provision of ambulance service across Ontario is a joint responsibility of approximately 50 Upper Tier Municipalities (Regions, Counties, selected cities, and designated Service Delivery Boards in Northern Ontario) and the Ministry of Health.
- The Ministry continues to set standards, fully funds air ambulance, dispatch and base hospital programs, and through an approved funding template, provides a maximum of 50% of required land ambulance service funding.
- Applicable legislation includes Ambulance Act RSO 1990, Ontario Regulation 129, Ontario Regulation 257/00
- A level of paramedic is specified in Ontario Regulation 257/00 made under the Ambulance Act, RSO 1990, c A-19. Schedules 1, 2 and 3 to this regulation specify the mandatory controlled acts for each level of paramedic.
- A paramedic must be authorized by a medical director of a Regional Base Hospital (RBH) to perform controlled medical acts. Frontenac County EMS paramedics are certified under the Eastern Ontario Regional Paramedic Program by Dr. Justin Maloney.

Indicators

- The annual gross operating expense for EMS services is \$14.5 million.
- The County receives \$ 7.4 million from the Province, \$6.2 million from the City of Kingston for the provision of land ambulance services.
- The annual net operating expense supported by the County's levy is \$0.9 million.
- On a per household basis, the County's EMS costs (\$203/HH) is lower than the average of its comparators (\$217/HH).¹
- There were 21,375 responses in 2012 and 65,700 hours of service.²
- The total responses per 1000 population (142 calls) is less than the average of 167 calls.³
- The total service hours per 1000 population (435 Hrs) is less than the average of 684 Hrs.³

- ¹ 2012 Financial Information Return
² Information provided by the Frontenac Paramedic Service
³ KPMG survey of comparator land ambulance services



Service Level Baselines Ferry Services

Services Provided

- 24/7 ferry service between Howe Island and the mainland.

Delivery Model

- The 15 car cable ferry is owned by the Ontario Ministry of Transportation – Frontenac Howe Islander.
- The County relies primarily on its own resources (mix of full-time and part-time personnel) for ferry services, except for major maintenance.
- Maintenance is delivered by the Ministry of Transportation.

Service Level Standard

- The ferry service operates under the authority of Transport Canada and the Canada Shipping Act 2001.

Indicators

- Annual ridership has increased from 204,010 vehicles in 2010 to 207,276 vehicles in 2012.
- Heavy truck passages (over 3,000 kg) have declined from 6,352 in 2010 to 5,358 in 2012.
- Unscheduled out of service time has decreased from 1402 minutes in 2011 to 35 minutes in 2012.
- Scheduled maintenance time, the actual time that the Ministry of Transportation took to perform scheduled maintenance during the year, increased from 1748 minutes in 2010 to 6552 minutes in 2012.

¹. 2012 Ferry Operations Annual Report

Overall Potential for Improved Efficiency and Effectiveness

Low – There is a potential opportunity to assume the operations of the ferries currently operated by Frontenac Islands Township and deliver ferry services to Howe and Simcoe Island under one operator.



Service Level Baselines Corporate Services

Services Provided

- Chief Administrative Officer
- Legal
- Executive Assistant/Receptionist(Administrative support)
- Communications Officer
- Information Technology
- County Clerk & Council support
- AODA Support

Delivery Model

- The County relies primarily on its own resources (mix of full-time and part-time personnel) for administrative services, with the following exceptions:
 - Legal Services
 - Insurance Services
- The County provides AODA, IT and communication services to the lower tier municipalities.

Service Level Standard

- Service levels for specific administrative functions are established either by legislation (e.g. Municipal Act, Occupational Health and Safety Act, AODA) or County bylaws.
- Major aspects of the County's administrative functions (e.g. Information Technology), however, do not appear to have formally defined service level standards.
- There are no service agreements detailing service level standards between the County and the member Townships on the provision of AODA, IT or communications services.

Indicators

- General government net costs per household at \$106 are significantly lower than the comparator average of \$232.¹
- General government costs as a percentage of total municipal operating costs is lower (6%) than the average of the comparator municipalities (8%).¹
- General government salary and benefit costs as a percentage of operating costs is significantly lower than the comparative average (40% vs. 56%).

¹. 2012 Financial Information Return Schedule 40

Overall Potential for Improved Efficiency and Effectiveness

High– There is a potential opportunity to share the cost of *back office* corporate support services among the member municipalities and neighbours of Frontenac County. Specific services that offer the greatest opportunity for cost savings include information technology, human resource services, purchasing, and health and safety.



Service Level Baselines Planning and Development

Services Provided

- Planning (Subdivisions, County Official Plan, Sustainability Plan, Special Studies)
- GIS
- Economic Development

Delivery Model

- The County relies primarily on its own resources for planning services.
- Planning services are provided to the lower tier municipalities with the exception of North & South Frontenac Townships.
- Economic development support is provided to the Townships on a project specific basis.

Service Level Standard

- Planning services are provided pursuant to the Planning Act.
- O. Reg 101/13 requires all upper-tier municipalities to adopt an official plan. It requires upper-tier municipalities to adopt an official plan no later than March 31, 2015.
- Presently, Frontenac County has not adopted an official plan.
- The provision of planning services to the Townships will ensure all lower tier municipalities meet the provincial requirements for land use planning matters.
- There are service agreements detailing service level standards between the County and the member Townships on the provision of planning services.

Indicators

- The County's salaries and benefits for planning services as a percentage of the department's operating costs is significantly lower than the comparator average (28% vs. 60%).
- The net cost per household for planning services (\$33) is significantly lower than the comparator average of \$67.

Overall Potential for Improved Efficiency and Effectiveness

High – There is a potential opportunity to share the cost of land use planning between the Townships and County through the delivery of planning services by the County of Frontenac.



Service Level Baselines Financial Services

Services Provided

- Budget development and reporting
- Financial year end and other periodic financial reporting
- Purchasing/procurement/accounts payable
- Revenue/receivables/cash receipts
- Financial services support to Emergency & Transportation Services and the Fairmount Home
- Management of tangible capital assets
- Payroll Services
- Review and oversight of third party agreements with the City of Kingston and the Province.

Delivery Model

- The County relies primarily on its own resources for financial services.
- Financial services are provided to Frontenac Islands (projected to end in 2013).
- Internal audit services are contracted to an independent audit firm when required.

Service Level Standard

- Financial services are delivered in accordance with the Municipal Act , Canadian Institute of Chartered Accountants (CICA) Handbook and the Public Sector Accounting Board (PSAB).
- Financial statements are subject to an annual independent audit; there is no internal audit function.

Indicators

- The County's debt per household is significantly lower than the comparator average (\$606 vs. \$898).
- The County's reserves per household (\$768) is lower than the comparator average of \$998.

Overall Potential for Efficiency and Effectiveness

High – There is a potential opportunity to share the cost of financial services among the member municipalities of Frontenac County specifically in the areas of property tax administration or other Treasury functions where required.



Service Level Baselines Human Resource Services

Services Provided

- Collective bargaining for 3 unionized groups - CUPE 109, OPSEU 462 and CUPE 2290
- Grievances and dispute resolution management
- Compensation administration for union and non-union employees
- Recruitment for all County positions,
- Corporate training
- Employee record maintenance
- Performance management and appraisal process
- Occupational Health and Safety

Delivery Model

- The County relies primarily on its own resources (mix of full-time and part-time personnel) for human resource services.
- Employee Benefits, Short and Long Term Insurance Benefits are delivered through a county consortium.
- Legal advice for labour negotiations and grievances is provided through an external solicitor.
- The County provides human resource services to the member municipalities on an as-needed basis.

Service Level Standard

- Service levels for specific human resource functions are established either by legislation (e.g. Municipal Act, Occupational Health and Safety Act, WSIB, AODA) or County bylaws.
- There are no service agreements detailing service level standards between the County and lower tier Townships on the provision of human resource services or work place safety.

Indicators

- Delivery of HR services to ~362 employees - 228 full-time and 134 part-time.
- Year to date there has been 29 grievances an increase of 61% from the previous year.
- The County has received a favourable review in a recent Road To Zero report by the WSIB.

Overall Potential for Improved Efficiency and Effectiveness

Moderate – There is a potential opportunity to share the cost of human resource support services among the member municipalities of Frontenac County particularly in the areas of health and safety and corporate training.



cutting through complexity

Workflow Analysis

Frontenac County Comprehensive Review of
Services and Organization





If we think about our daily work at the office . . .

PROCESS WASTE

- Approvals
- Bottlenecks
- Communication barriers
- Competition (within the organization)
- Defects
- Extra Features
- Handoffs
- Incompatible work
- Inspections
- Multitasking
- Reviews
- Rigid hierarchy
- Shadow systems
- Searching
- Signatures
- Task switching
- Unnecessary complexity
- 'Useless information
- Variable flow in process
- Waiting/delays
- Workarounds

PHYSICAL ENVIRONMENT WASTE

- Interruptions
- Moving/transporting
- Unsafe conditions

**90% of all
work done
in the
office
could be
considered
Waste**

INFORMATION WASTE

- Converting formats
- Data dead ends
- Data discrepancies
- Lack of usefulness
- Manually checking electronic data
- Metrics/measures
- Missing data
- Re-entering data
- Redundant data inputs
- Unavailable data
- Unclear or incorrect data
- Unknown data
- Unnecessary data

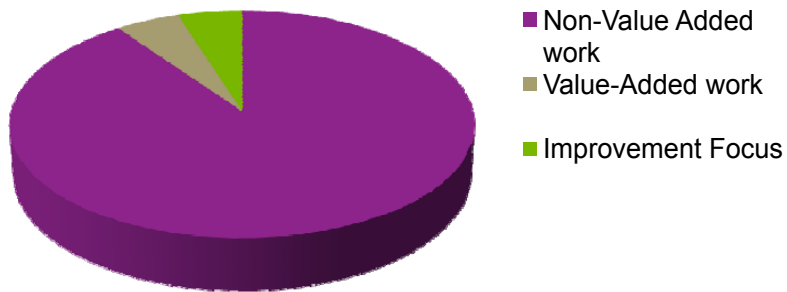
PEOPLE WASTE

- Ineffective meetings
- Lack of project management
- Lack of training
- Lack of useful feedback
- Mishandled conflict
- Relearning
- Turnover
- Unclear roles
- Unclear sponsorship norms & boundaries
- Underutilized talent
- Emotional waste: unnecessary frustration, stress

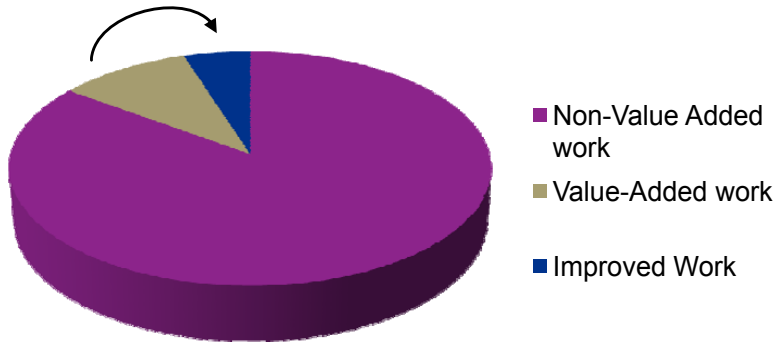


If you focus on improving value added work, with a new computer system or more people, then you don't get much improvement overall.

50 % improvement in value-added work (VA)...



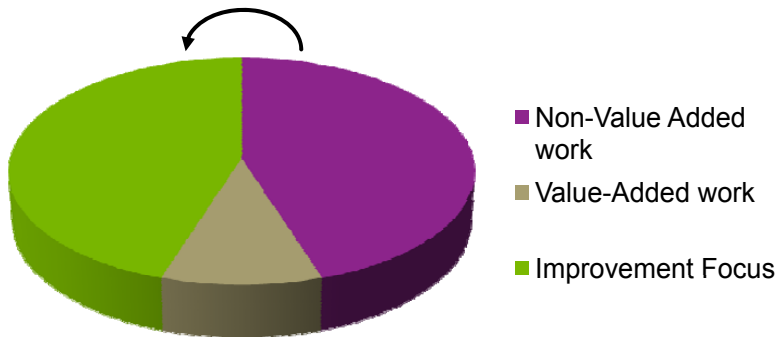
...doesn't yield much in the way of overall improvement.



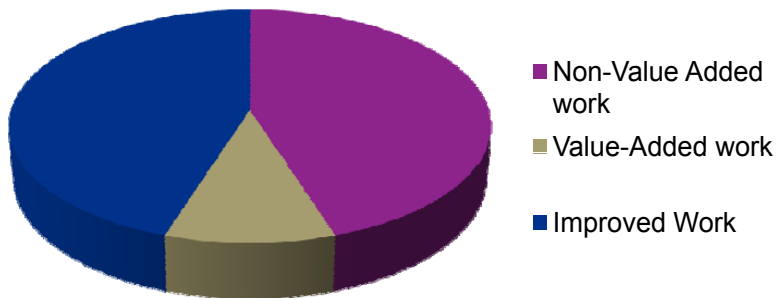


But when you focus on eradicating waste, big things happen.

50% improvement in non-value-added work (NVA)...



...yields a much bigger impact on capacity, speed, lead times, quality, and customer and employee satisfaction.





Workflow Analysis Budget Process – Staff Preparation Phase

Possible Process Waste:

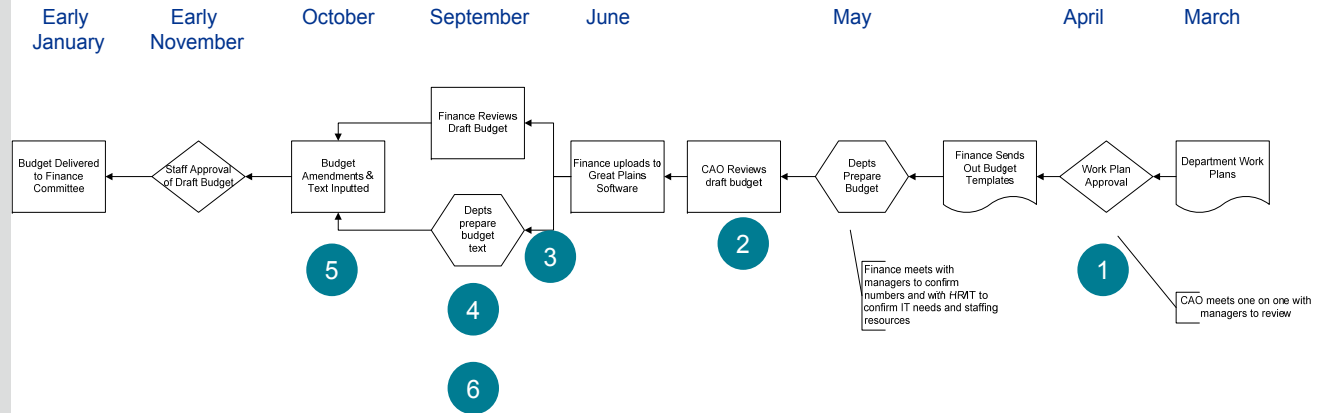
1. Waiting/Delays in Work Plan approvals
2. Redundant review by CAO prior to upload into Great Plains
3. Waiting/delays in budget review/approval because of competing operational demands

Information Waste

4. Data discrepancies
5. Converting formats
6. Unclear or incorrect data

People Waste

7. Lack of project management
8. Ineffective budget meetings
9. Unclear sponsorship, norms & schedule
10. Emotional waste, unnecessary frustration, stress





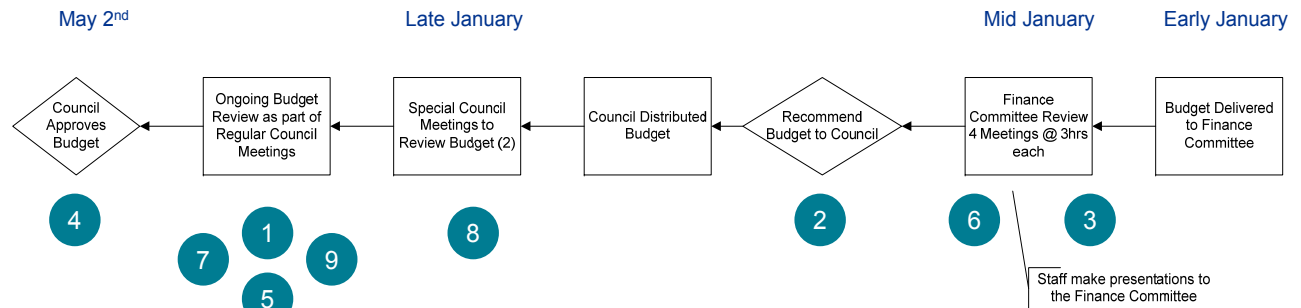
Workflow Analysis Budget Process – Council Approval Phase

Process Waste:

1. Waiting/Delays in budget review by Council
2. Unnecessary complexity in budget review by Council
3. Redundant review by Finance Committee

People Waste

4. Lack of project management
5. Ineffective budget meetings
6. Unclear sponsorship, norms & schedule
7. Emotional waste: unnecessary frustration, stress
8. Lack of training
9. Mishandled conflict



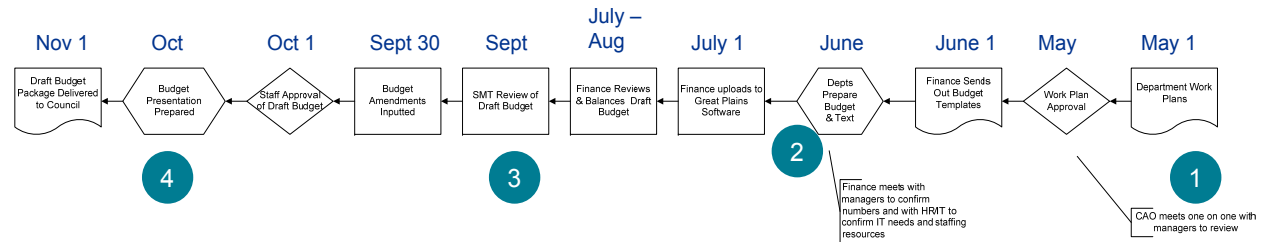


Workflow Analysis Revised Budget Approval Process

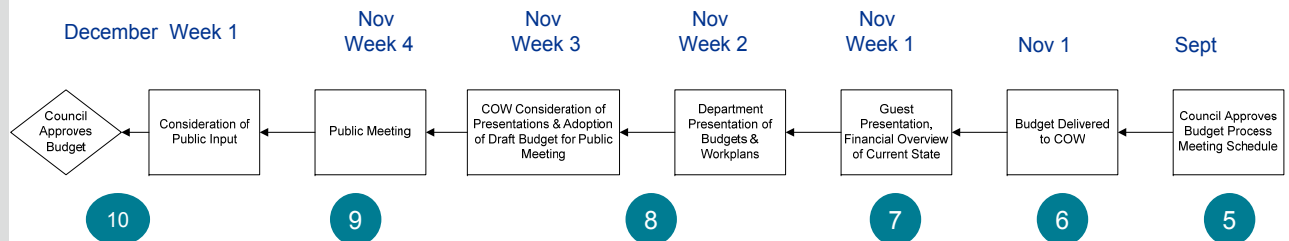
Key Changes

1. Budget begins May 1 with work plans due at month's end
2. No CAO review prior to upload into finance software
3. SMT review of draft budget in September & approved Oct 1 for Council
4. Budget presentation prepared in October
5. Council Approves Budget Meeting Schedule
6. Budget delivered to Council COW not Finance Committee
7. Council education session with financial overview of organization
8. Two Meetings to deliberate and review draft budget
9. Public meeting to inform citizens
10. Budget approved first week of December

Staff Preparation Phase



Council Approval Phase





Workflow Analysis Council Agenda Process

Possible Process Waste:

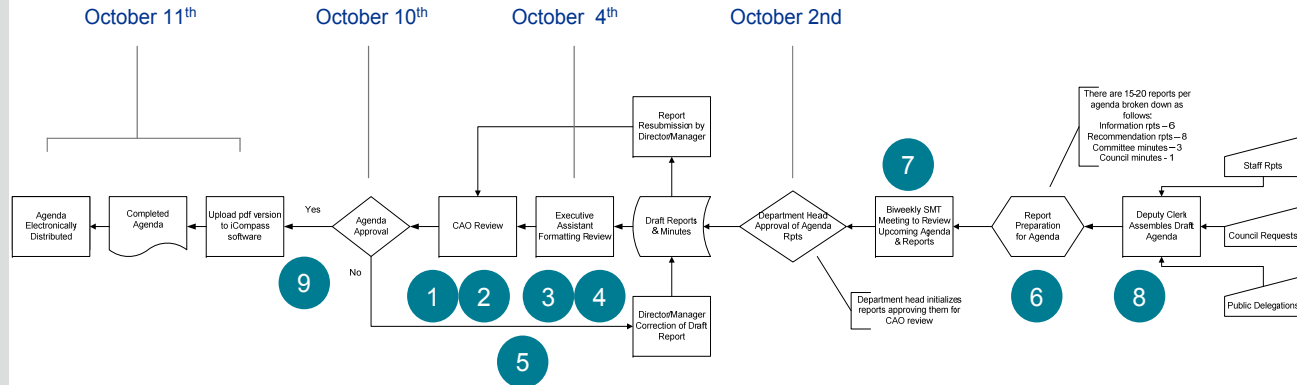
1. Waiting/Delays in Council Report approvals
2. Redundant review of formatting & grammar
3. Redundant review of minutes

Information Waste

4. Converting formats
5. Unclear or incorrect data

People Waste

6. Underutilized talent
7. Ineffective management meetings
8. Unclear sponsorship, norms & schedule
9. Emotional waste, unnecessary frustration, stress

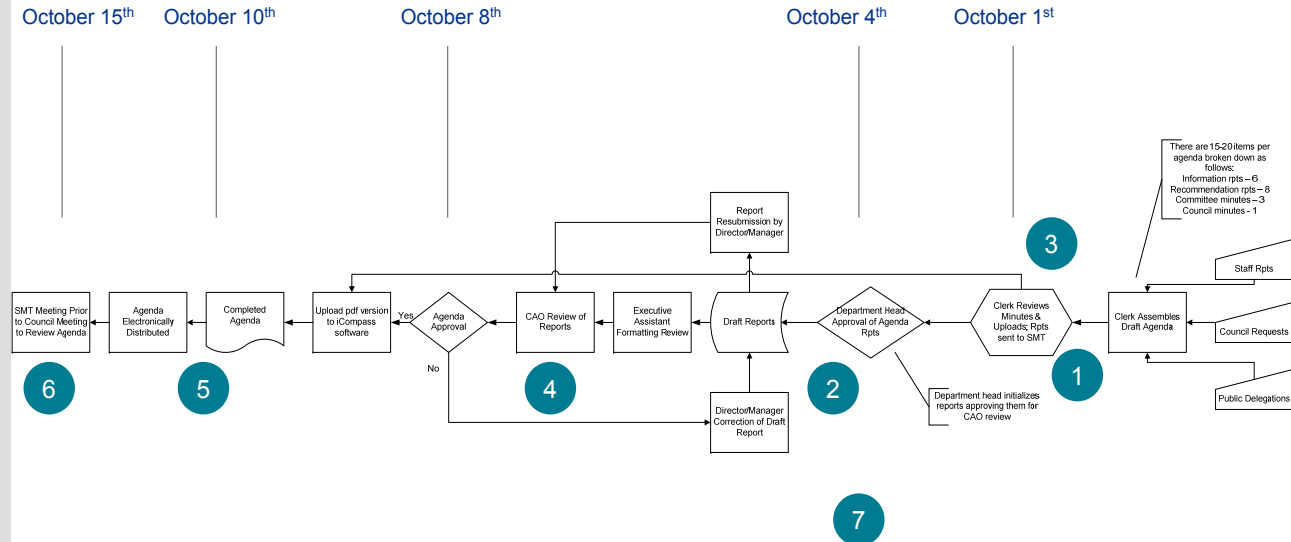


Workflow Analysis

Revised Council Agenda Process

Key Changes

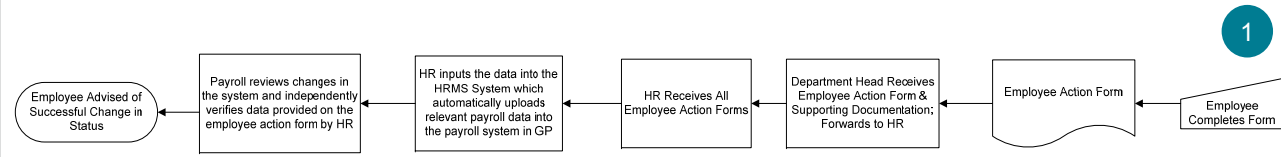
1. Clerk solely responsible for preparation of agenda package
2. SMT meeting to review agenda and approve agenda is removed from the process
3. Minutes removed from CAO review
4. CAO review period reduced to 2 working days
5. Agenda completed & distributed on the Thursday - one day earlier
6. SMT meeting day before Council meeting to prepare and confirm report recommendations



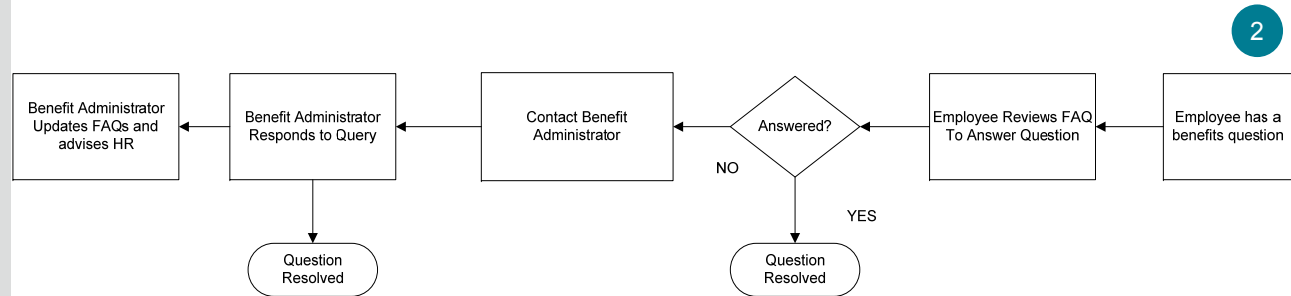


Workflow Analysis Human Resource Process Improvements

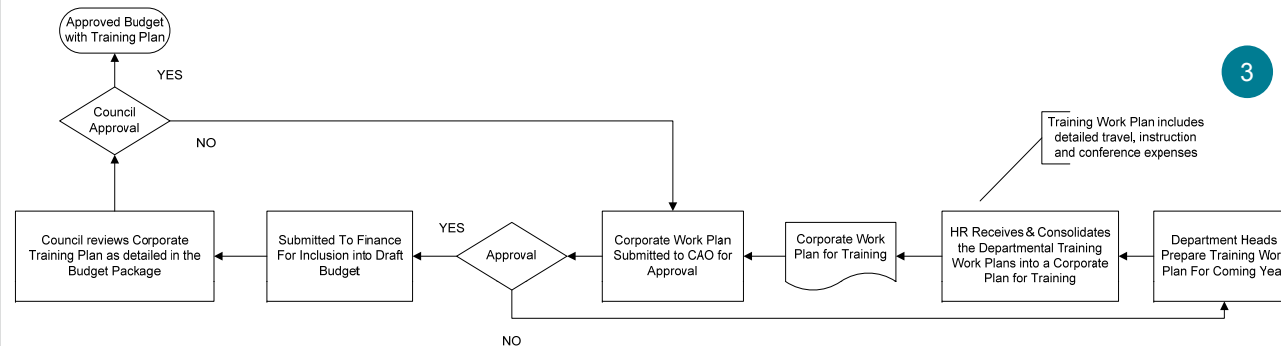
1. Employee data entry into the HRMS System



2. Employee benefit query responsibilities



3. Development and approval of organization wide training work plan







Financial and Staffing Perspectives on the County

Comparative Analysis – Why Compare to Other Communities

For the purposes of the project, seven comparator communities were selected as municipal comparators based on population size, services and geography:

1. Guelph
2. Greater Sudbury
3. Hastings County
4. United Counties of Leeds & Grenville
5. Lennox & Addington County
6. Muskoka District
7. Perth County

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the County's organization is aligned to deliver municipal services.

- Communities with similar financial benchmarks/service levels – insight into operating efficiencies
- Communities with different financial benchmarks/service levels – opportunities to change existing organizational structure/processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks

- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation levels in other communities are 'right'

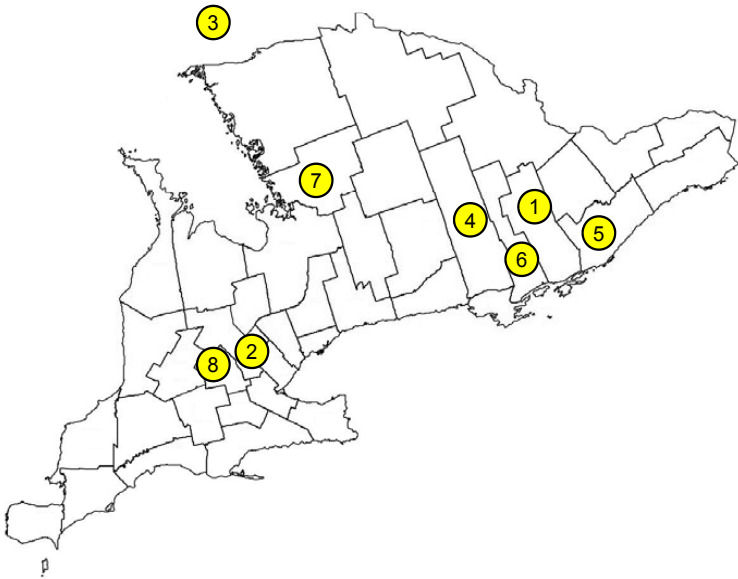
For the purposes of comparing the operations of the Homes for the Aged and Emergency Medical Services, all seven municipal comparators were included where appropriate. The population and household numbers are for the service area. The comparative financial analysis excludes the Cities of Greater Sudbury and Guelph given their significant differences from the Counties. The population and household numbers solely represent the specific County and not the service area.

¹ Statistics Canada census profiles (2011)

² Municipal Financial Information Return Schedule 02 (2011)



Financial and Staffing Perspectives on the County *Municipal Comparators*



Community	Population ¹	Households ²	Service Area Population ¹	Service Area Households ²
1. Frontenac	26,375	18,801	151,020	71,593
2. Guelph	121,688	52,179	216,316	84,373
3. Greater Sudbury	161,900	74,069	161,900	74,069
4. Hastings	39,888	23,547	153,327	77,180
5. Leeds & Grenville	60,400	33,732	88,355	49,234
6. Lennox & Addington	41,824	18,295	41,824	18,295
7. Muskoka	59,721	47,996	59,721	47,996
8. Perth	13,883	13,883	74,074	30,743
Comparative Average	73,987	37,556	113,788	54,556

¹ Statistics Canada census profile, 2011 census data.

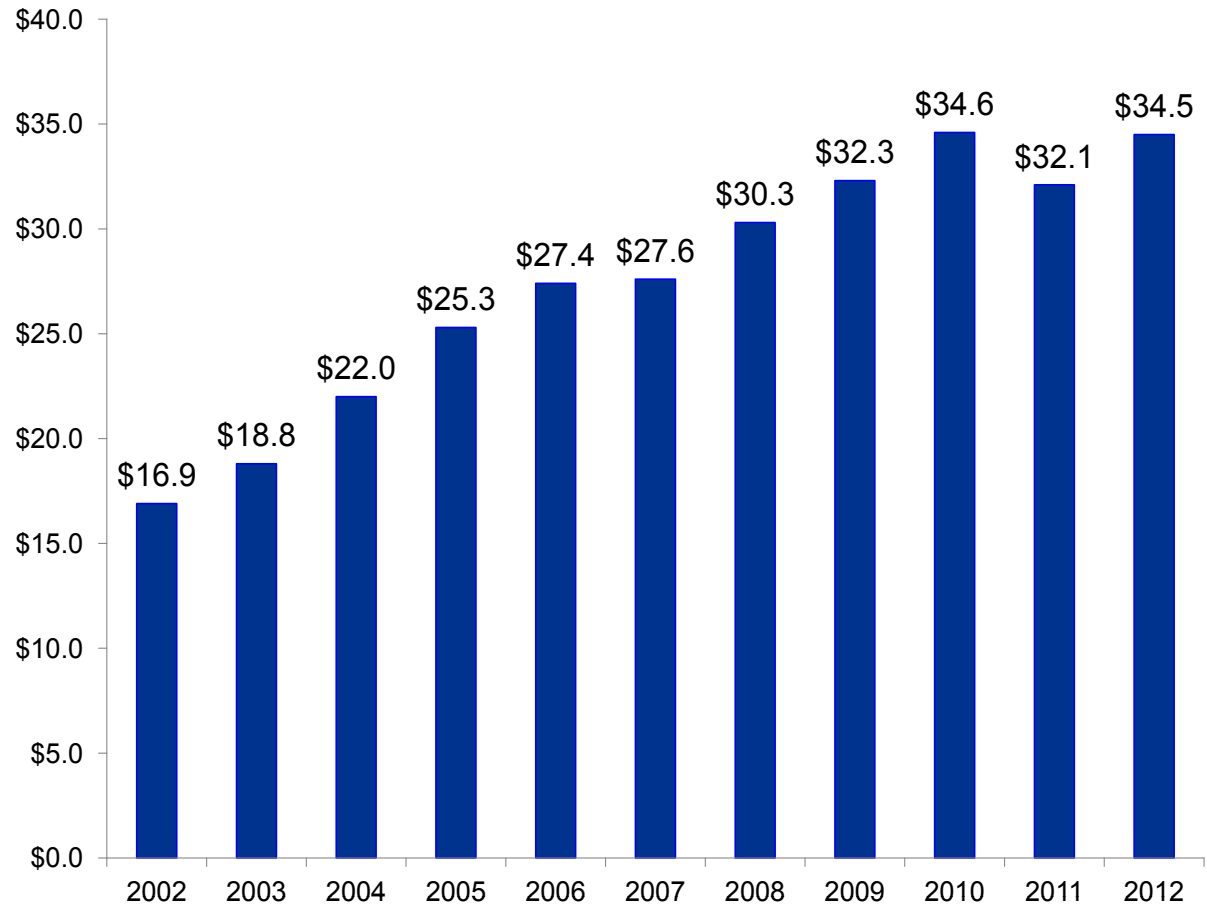
² Municipal Financial Information Return Schedule 02 & 90, 2012.





Financial Perspectives on the County of Frontenac Historical Operating Costs¹

Since 2002, the County's operating costs have increased from \$16.9 million to \$34.5 million recognizing the increase to operating costs of \$5.8 million in 2004 with the Provincial download of Emergency/Land Ambulance Services.



¹ KPMG analysis of the County's FIR, prepared in connection with the Review. Considers operating costs only (i.e. excludes capital or reserve transactions), with amounts adjusted to reflect pre-TCA accounting standards (i.e. excludes amortization of TCA).



Financial Perspectives on the County of Frontenac Changes in Historical Operating Costs

The primary contributor to past increases in operating costs has been higher salary and benefit costs, which have increased an average of 8% per year since 2004.

There has been only a 2% average annual increase since 2004 in non salary/benefit expenses.

The role and reach of the County has increased significantly since the 2002. Accordingly, there has been large increases in the salaries/benefits for the Emergency Services, Planning and General Government areas, (10%, 18% and 12% respectively).

Operating expenditures by type¹ <i>(in millions)</i>	2002	2004	2012	Avg Annual Increase 02-04	Avg Annual Increase 04-12
Salaries and benefits	\$4.33	\$11.87	\$22.71	65%	8%
Other Expenses	\$12.64	\$10.21	\$11.74	-10%	2%
Total	\$16.97	\$22.08	\$34.45	15%	7%

Salaries and benefits by function¹ <i>(in thousands)</i>	2002	2004	2012	Avg Annual Increase 02-04	Avg Annual Increase 04-12
Transportation (Ferry Service)	\$505,895	\$593,657	\$841,567	8.3%	4.4%
Planning and Development	\$51,659	\$69,205	\$266,419	15.7%	18.3%
Emergency Services	\$0	\$5,839,185	\$12,259,774	-	9.7%
Social and Family Services	\$3,603,151	\$5,035,024	\$8,487,287	18.2%	6.7%
General Government	\$177,073	\$339,643	\$855,261	38.4%	12.2%
Total	\$ 4.34m	\$11.87m	\$22.71m	65.3%	8.4%

¹ KPMG analysis of internal financial statements and annual financial information returns.



Environmental Scan

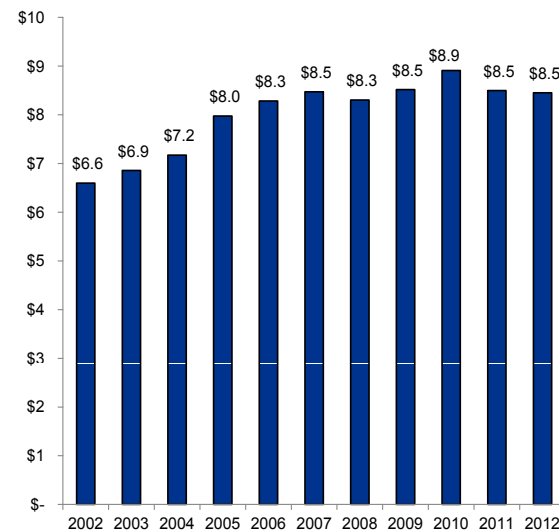
Overview of the County's Financial Performance

The County's 2012 budget reflects a total municipal levy of \$ 8.5 million¹ which, when combined with \$26 million in other revenues, will fund a total of \$34.4 million in expenditures.

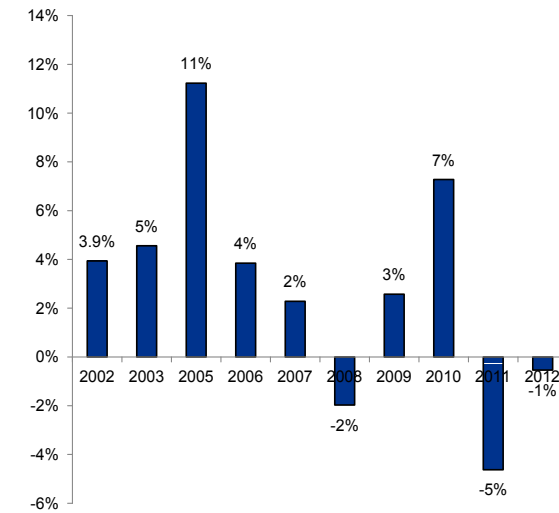
Since 2002, the County's municipal levy has increased by an average of \$185,000 or 2.6% per year. In comparison, the Consumer Price Index increased on average 1.9% annually since 2002.

It is important to note, however, that the annual increases in the County's municipal levy have fluctuated significantly from year to year, with several large annual increases experienced during 2004 (11%) and a significant decrease in 2011 (-5%). The leading practice for tax policy is levy increases that are steady and predictable over a five to ten year period – a policy that the County has not been able to achieve.

Total municipal levy – 2002 to 2012 (millions of dollars)²



Annual change in municipal levy – 2002 to 2012²



¹ For the purposes of our report, municipal levy includes payments-in-lieu and supplementary taxes, write-offs and rebates.

² Source – Municipal Financial Information Returns (Schedule 10), and internal financial information provided by management.



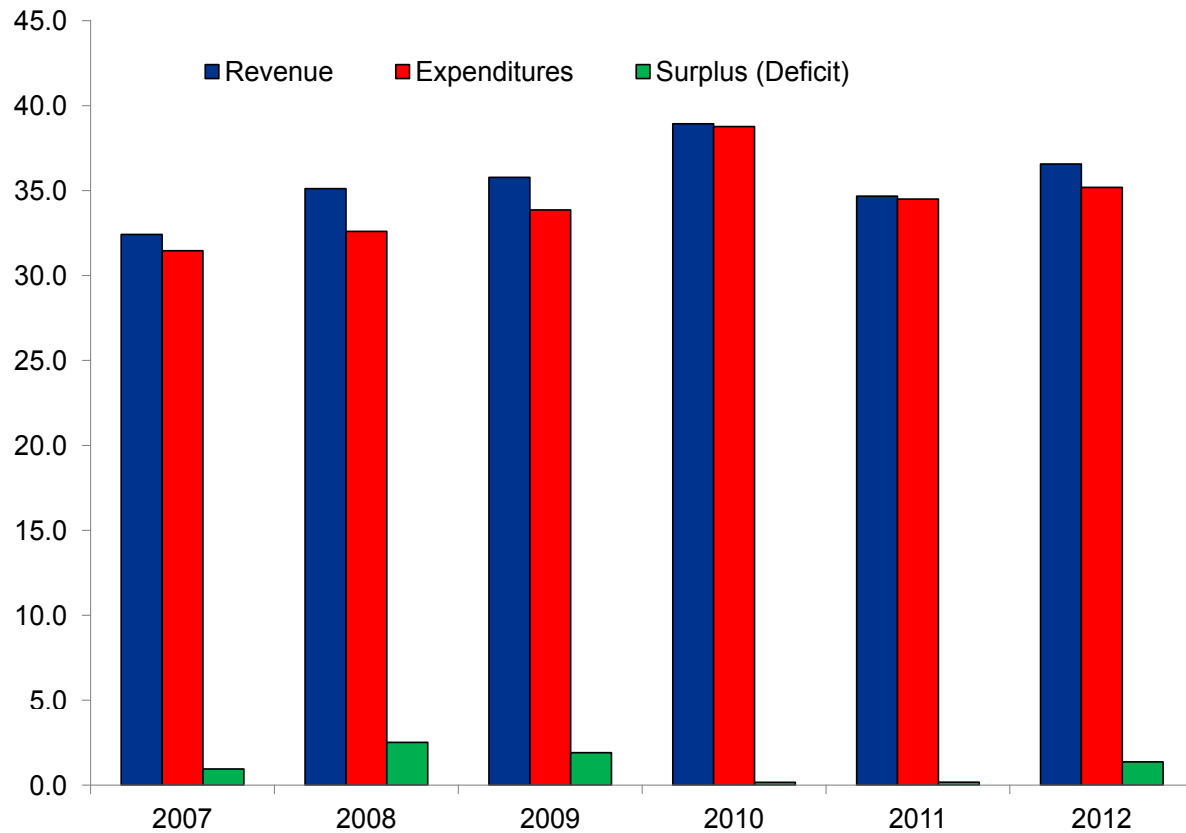
Financial and Staffing Perspectives on the County *Reported Operating Results (In Millions)*

This chart shows the operating results for the County before any transfers from reserve or debenture.

It's an important depiction of the County's financial health because it indicates the long term financial sustainability of the County.

In this case, the County has a positive outlook because it has not incurred an operating deficit over the past six years.

The continued drawing down of reserves to fund operating deficits is a financial practice that is financially unsustainable and will ultimately lead to some type of intervention.



Source – audited financial statements adjusted for pre-TCA accounting basis

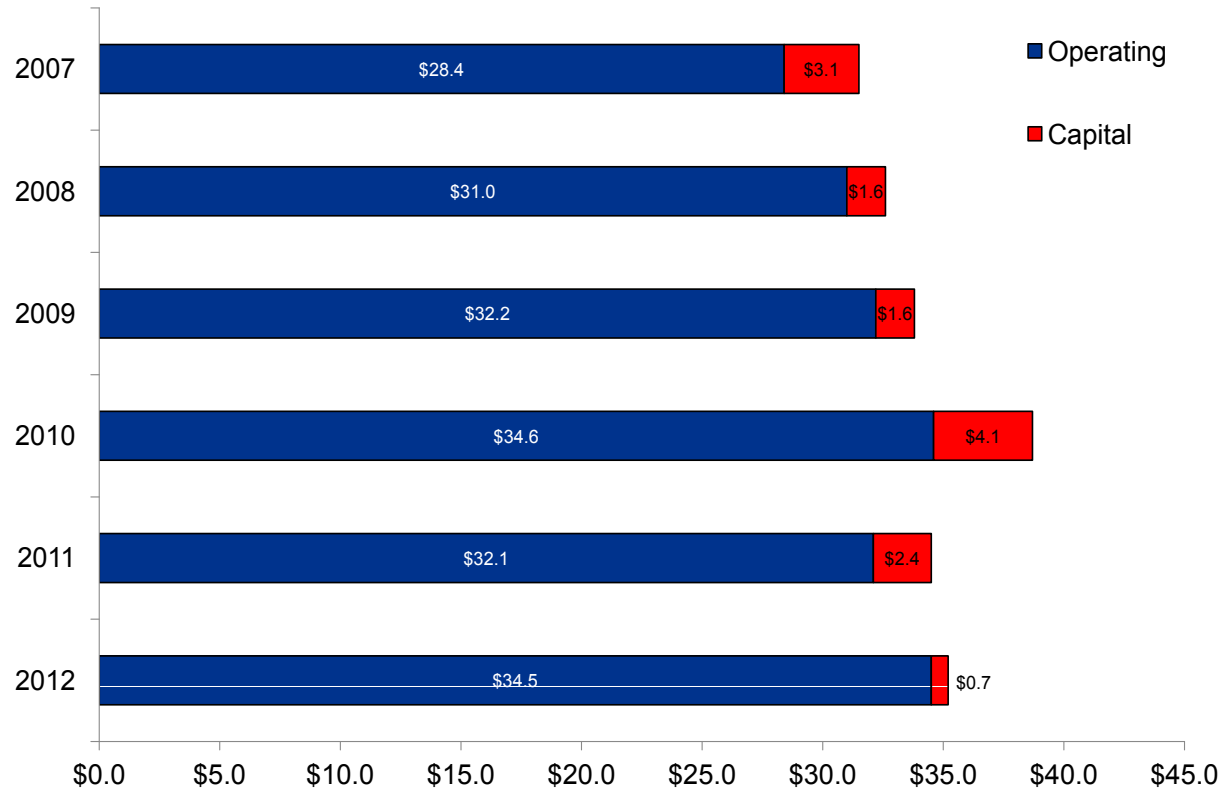


Financial and Staffing Perspectives on the County *Operating and Capital Expenditures (In Millions)*

The capital expenditure history of the County for the past six years is consistent with Canadian municipalities.

Following the economic crisis of 2008/09, municipalities significantly increased their capital programs to take advantage of stimulus funding from the Federal government.

In Frontenac's case it received funding to construct a new ambulance station in Sydenham and a new library in South Frontenac.



Source – audited financial statements adjusted for pre-TCA accounting basis

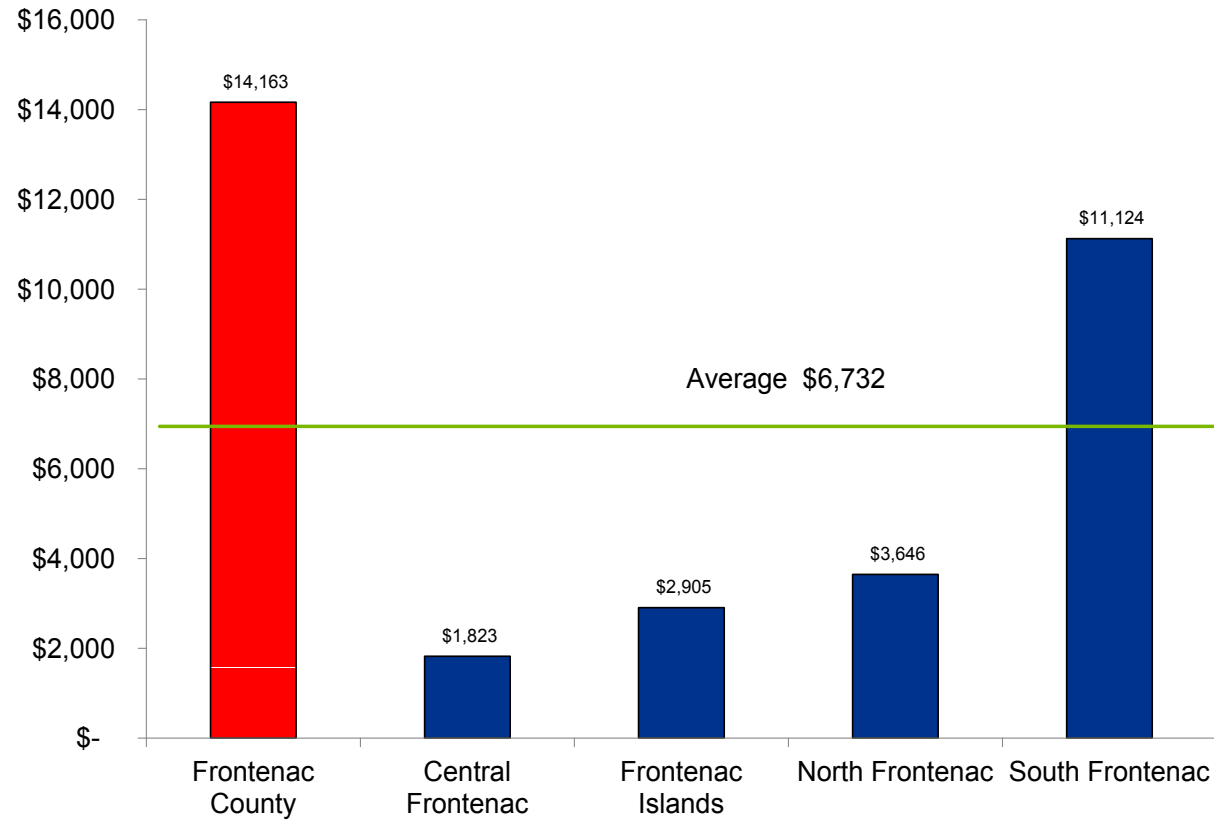


Financial and Staffing Perspectives on the County *Total Reserves 2012 (1,000s)*

If we consider the reserve position of Frontenac County, the County has the highest reserve position among the member municipalities.

The reserve position of Frontenac Islands, Central Frontenac and North Frontenac is concerning given the road and ferry networks for which they are responsible.

The reserves do not include gas tax revenue which is considered Obligatory Deferred Revenue under Schedule 60 of the Financial Information Return.



Source – KPMG analysis of annual financial information returns

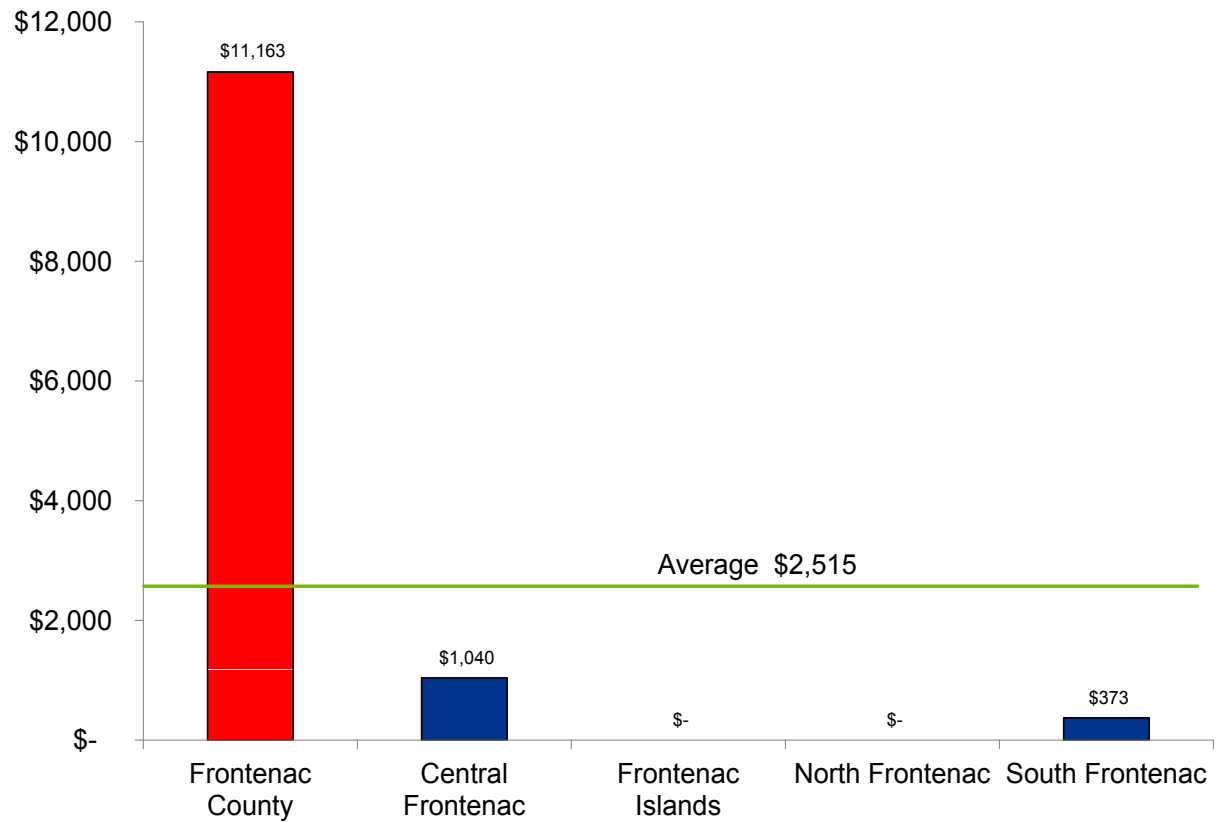


Financial and Staffing Perspectives on the County *Total Debt 2012 (1,000s)*

If we consider the debt position of Frontenac County, the County has the highest debt position among the member municipalities. The debt held by the County is primarily for the expansion/renovation of Fairmount Home and is partially supported by the City of Kingston.

Frontenac Islands and North Frontenac have no debt and South Frontenac only a marginal amount.

Central Frontenac holds slightly more than \$1 million in debt used to finance the medical centre in Sharbot Lake.



Source – KPMG analysis of annual financial information returns



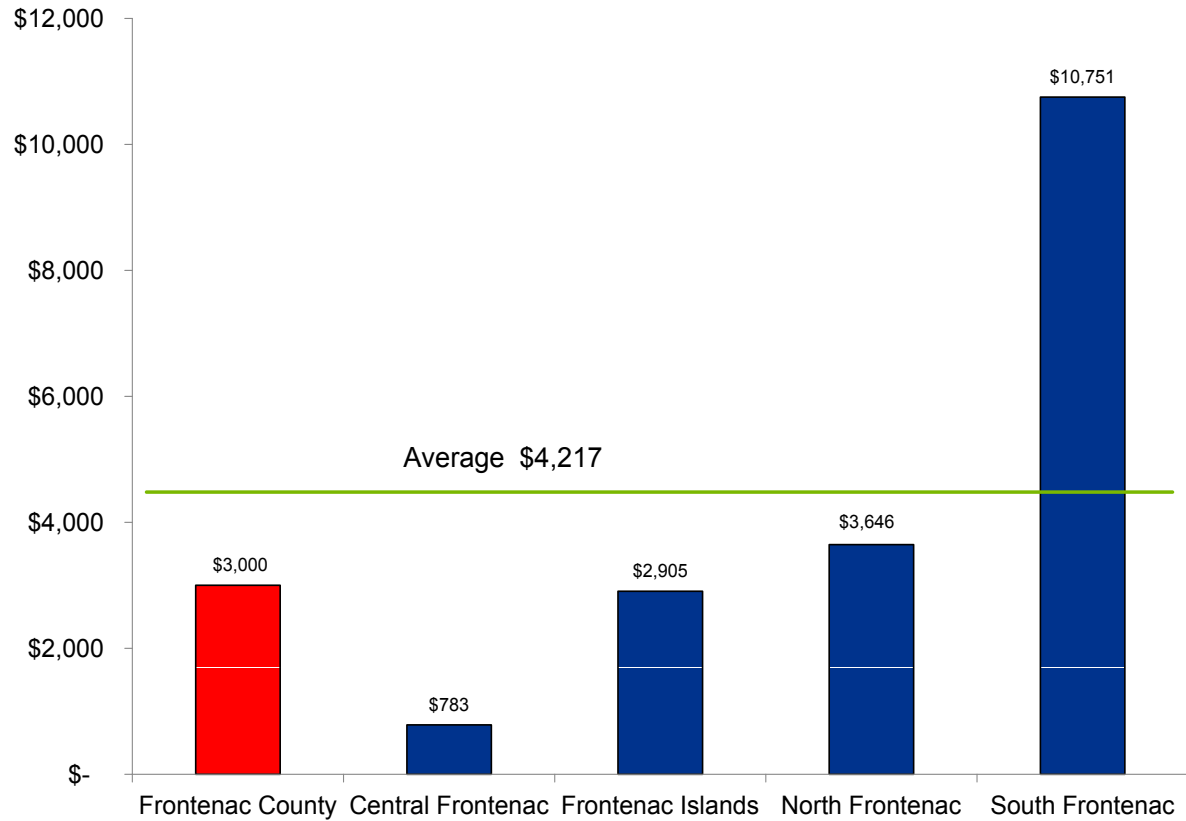
Financial and Staffing Perspectives on the County *Net Equity (2012) (1,000's)*

Net equity is the reserve position of the municipality less any debt obligations.

A comparison of net equity positions shows that South Frontenac has the strongest net equity position of \$10.8 million.

Encouragingly, all the member municipalities of the County are in a positive net equity position which speaks to the long term sustainability of the County.

This analysis excludes any consideration of liabilities arising from the state of the municipality's infrastructure.



Source – KPMG analysis of annual financial information returns

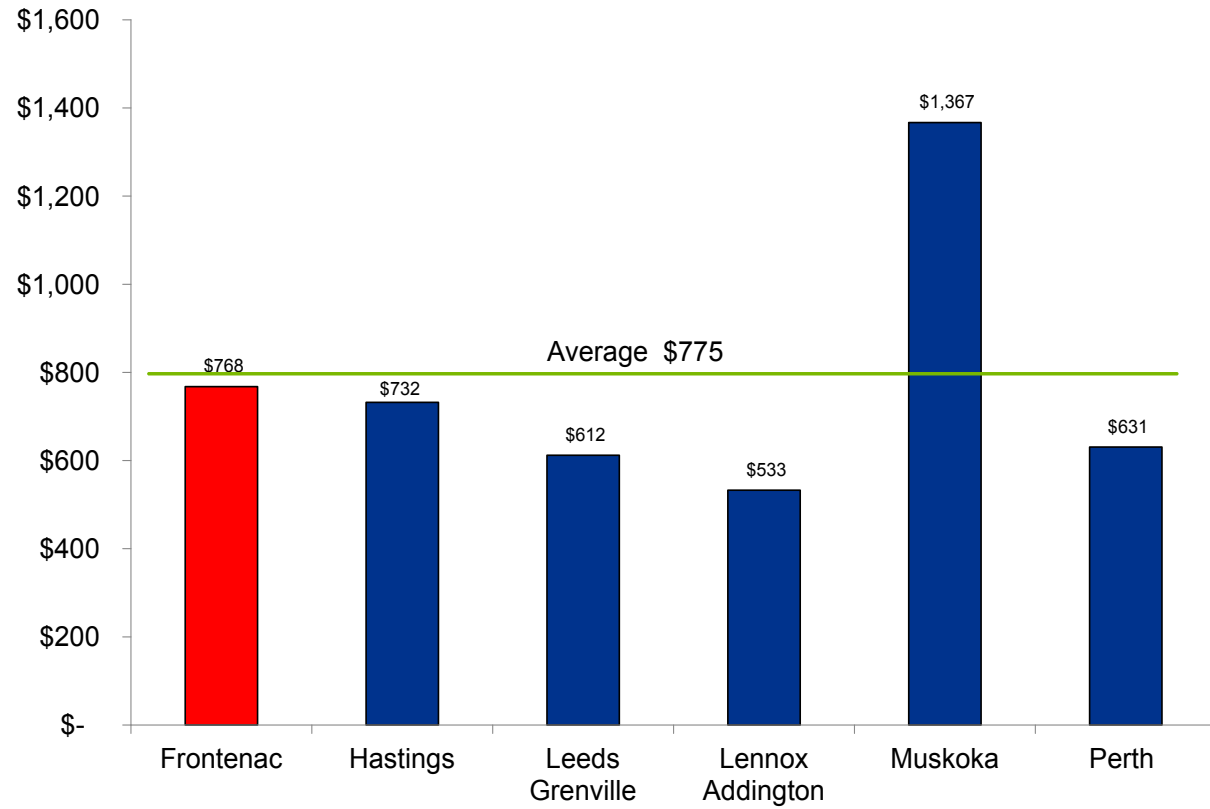


Financial and Staffing Perspectives on the County *Reserves per Household (2012)*

An analysis of the amount of reserves per household shows that Frontenac County is consistent with the average of the comparator group. It does, however, hold the second highest reserve position per household among the comparators.

This is a positive financial indicator.

The reserves do not include gas tax revenue which is considered Obligatory Deferred Revenue under Schedule 60 of the Financial Information Return.



Source – KPMG analysis of annual financial information returns

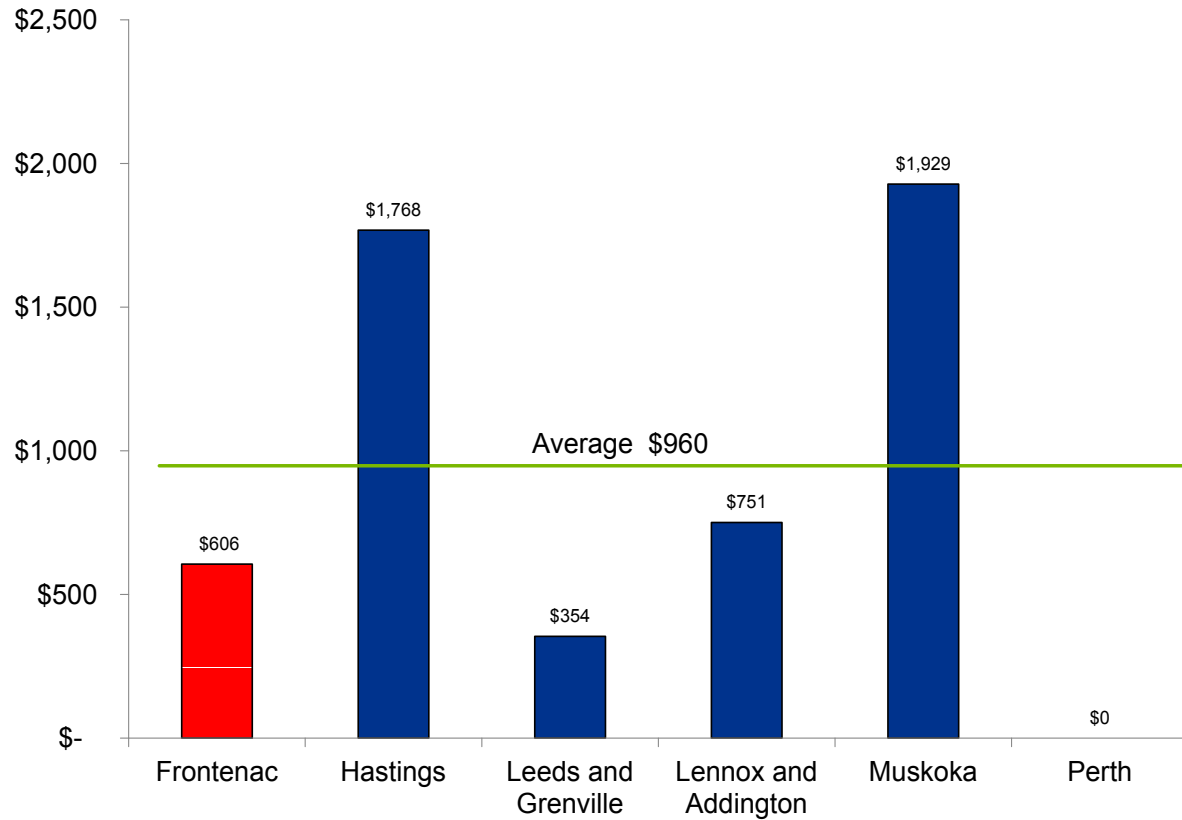


Financial and Staffing Perspectives on the County *Debt per Household (2012)*

Frontenac County's debt per household is favourable when compared against the County comparators.

Frontenac County's debt per household of \$606 is below the comparator average of \$960.

Perth County had \$0 debt in 2012.



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Source – KPMG analysis of annual financial information returns 56

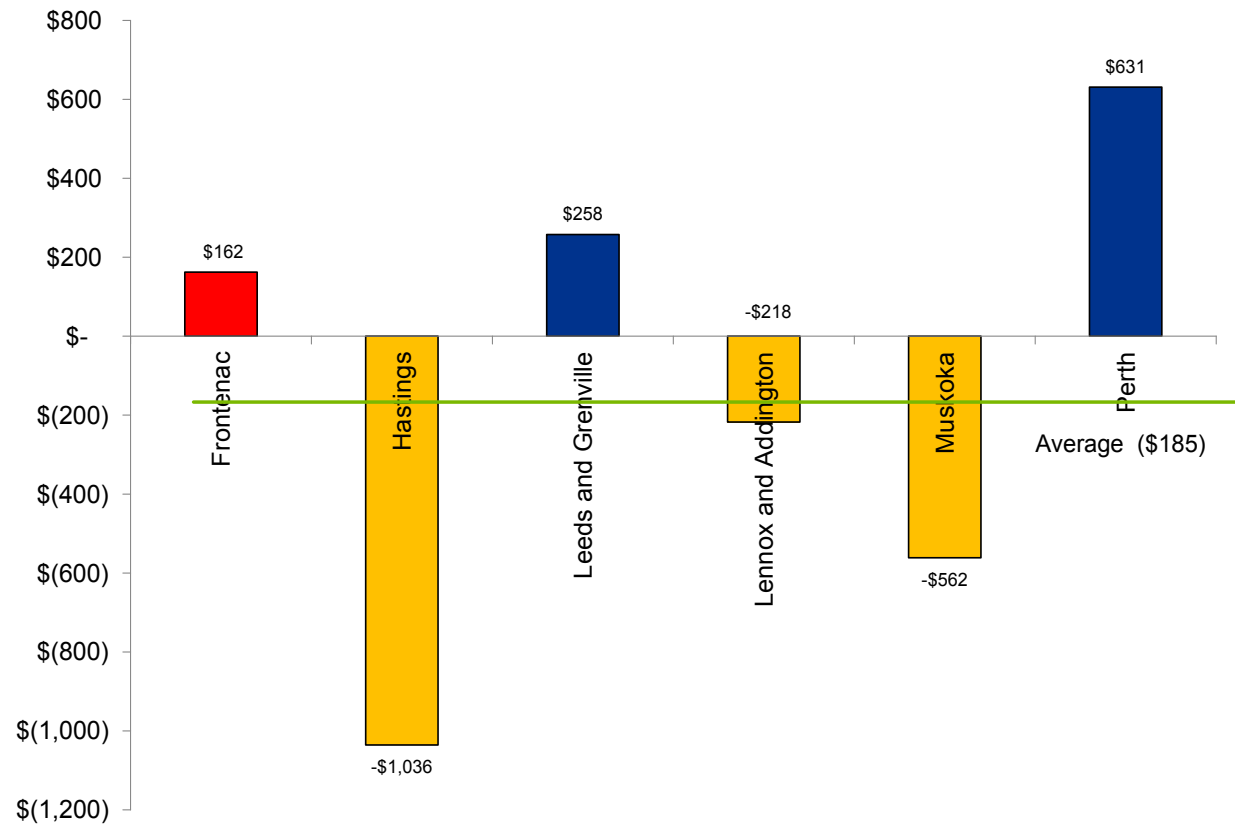


Financial and Staffing Perspectives on the County *Net Equity per Household (2012)*

Net equity is the reserve position of the municipality less any debt obligations.

A comparison of net equity positions shows that Frontenac County has a positive net equity position of \$162 per household.

This analysis excludes any consideration of liabilities arising from the state of the municipality's infrastructure.



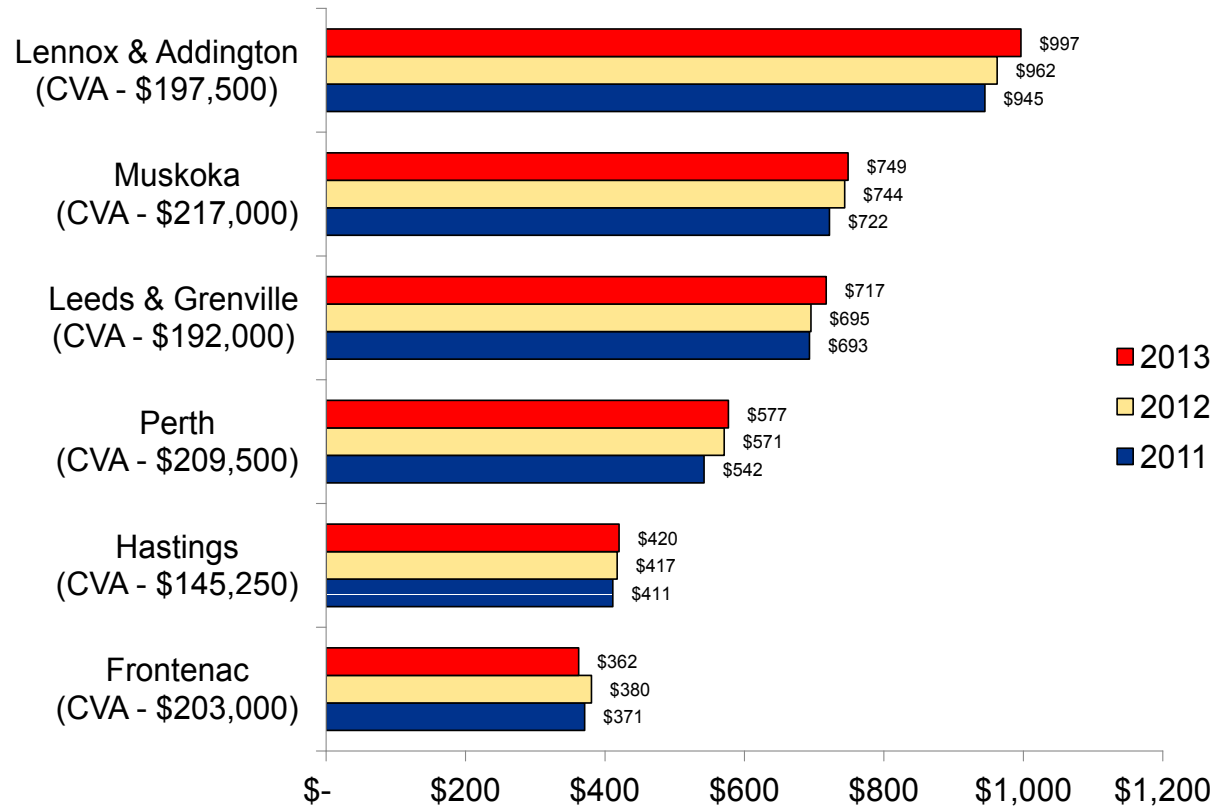
Source – KPMG analysis of annual financial information returns



Frontenac County Comparative Taxation Analysis

Average/Typical Taxation – Single Family Home

An analysis of assessment and taxation data from the Ministry of Finance's Online Property Taxation Analysis shows that Frontenac County has the lowest average taxation among the comparator group. Frontenac County is the only municipality of the comparator group that showed a decline. The average current value assessment for Frontenac County is \$203,000; second highest of the comparator group.



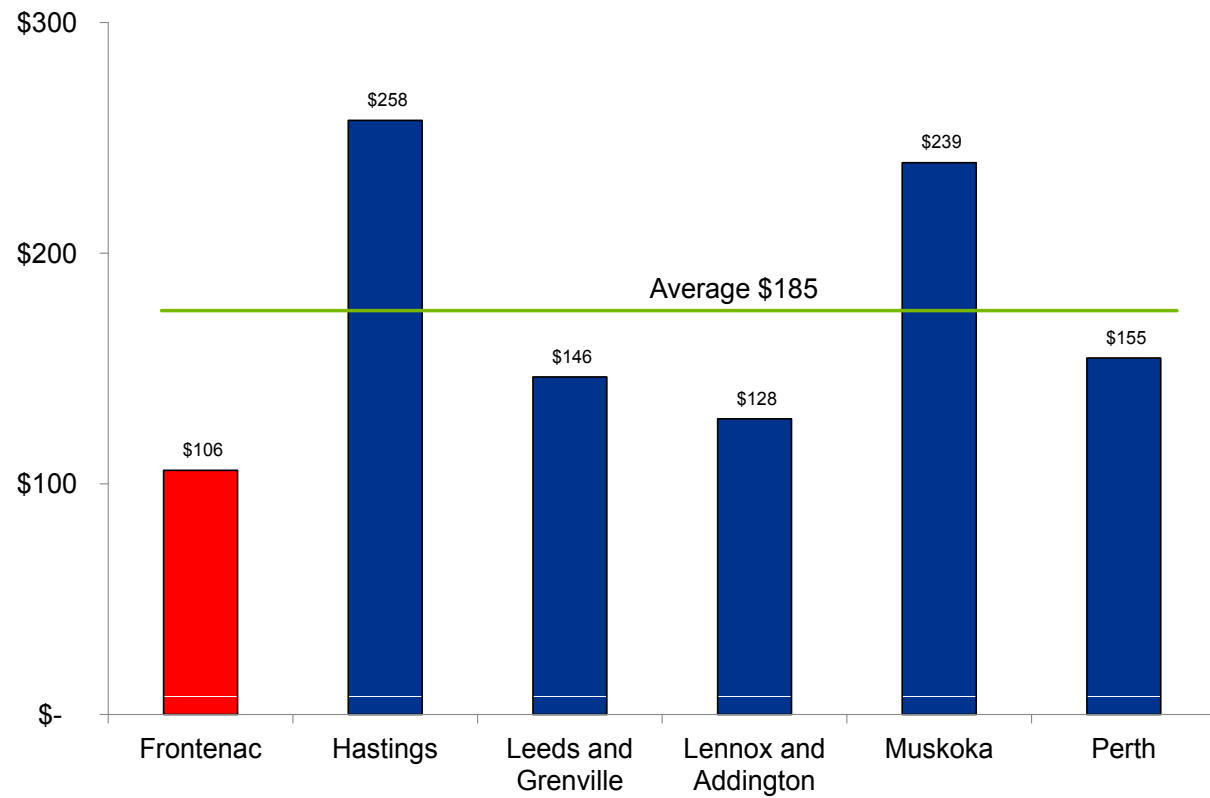


Financial and Staffing Perspectives on the County

2012 General Government Costs per Municipal Household (Net of Related Revenues)

General government costs can be considered the overhead cost of supplying municipal services. Typically these costs include all costs associated with Council and Corporate Services (finance, information technology, Clerk functions, executive leadership).

Frontenac County has the lowest general government costs per household a reflection of its limited service area responsibilities that do not include a road network.



Source – KPMG analysis of annual financial information returns

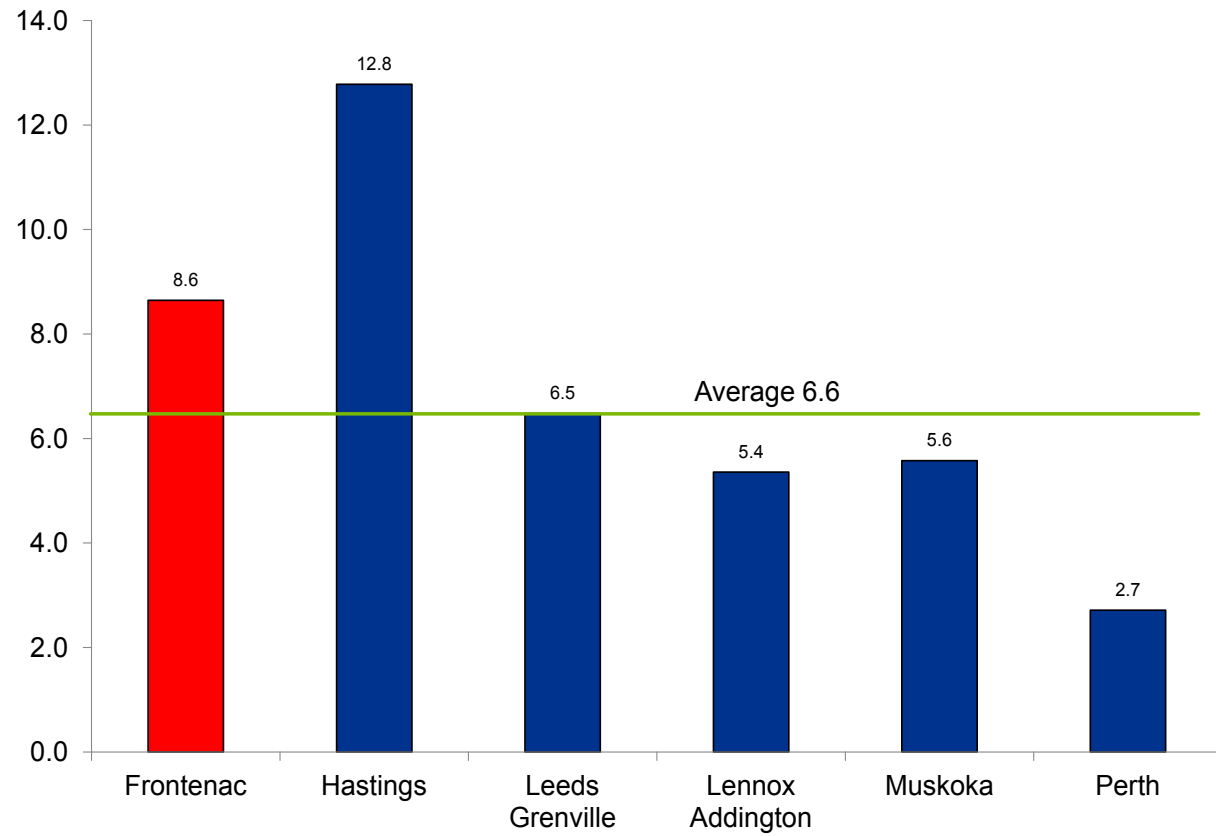


Financial and Staffing Perspectives on the County *Staffing Complement – Per 1,000 Municipal Population (2012)*

Frontenac County has the second highest staffing complement per 1,000 population.

This reflects the larger comparative service area for the County's two primary services: land ambulance and homes for the aged.

The County of Perth for example shares a long term care home with the City of Stratford and Town of St. Mary's. The employees for the home are not employees of the County.



Source – KPMG analysis of annual financial information returns

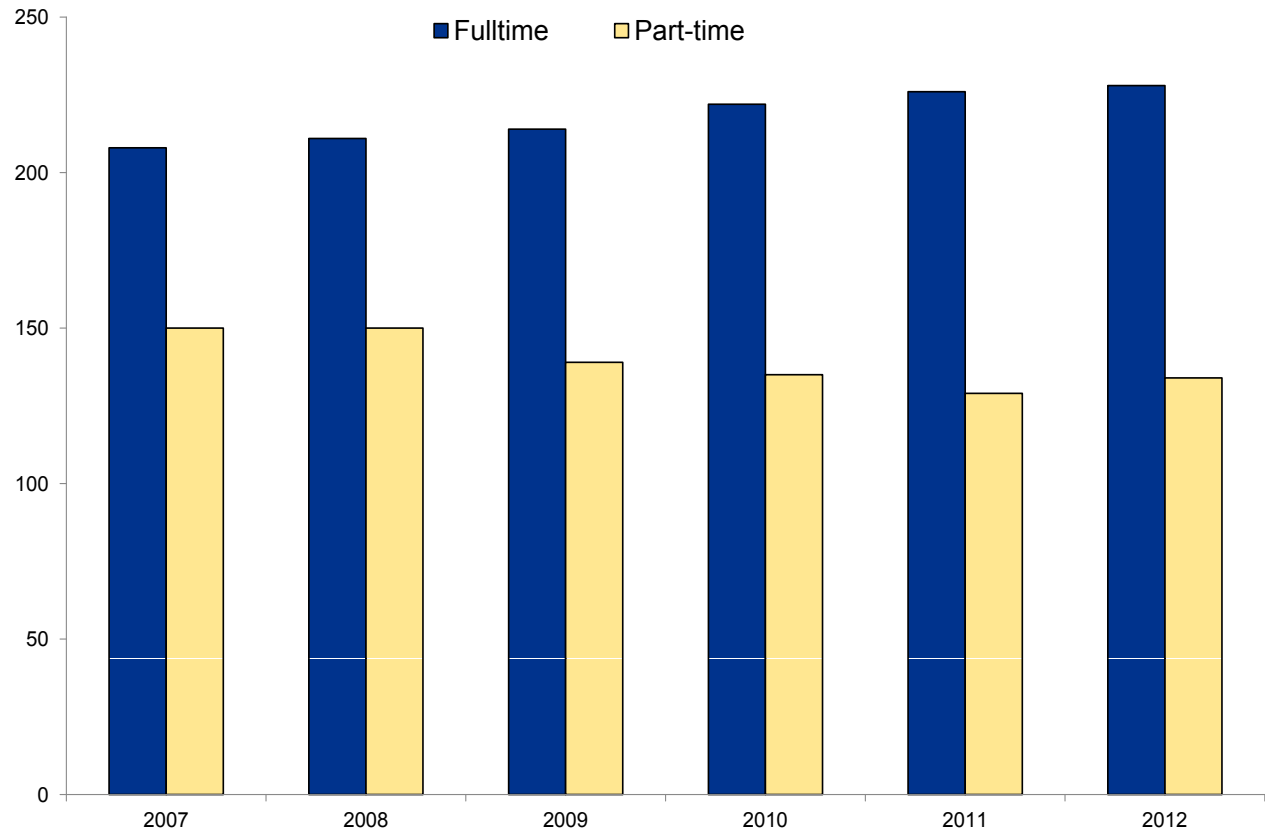


Financial and Staffing Perspectives on the County *Staffing Levels*

Over the past six years, staffing levels with the County of Frontenac have increased.

20 more fulltime positions existed in 2012 when compared to 2007.

Part-time positions have decreased over the same five year period shifting from 150 positions in 2007 to 134 in 2012.



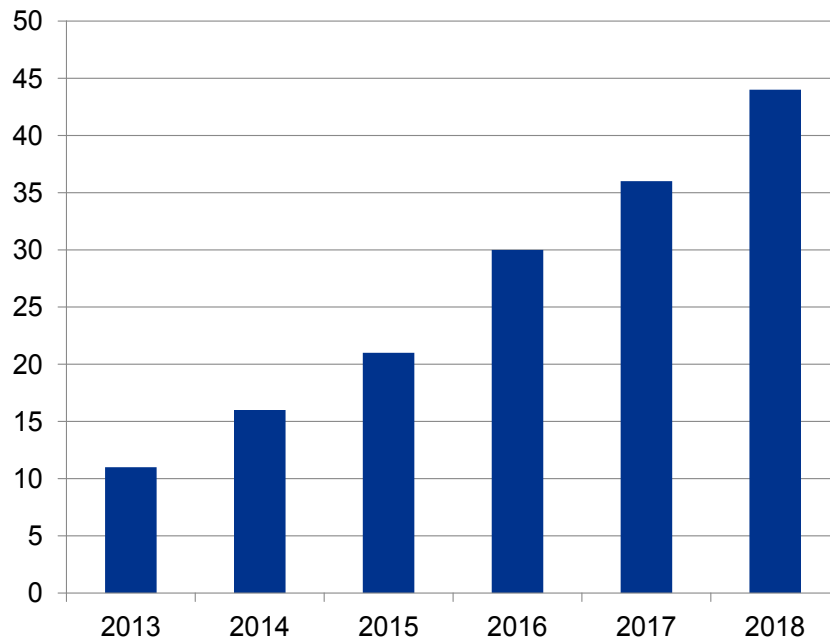
Source – KPMG analysis of annual financial information returns



Financial and Staffing Perspectives on the County Retirement Profile of Current County Employees

Within the next five years, 44 municipal employees will be entitled to retire with unreduced pensions, representing 19% of all full-time employees.¹ While certain of these positions will need to be replaced the upcoming attrition provides the County with the opportunity to realign its organizational structure and reconsider its method of service delivery.

Cumulative number of County employees reaching full pension²



¹ 2012 Financial Information Return

² Based on personnel information provided by management.



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Comparative Analysis - Emergency Medical Services



EMS Comparator Profiles

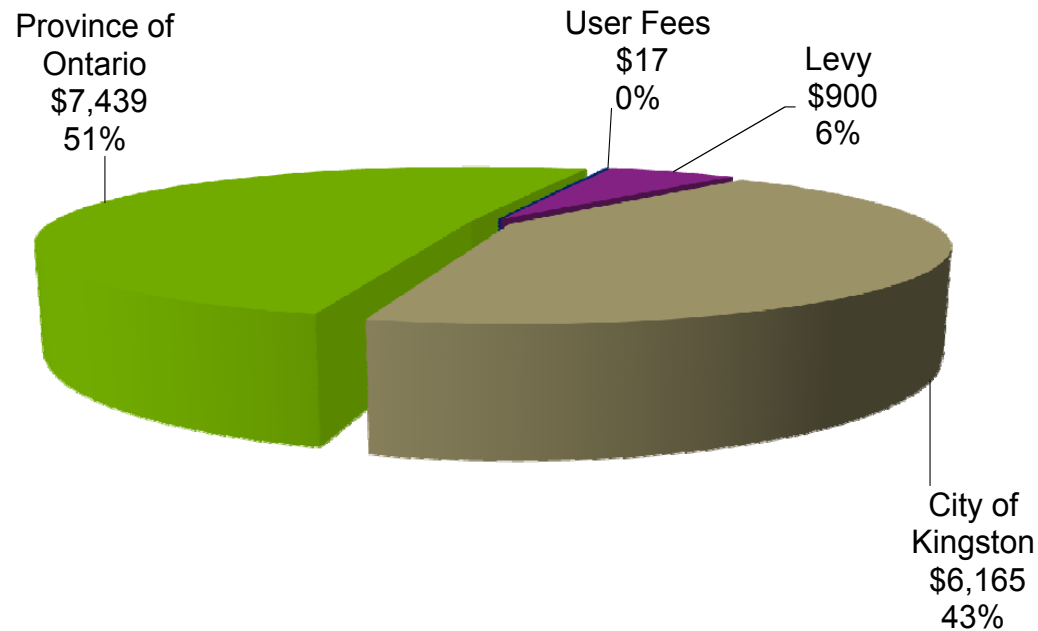
EMS	Service Areas	Staffing	Stations	Fleet
Frontenac County	Kingston & Frontenac County Population 151,020	60 FT PCP 28 FT ACP 41 PT PCP 8 PT ACP 13 Volunteer Medical Attendants (8 PCPs)	9 Stations	15 Ambulances 5 Supervisor & Paramedic ERU 1 Emergency Support Unit 1 Logistics Vehicle
Guelph-Wellington	City of Guelph & Wellington County Population 216,316	45 FT PCP 29 FT ACP 44 PT PCP 12 PT ACP	9 Stations	15 Ambulances 2 Supervisor ERU
Greater Sudbury	Greater Sudbury Population 161,900	47 FT PCP 49 FT ACP 27 PT PCP 8 PT ACP 6 Temp FT PCP	10 Stations	22 Ambulances 5 Supervisor Response Unit 12 Paramedic Response Unit 1 Emergency Support Unit 1 Emergency Support Trailer 1 Logistics Vehicle & Trailer
Hastings County	Belleville, Quinte West, Prince Edward County, Hastings County Population 153,327	54 FT PCP 30 FT ACP 60 PT PCP 10 PT ACP	7 Stations	17 Ambulances 4 Supervisor ERU 1 Emergency Support Unit 1 Emergency Support Trailer 1 Logistics Vehicle
Leeds & Grenville County	Brockville, Kempville, Prescott, Gananoque Population 88,355	53 FT PCP 42 PT PCP	7 Stations	13 Ambulances 4 Supervisor ERU 1 Paramedic ERU 1 Logistics Vehicle 1 Emergency Support Trailer
Lennox & Addington County	Napanee, Northbrook, Denbigh Population 41,824	28 FT PCP 37 PT PCP	3 Stations	7 Ambulances 4 Supervisor ERU 1 Emergency Support Unit Trailer
Muskoka District	Muskoka District Population 59,721	46 FT PCP 42 PT PCP	5 Stations	13 Ambulances 2 Supervisor ERU 1 Emergency Support Unit 1 Emergency Support Trailer
Perth County	Stratford, St. Marys, Perth County Population 75,074	50 FT PCP 40 PT PCP	5 Stations	10 Ambulances 2 Supervisor ERU 1 Emergency Support Trailer



EMS 2012 Revenue Sources (\$1,000's)

- The provision of ambulance service across Ontario is a joint responsibility of approximately 50 Upper Tier Municipalities and the Ministry of Health.
- Ministry funding for Land Ambulance is based on 50% of the PRIOR YEAR approved budget. Expenditures are therefore not current – so funding lags and is not really 50%.
- The City of Kingston (under a cost sharing agreement) funds land ambulance according to the proportionate share of its weighed assessment with the County. In 2012 this was \$6.2 million.

Revenue Source¹



¹ KPMG analysis of 2012 FIR; excludes capital and reserve transactions.

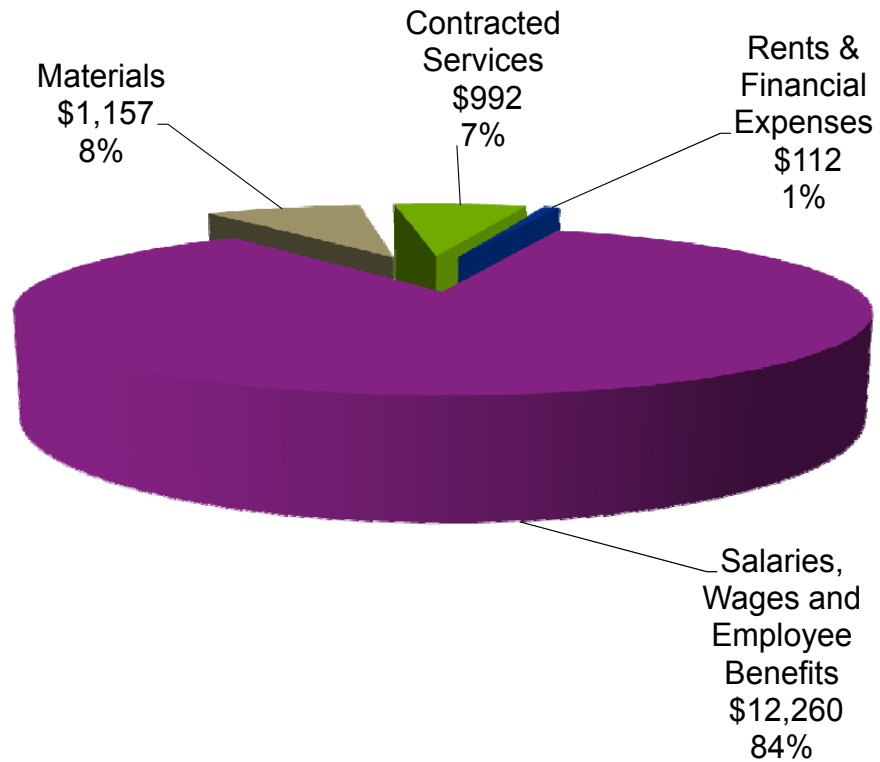


EMS 2012 Expenditures

The most significant cost driver for land ambulance is salaries, wages, and benefits.

In 2012 this represented 84% of total land ambulance costs for the County.

EMS costs by type ¹



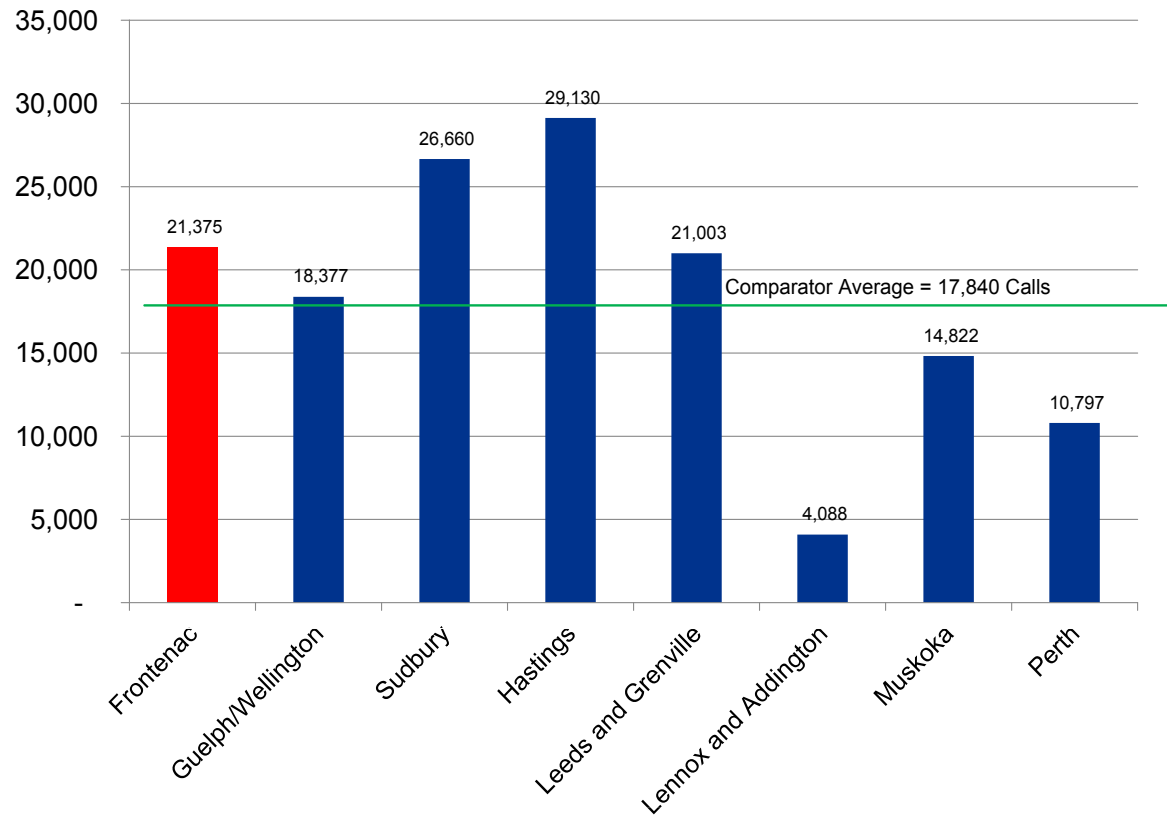
¹ KPMG analysis of 2012 FIR; excludes inter-functional transfers



EMS Total EMS Responses (2012) ¹

This chart illustrates how many calls were responded to by EMS providers.

The number of responses for the Frontenac Paramedic Service (21,375) was above the comparative average.



¹ KPMG survey of comparator municipalities



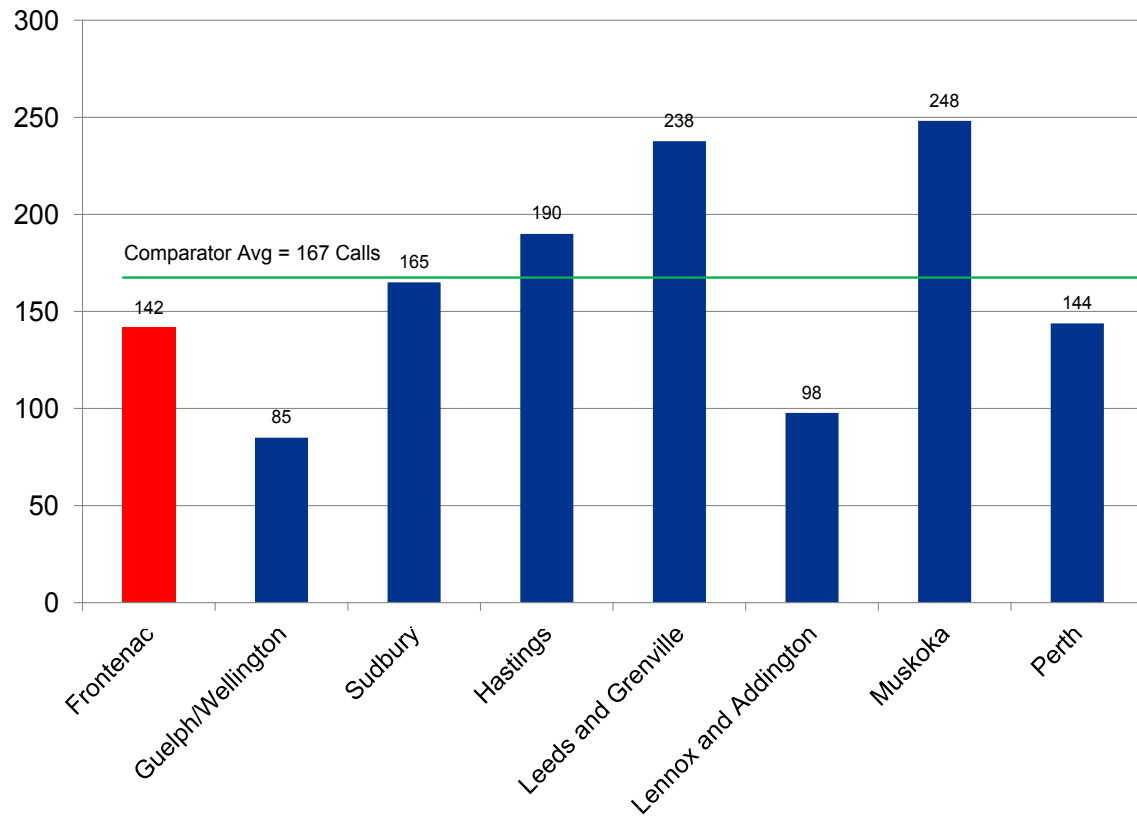
EMS

Total EMS Responses Per 1,000 Population (2012) ¹

This chart standardizes how many calls were responded to by EMS providers per thousand people.

The number of responses per thousand people for the Frontenac Paramedic Service (142) is below the comparative average of 167 calls.

Hastings County with approximately the same service area population as Frontenac County has 34% more calls.



¹ KPMG survey of comparator municipalities

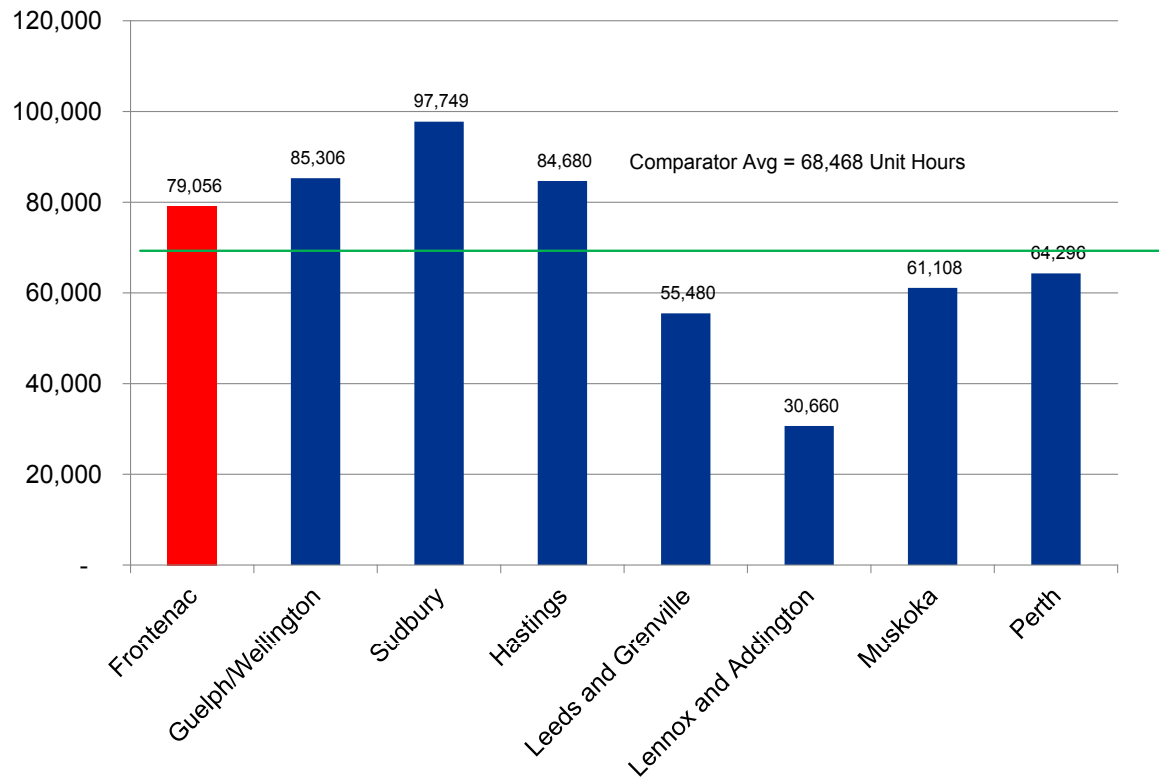


EMS Total Unit Hours (2012) ¹

A unit hour is equal to one hour of service by a fully equipped and staffed ambulance available for dispatch or assigned to a call.

FPS had 79,056 unit hours in 2012 above the comparator average of 68,468 unit hours.

Unit hours are important because they illustrate the quantum of ambulance service available in a year.



¹ KPMG survey of comparator municipalities



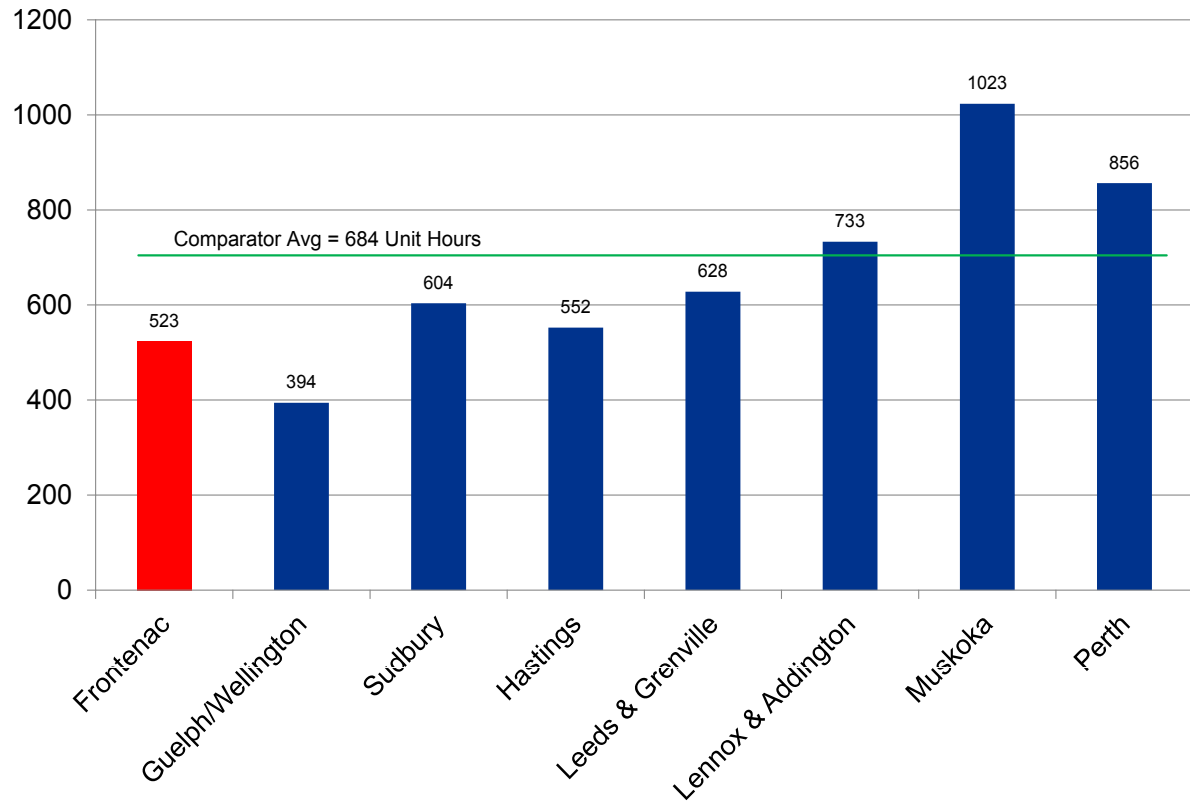
EMS

Total Unit Hours Per 1,000 Population (2012) ¹

This chart standardizes the total unit hours per 1,000 people.

A unit hour is equal to one hour of service by a fully equipped and staffed ambulance available for dispatch or assigned to a call.

FPS had 523 unit hours per 1,000 people significantly below the comparator average of 684 unit hours per 1,000 people.



¹ KPMG survey of comparator municipalities, based upon service area population.



EMS Unit Hour Utilization (2012) ¹

UHU, or unit hour utilization, is calculated by dividing the number of responses by the number of "unit hours," with one unit hour defined as a fully equipped and staffed vehicle.

The higher the ratio, the more productive the system, in the sense that the service is getting more transports out of fewer ambulances.

General scale for evaluating UHU:

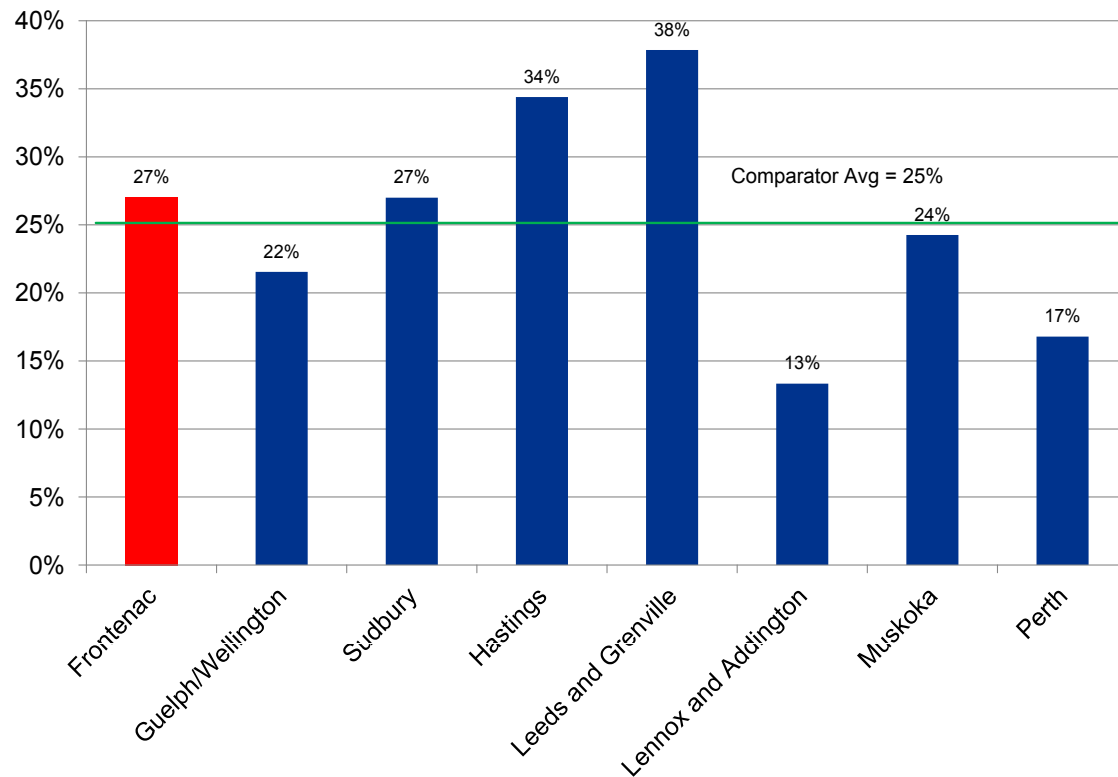
55% - 45% – Optimal Utilization

45% - 35% – Above Average Utilization

35% - 25% – Average Utilization

25% - 15% – Below Average Utilization

15% - 10% – Poor Utilization



¹ KPMG survey of comparator municipalities

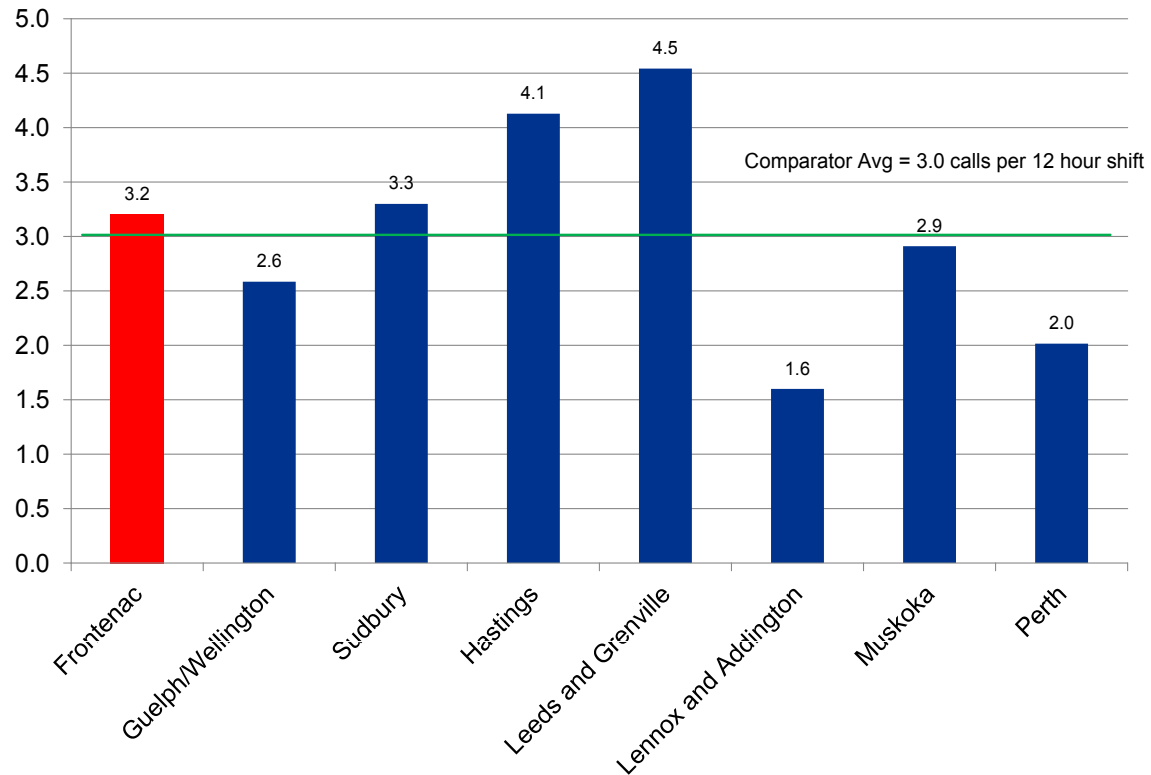


EMS Shift Utilization – 12 Hour Shift (2012) ¹

Shift utilization is the number of calls per 12 hour shift.

Frontenac Paramedic Service (3.2 calls) is above the comparator average of 3.0 calls per 12 hour shift.

It is important to note that an urban community with short transport distances will have a significantly different UHU (higher) with more calls per shift than rural services (lower).



¹ KPMG survey of comparator municipalities



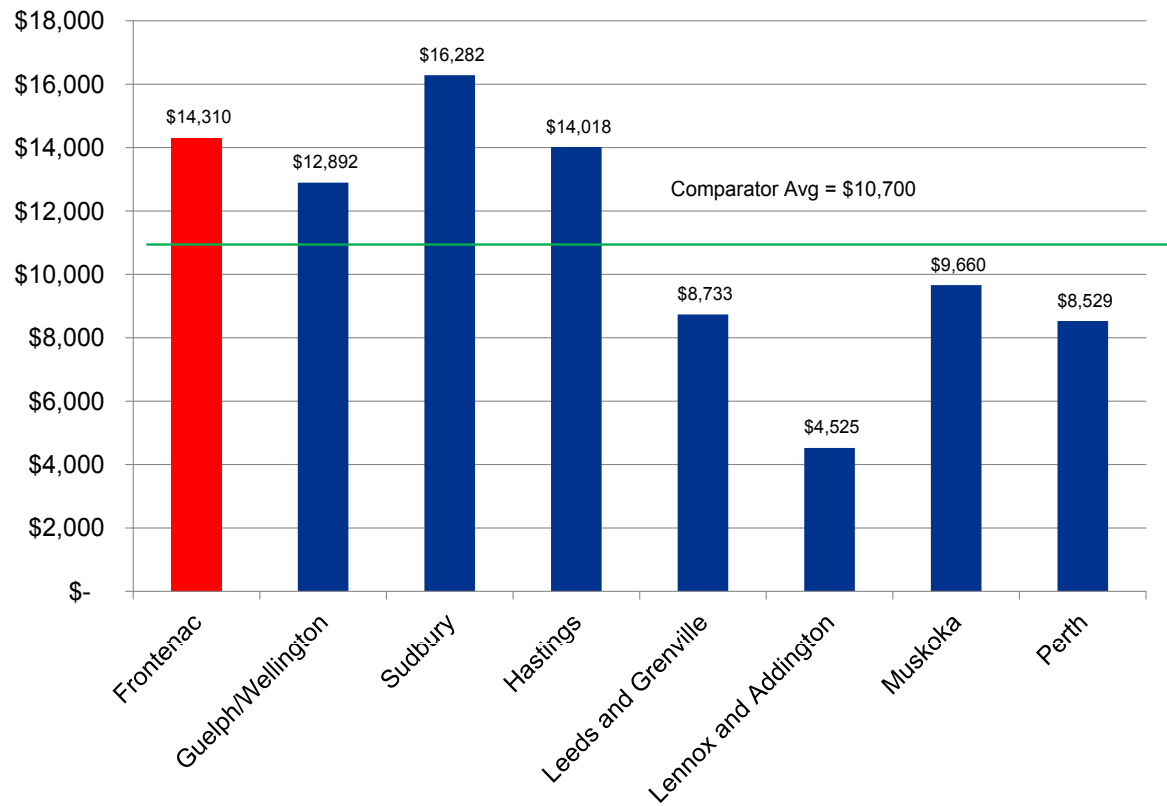
EMS

2012 Gross Operating Cost (1,000's) ¹

Frontenac Paramedic Service has the second highest operating cost among the comparator group.

The 2012 Operating cost for Frontenac Paramedic Service \$14.3 million significantly higher than the comparator average of \$10.7 million.

However, if considered against it's nearest comparators (Guelph, Sudbury, Hastings County) Frontenac Paramedic service gross operating costs are similar.



¹ KPMG analysis of 2012 FIR; excludes inter-functional transfers



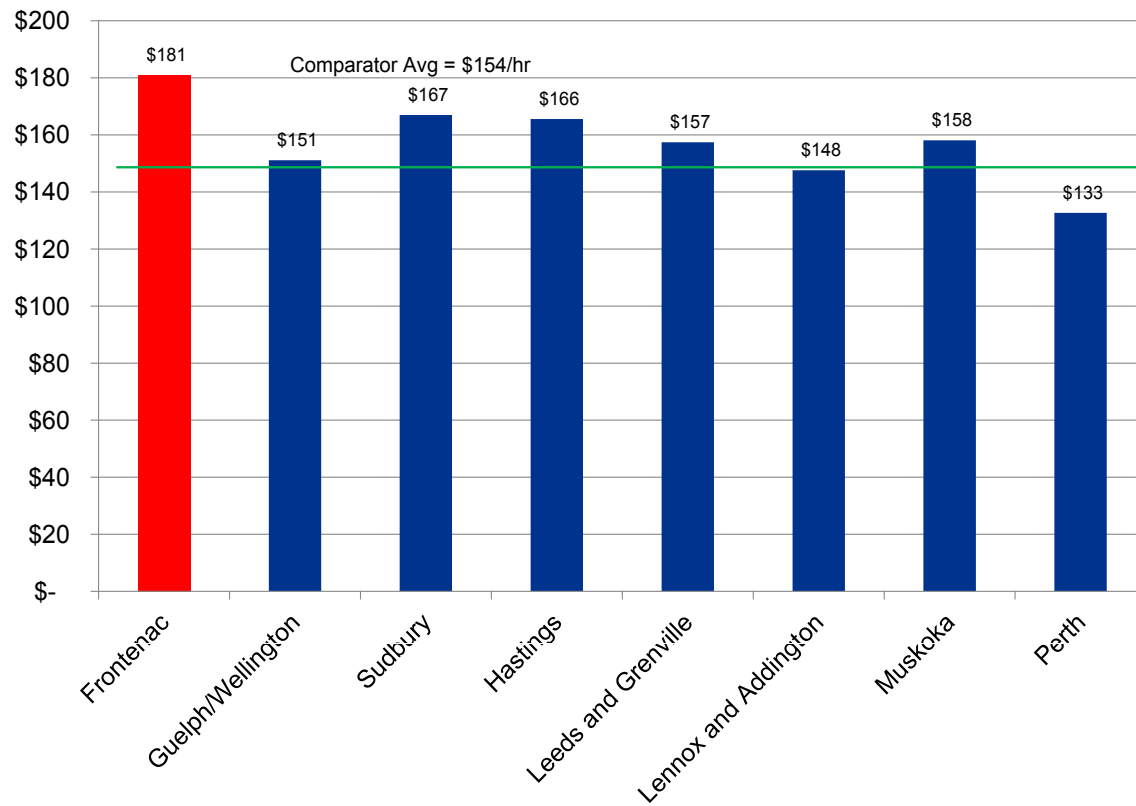
EMS

Operating Cost Per Unit Hour (2012) ¹

The operating cost per unit hour is the gross operating cost of the paramedic service divided by the unit hours.

This measure indicates the efficiency of the paramedic service in delivering land ambulance services.

The operating cost per unit hour for FPS is the highest of the comparator group because of the low number of unit hours relative to the other paramedic services.



¹ KPMG analysis of 2012 FIR; excludes inter-functional transfers



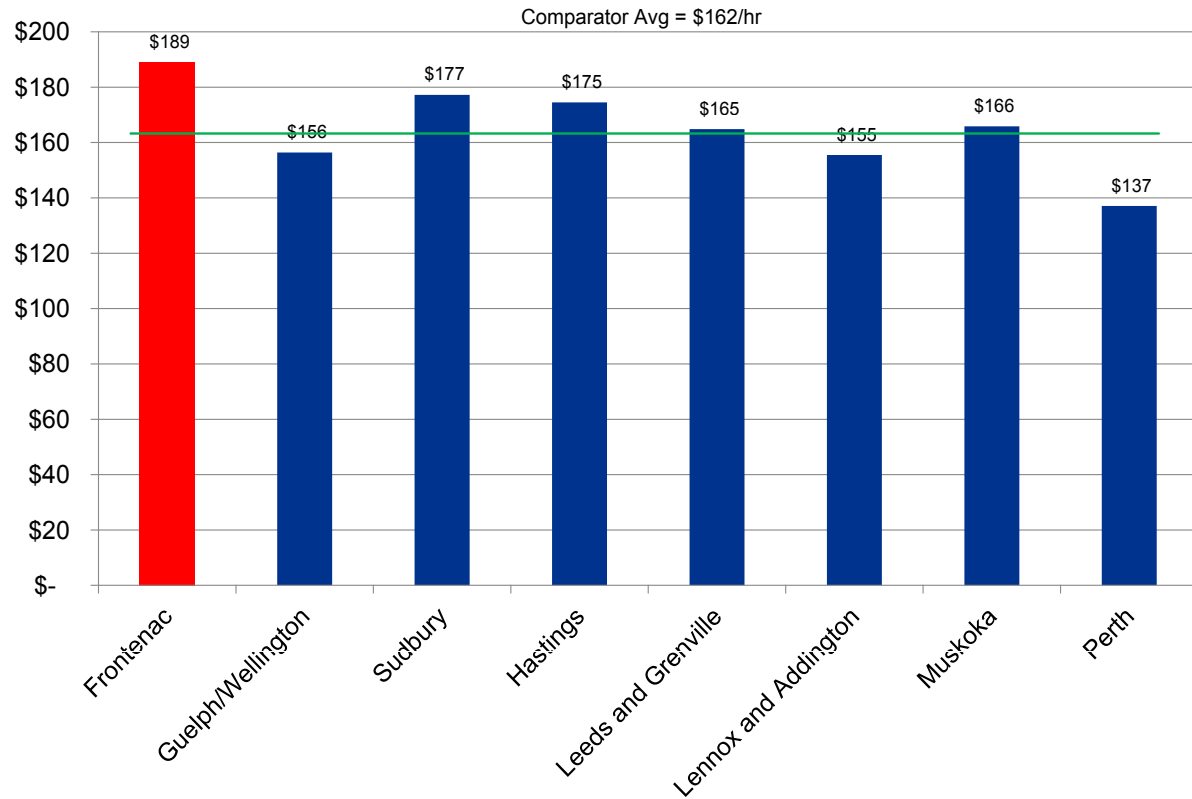
EMS

Total Cost Per Unit Hour (Including Amortization) (2012) ¹

The total cost per unit hour is the gross operating cost plus the amortization cost of the paramedic service assets divided by the unit hours.

The amortization cost of the assets are included to represent the replacement expense of ambulances and equipment.

Again, the total cost per unit hour for FPS is the highest of the comparator group because of the low number of unit hours relative to the other paramedic services.



¹ KPMG analysis of 2012 FIR; excludes inter-functional transfers

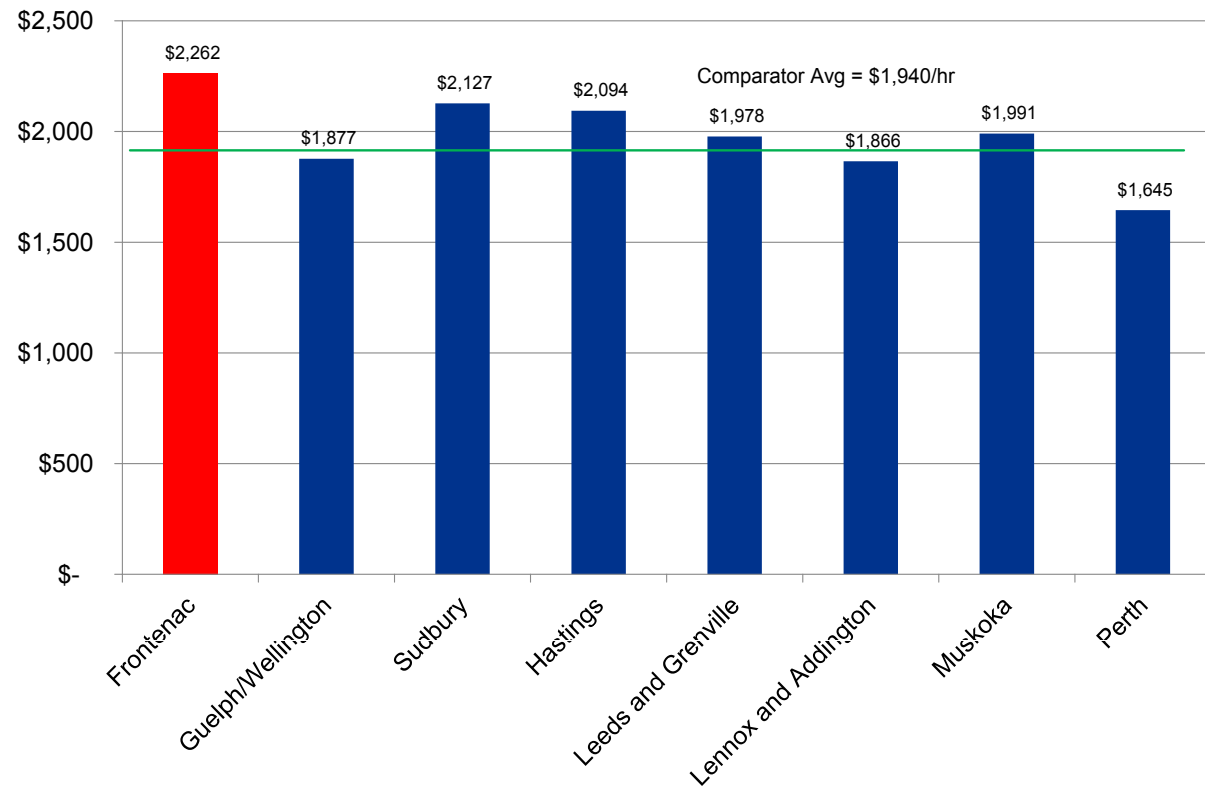


EMS

Total Cost Per 12 Hour Shift (Including Amortization) (2012) ¹

The total cost per 12 hour shift represents the total cost per unit hour applied against a 12 hour shift.

Again, the total cost per 12 hour shift for FPS is the highest of the comparator group because of the lower number of unit hours relative to the other paramedic services.



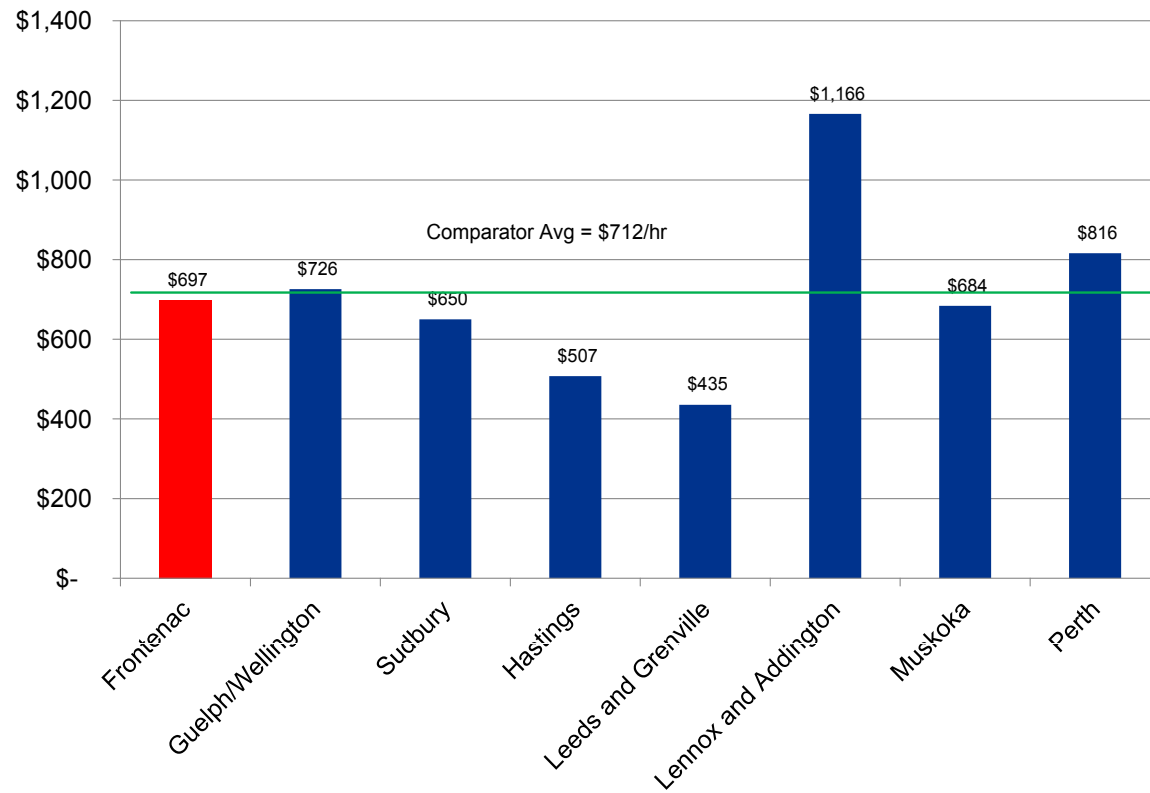
¹ KPMG analysis of 2012 FIR; excludes inter-functional transfers



EMS Total Cost Per Call (2012) ¹

The total cost per call is calculated by dividing the total cost per 12 hour shift by the shift utilization.

For the FPS, the total cost per call (\$697) is slightly above the comparator average of \$672/hr.



¹ KPMG analysis of 2012 FIR; excludes inter-functional transfers



Benchmarking Methodology ¹

1. TOTAL UNIT HOURS PER WEEK = (A) ____ Manned Ambulance Hours (Number of hours staffed per week)
2. AVERAGE CALL VOLUME PER WEEK = (B) ____ Calls Per Week (Number of responses divided by 52.1775 weeks in a year)
3. UNIT HOUR UTILIZATION = (B/A) ____ Calls Per Unit Hour
4. SHIFT UTILIZATION = (B/A) x 12 hrs. ____ Calls Per Unit Shift
5. TOTAL EXPENSES PER WEEK = (C) \$ ____ Expense Per Week (Total expenses per year divided by 52.1775 weeks)
6. TOTAL EXPENSES PER DAY = (C)/7 Days \$ ____ Expenses Per Day
7. OPERATING COST PER UNIT HOUR: (Line C divided by Line A) \$ ____ Cost Per Unit Hour
8. AMORTIZATION COST FOR AMBULANCE SERVICE \$ ____
 - A. Amortization Cost Per Unit Hour = (Line #8/ (A)) \$ ____
 - B. Add Lines #7 and #8A = (E) \$ ____ Adjusted Cost Per Unit Hour
9. COST PER UNIT SHIFT = (E) x 12 hours \$ ____ Cost Per Unit Shift (shift length can be adjusted but we have standardized to 8 hrs)
10. COST PER CALL = (Line 9 divided by Line 4) \$ ____ Cost Per Call

¹ Adapted from *Calculating Your EMS Service's Average Cost of Service and Unity Hour Analysis*, J.R. Henry Consulting Inc.



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Comparative Analysis - Long Term Care Services





Profile of Comparator Nursing Homes

In Ontario, long term care home services are funded and regulated by the provincial government and delivered in municipal homes, charitable homes and nursing homes (not-for profit and for-profit). All long term care homes are regulated under the same legislation, the Long-Term Care Homes Act (LTCHA).

There are currently 628 long term care homes that operate 77,605 beds. Of those, municipalities operate 103 homes representing 16,388 beds, non-profits and charities operate 166 homes representing 19,659 beds and for-profits operate 359 homes representing 41,558 beds. ¹

¹ Long Term Care Provincial Snapshot, OANHSS, August 2013



Non Profit Home

- 85 Bed Home
- Non Profit Home
- Southern Ontario



Pioneer Manor

- 433 Bed Home
- Municipal Home for the Aged
- Greater Sudbury Ontario



Hastings Manor

- 253 Bed Home
- Municipal Home for the Aged
- Hastings County, Belleville Ontario



Hastings Centennial Manor

- 110 Bed Home
- Municipal Home for the Aged
- Hastings County, Bancroft Ontario



Maple View Lodge

- 60 Bed Home
- Municipal Home for the Aged
- Leeds & Grenville County, Athens Ontario

Profile of Comparator Nursing Homes

Quick Facts ¹

- LTC Homes in Ontario – 628
- LTC Beds in Ontario – 77,605
- Percentage of Private Sector Homes – 57% / Beds – 54%
- Percentage of Public Sector Homes – 16% / Beds – 21%
- Percentage of NFP/Charitable Homes – 30% / Beds – 25%
- Provincial Budget Allocation for LTC - \$3.83B
- Current Average Provincial Funding Per Diem - \$158.85
- Current Basic Co-Payment Fee :
Private: \$74.14 to \$77.64
Semi: \$64.14 to \$66.14
Basic: \$56.14

¹ Long Term Care Provincial Snapshot, OANHSS, August 2013



John M. Parrott Centre

- 154 Bed Home
- Municipal Home for the Aged
- Lennox & Addington County, Napanee Ontario



The Pines

- 433 Bed Home
- Municipal Home for the Aged
- Greater Sudbury Ontario



Spruce Lodge

- 253 Bed Home
- Municipal Home for the Aged
- Hastings County, Belleville Ontario



Private Sector Home

- 128 Bed Home
- Private Sector Home
- Southwestern Ontario

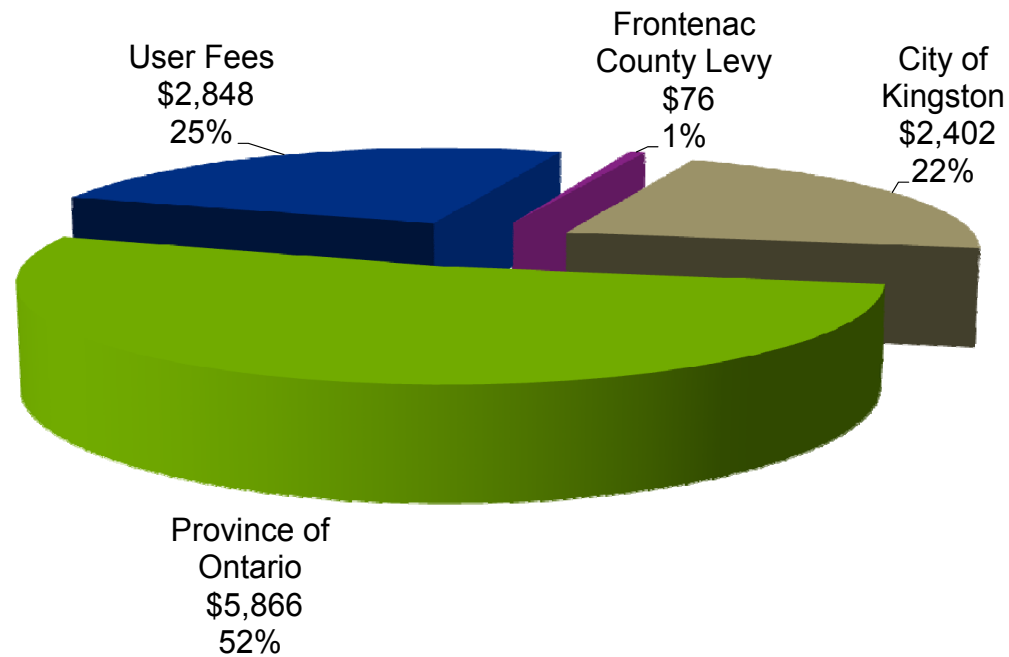


Long Term Care Revenue Sources (\$1,000's)

While all long term care homes receive the same operating funding from the province and are required to charge residents the same fees, the cost of providing the "same" level of service to residents will vary between municipal homes and other providers due to the additional costs imposed on homes that are outside of their control.

Most municipalities cannot rely solely on provincial funding and are forced to contribute municipal funds over and above what the province provides in order to operate without a deficit. In the case of Fairmount Home, it receives approximately \$2.5 million from municipal levy to support its operations.

Revenue Source¹



¹ KPMG analysis of 2012 FIR; excludes capital and reserve transactions.

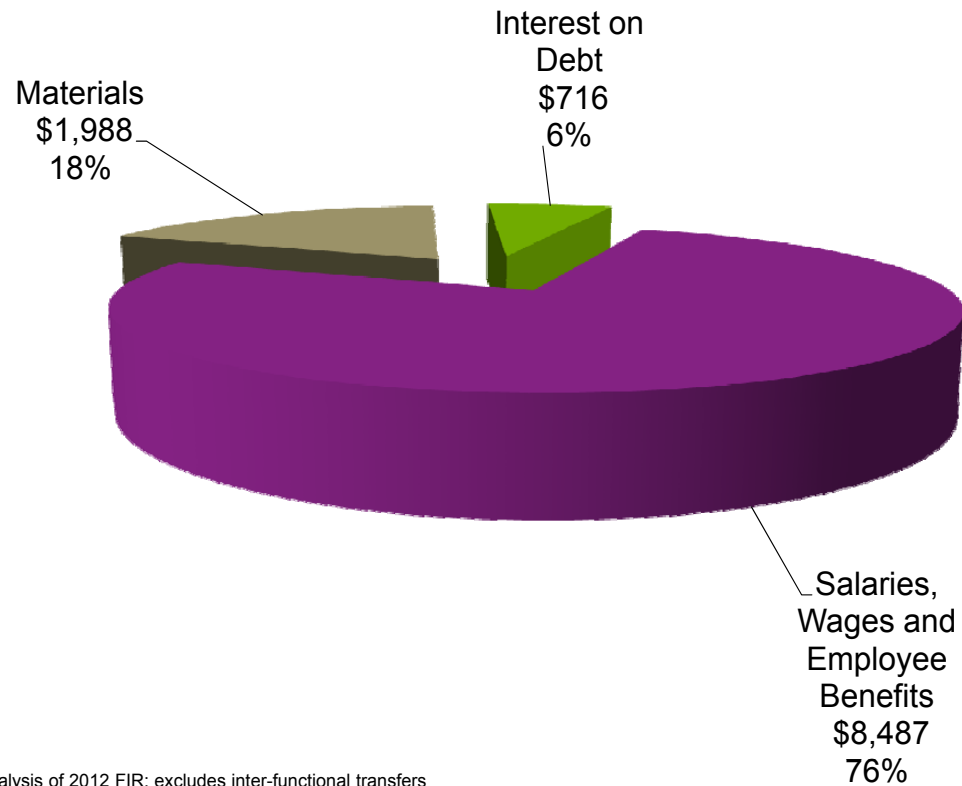


Long Term Care 2012 Expenditures

Long term care is a labour intensive business and accordingly, salaries, wages and employee benefits are the most significant cost drivers.

Municipal salary and benefit costs tend to be at the higher end of the scale because of arbitration awards and pay equity requirements. This places municipal homes at a disadvantage when comparing their costs to non profit and private sector homes.

Long Term Care costs by type ¹



¹ KPMG analysis of 2012 FIR; excludes inter-functional transfers



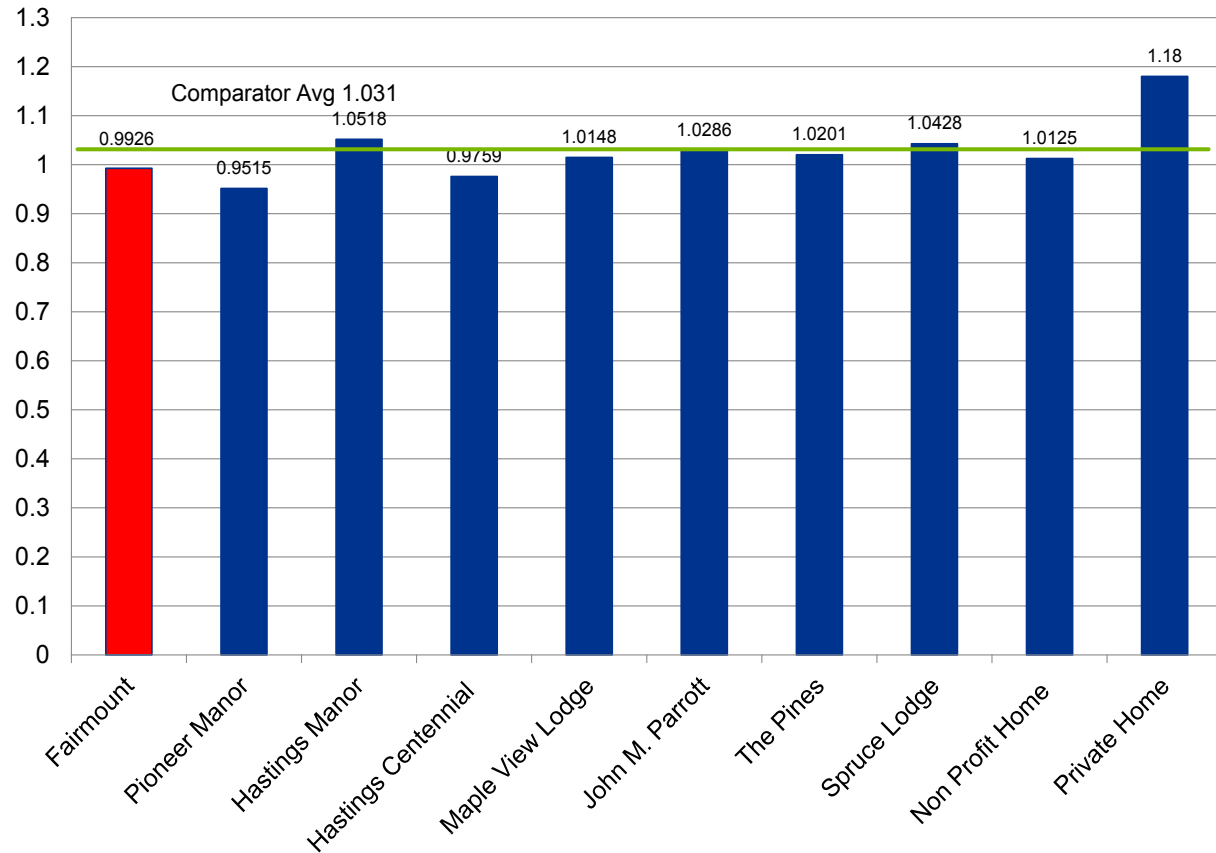
Long Term Care CMI Comparison

Case Mix Index (CMI) – is a numeric value assigned to a long-term care home and is used as a measure of the average care requirements of residents in the long-term care home.

The Case Mix Index is multiplied by the Base Level of Care Per Diem for the Nursing envelope only, and is applied to a home's Classified Beds.

Classified Beds are long-stay beds that are licensed or approved under the Long-Term Care Homes Act, 2007.¹

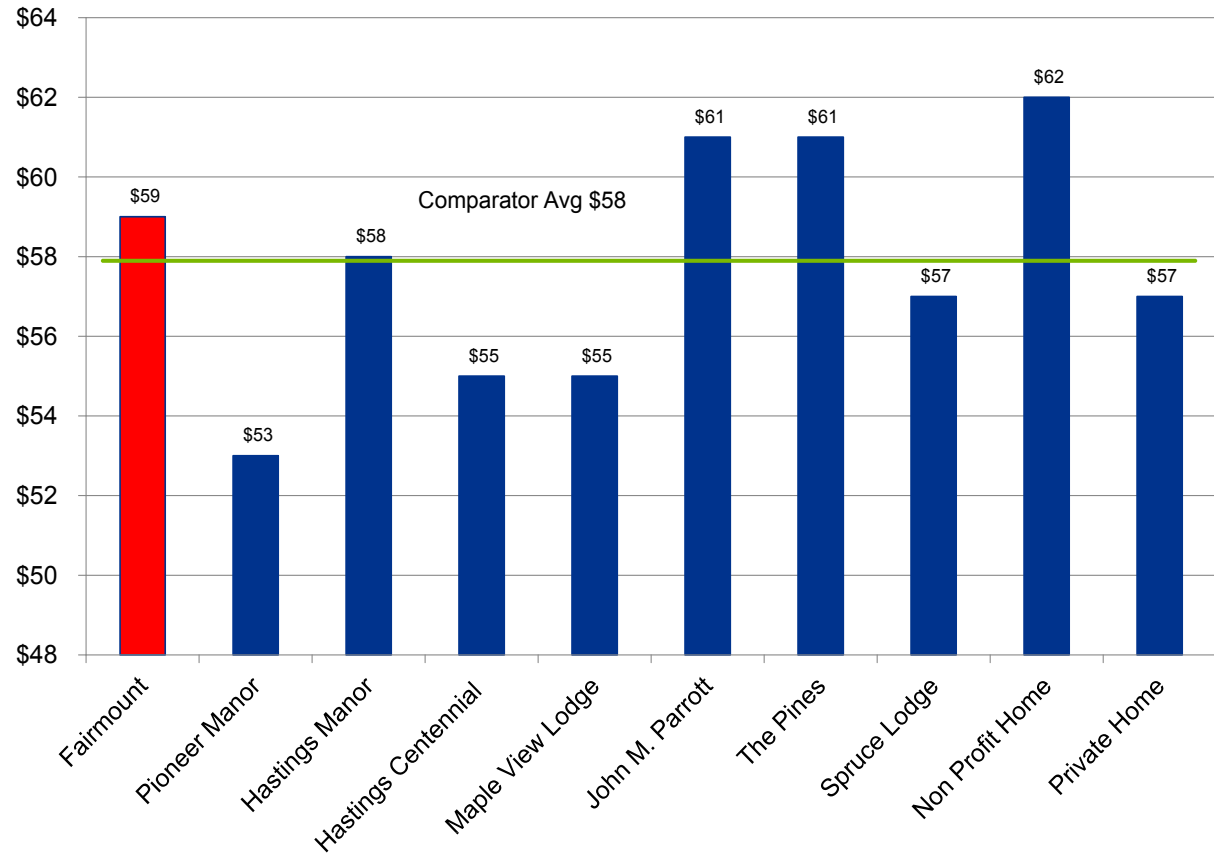
¹ Long Term Care Financial Policy, Ministry of Health and Long Term Care, April 1, 2011.





Long Term Care Resident Revenue/Day

Costs to be paid by residents are set by the province and are subject to change. The province expects that charges are affordable to any applicant. The basic fee (2012) paid by residents in homes is \$55.04 per day or \$1,674.13 per month for standard accommodation (may be less for residents who are unable to pay).

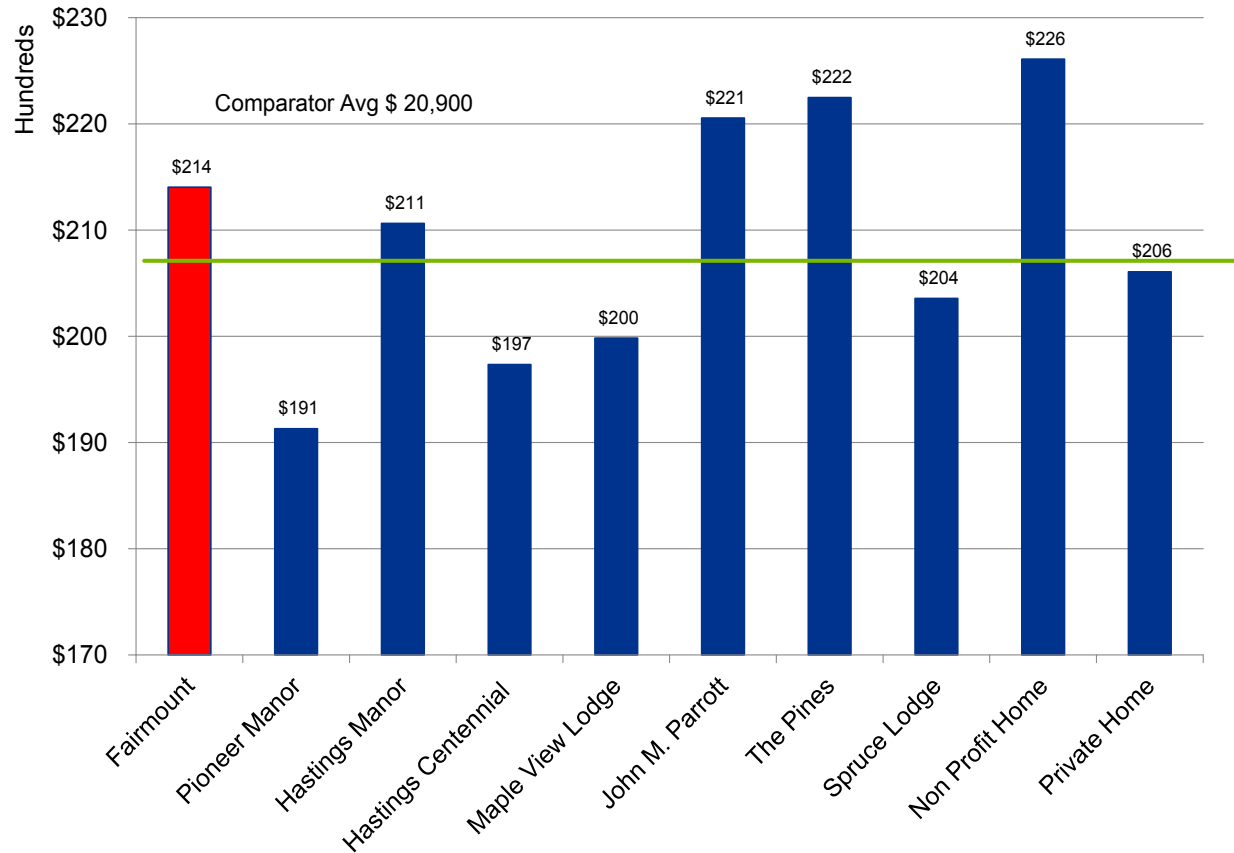




Long Term Care Resident Revenue/Bed

Fairmount's revenue per bed is above the comparator average of \$21,400.

Residents may choose to pay for semi or private rooms dependent upon availability. Homes that have a larger capacity of semi or private rooms therefore show a higher resident revenue fee per bed.





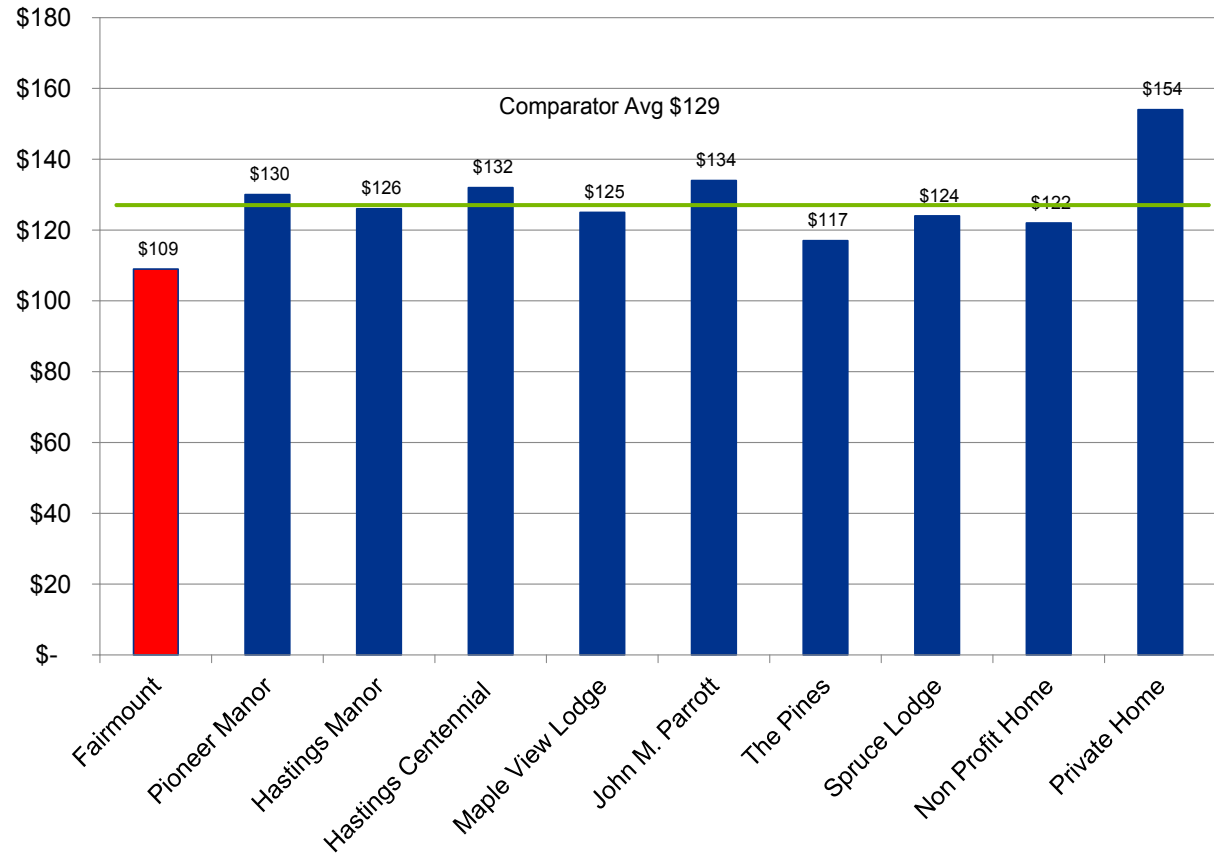
Long Term Care Provincial Assistance/Day

Ontario long term care is funded through the municipal levy, resident co-payments, which may include preferred accommodation premiums for private and semi-private rooms, and through provincial funding.

All homes receive the same amount of provincial level of care funding on a per diem basis. This funding is categorized into four separate envelopes: food, programs and services, and nursing and personal care.

On a per resident day basis all long term care homes receive \$158.85 which is adjusted based on a home's case mix index.¹

¹ Long Term Care Provincial Snapshot, OANHSS, August 2013



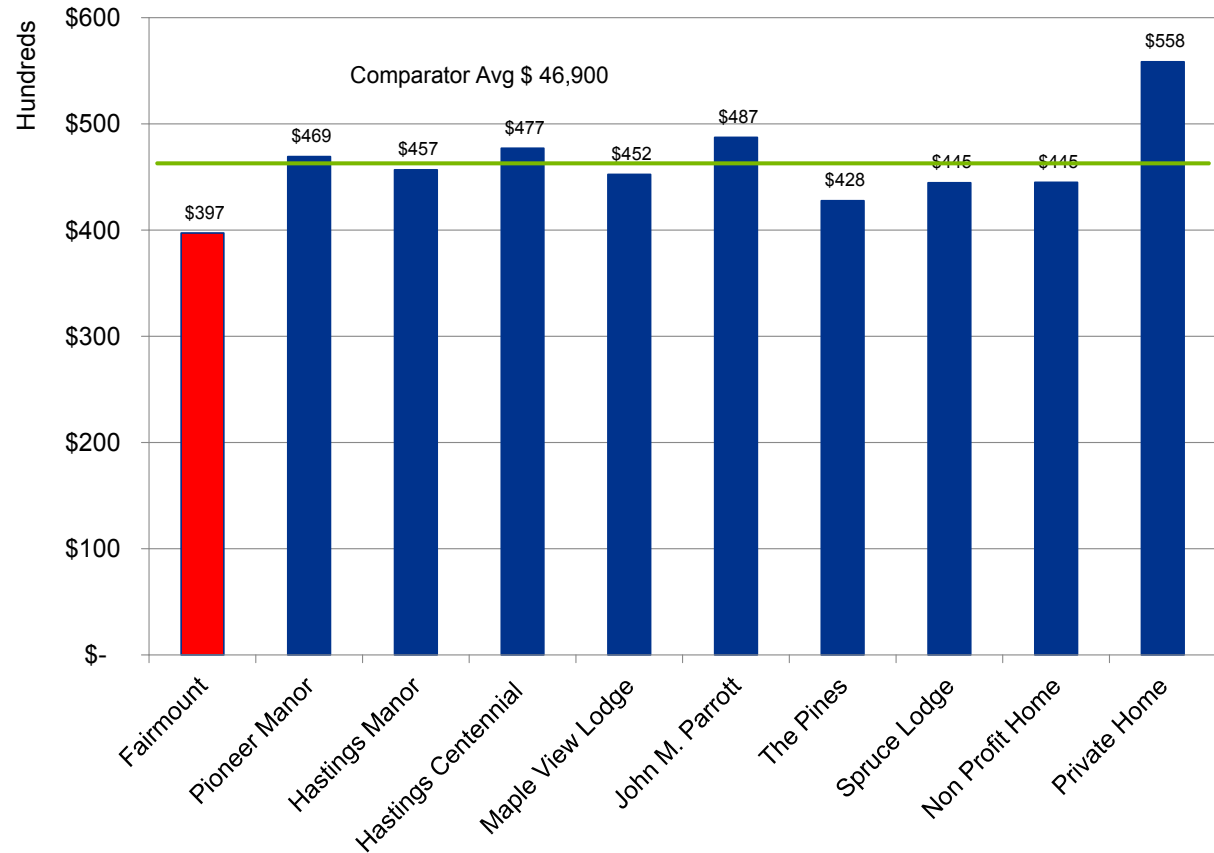


Long Term Care Provincial Assistance/Bed

The Ministry pays directly for the costs of nursing and personal care as well as for activation through a funding formula determined by the province. Residents pay for their room and food. Governing bodies of not-for-profit homes (including municipalities) augment funding to enhance services.

The Ministry of Health and Long-Term Care also funds homes based on a number of supplementary funds. These supplementary funds (or "pots") vary from home to home and across the types of long term care provider.¹

¹ Municipal Delivery of Long Term Care Services: Understanding the Context and the Challenges, OANHSS, 2012.

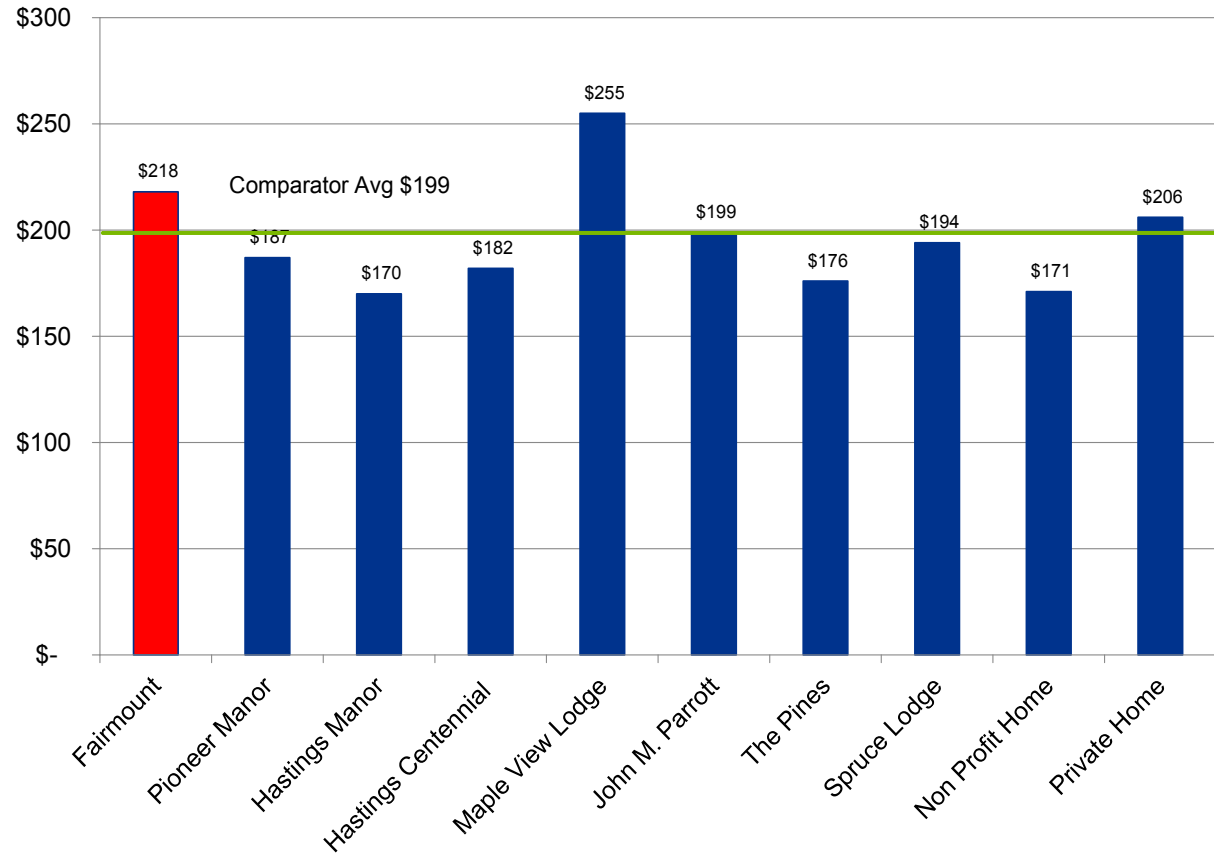




Long Term Care Expense/Day

Municipalities tend to experience higher arbitration settlement decisions due to their perceived ability to pay. To illustrate, an analysis among care staff in municipal homes versus other provider type homes shows that in 2009, on average, municipal homes paid between 7.5 and 9% more per hour in salary for registered nurses (RNs), registered practical nurses (RPNs), and personal support workers (PSWs) ¹

¹ 2009 OANHSS Benchmarking Report – Municipal and Charitable/Not-for-Profit Nursing Homes, 2012.



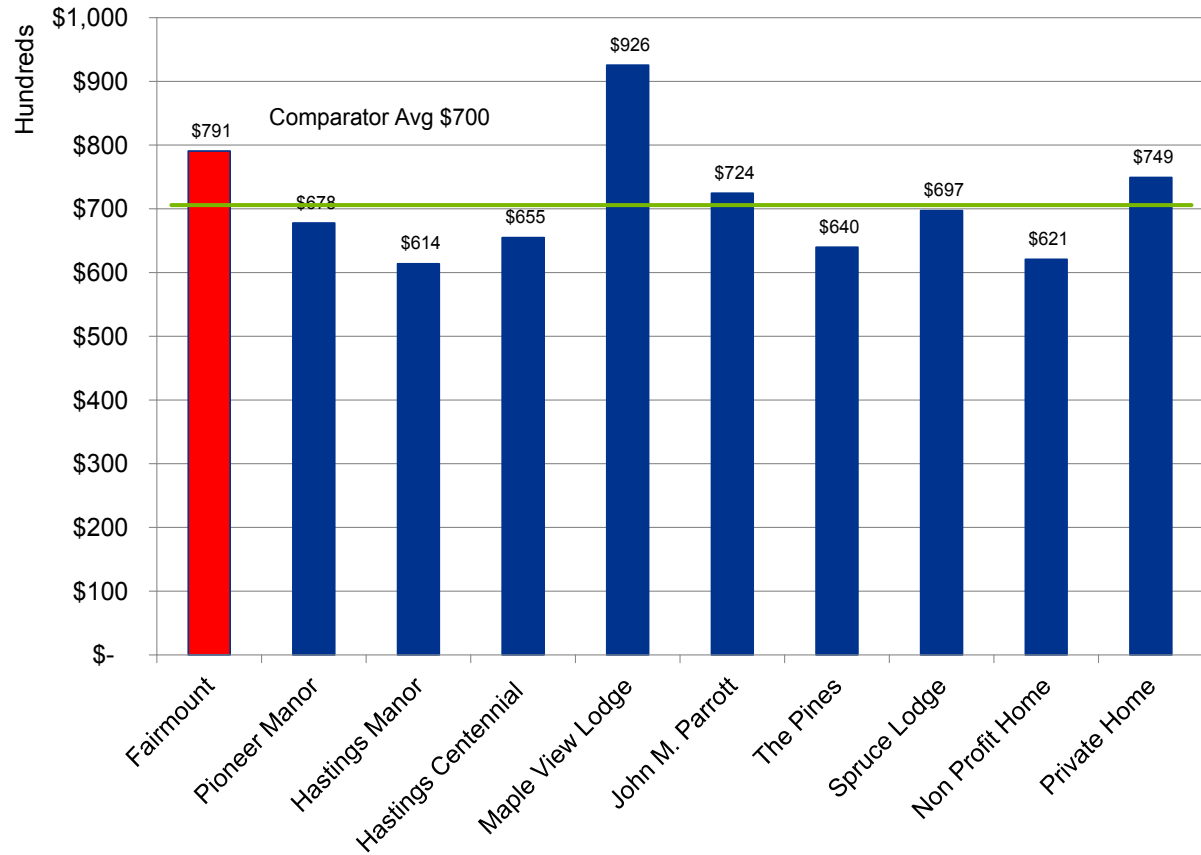


Long Term Care Expense/Bed

The Ministry of Municipal Affairs and Housing keeps a record of municipalities' assistance to aged persons as part of the Financial Information Return (FIR) data.

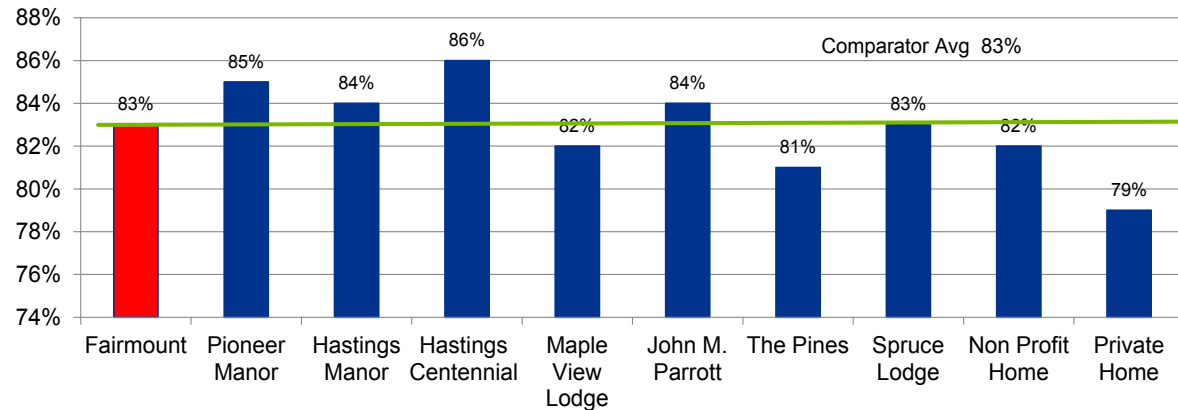
In 2000, Ontario's municipal governments spent \$846,388,193 on assistance to the aged. By 2008, this figure had increased to \$1,433,109,628. Accounting for inflation, municipal governments spent approximately 40% more for assistance to the aged over eight years. ¹

¹ Coming of Age: The Municipal Role in Caring for Ontario's Seniors, An AMO Paper on Long Term Care and Senior Services, June, 2011.





Long Term Care Salaries & Benefits as a % of Total Expenses



In 1990, the provincial government passed the Pay Equity Act. It was intended to eliminate gender discrimination in compensation for employees employed in female job classes in Ontario. However, the methods of comparison contained within the Act resulted in an imbalance in the salary levels between job-to-job and proxy employers. Although the Act applies to all long term care providers, its provisions affected homes differently.

Nursing homes were generally able to use the proxy method of comparison because they typically had an insufficient number of male comparators in their workplace. The proxy method allowed employers to select another organization of their choosing to compare wages and benefits. Also, under the Act, proxy employers have no enforceable obligation to maintain their pay equity plans, resulting in a smaller, one-time increase in salary and benefit costs for nursing homes.

Municipal homes, on the other hand, typically had a sufficient number of male comparators within the municipality to complete the job-to-job method. Invariably, the internal job-to-job method resulted in higher salary levels than those faced by proxy employers.

The Act not only resulted in wage or cost difference between long term care homes but the province's funding provisions affected municipal homes differently as well. Proxy employers received 100% of their proxy obligations up to 1998 and additional funding has been provided in recent years following litigation, whereas job-to-job employers receive funding only for a fraction of their pay equity obligations. The proxy method has tended to result in lower salary costs and offered those operators higher subsidy levels than provided to municipalities. Municipalities pay the difference in pay equity related cost increases.¹

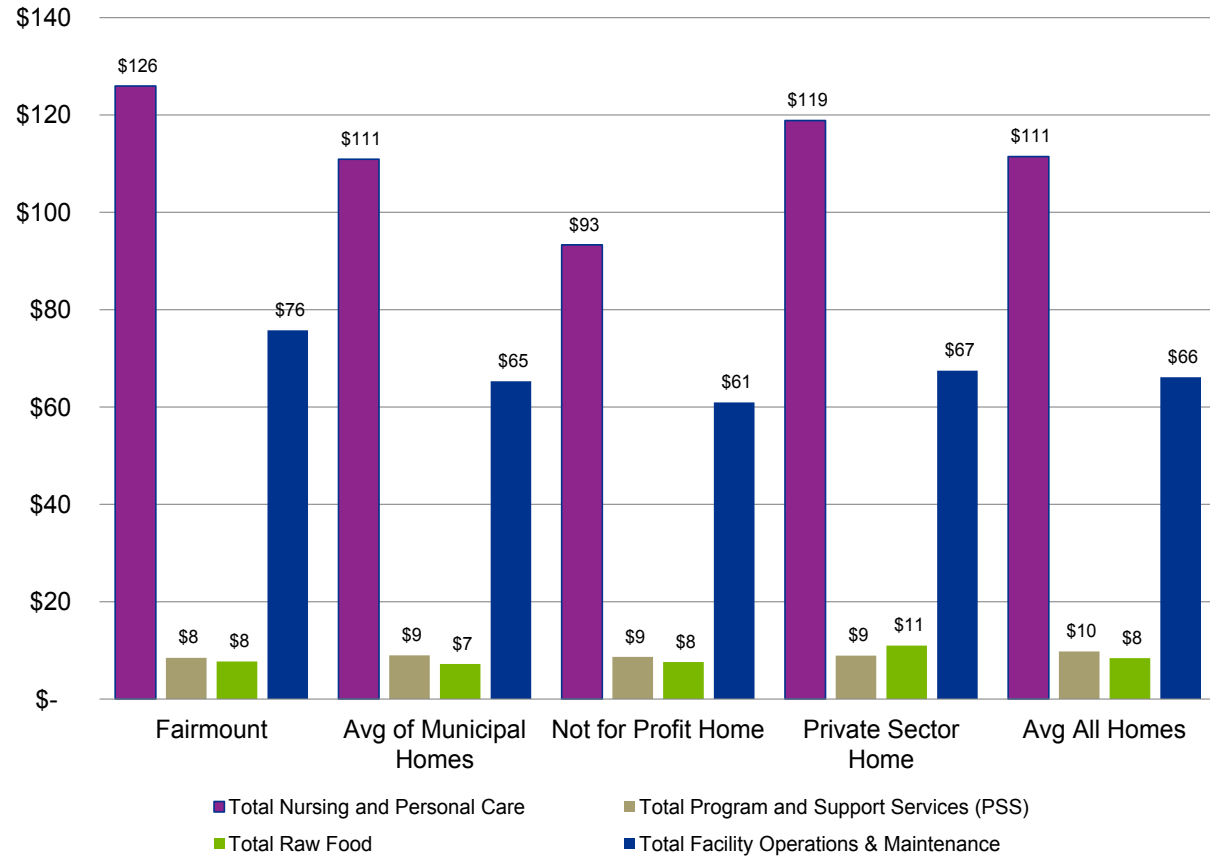
¹ *Municipal Delivery of Long Term Care Services: Understanding the Context and the Challenges*, OANHSS, 2012.



Long Term Care Cost Centre Comparison Per Day

Facility Operations & Maintenance includes:

- Housekeeping Services
- Building and Property
- Operations and Maintenance
- Dietary Services
- Laundry and Linen Services
- General and Administration
- Facility Costs

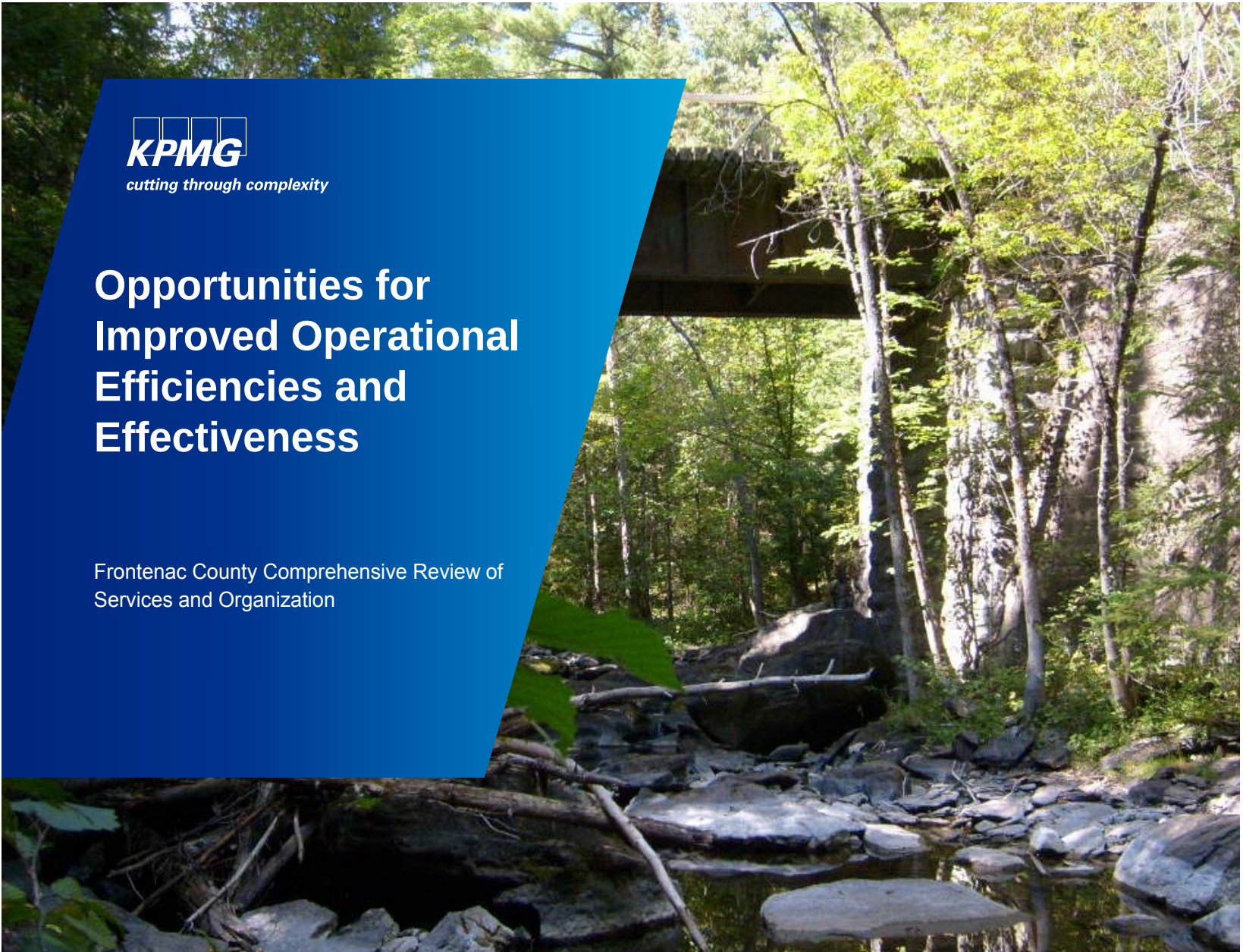




cutting through complexity

Opportunities for Improved Operational Efficiencies and Effectiveness

Frontenac County Comprehensive Review of
Services and Organization





Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
1	- The County operates a fleet of four vehicles for the use of staff in the Corporate Services department. - Ford Expedition - Ford Explorer - Toyota Prius (2) Because of the County's geographic size, corporate vehicles are required for transporting staff, however, it is always a question of how much fleet capacity a municipality requires. Additionally, the Ford Expedition is a surplus vehicle at the end of its life-cycle and is incurring higher maintenance costs.	- Business case is prepared prior to any vehicle purchase that documents mileage in the past year and calculates cost of mileage per diems. - Vehicles are retired from the fleet at the end of life cycle to reduce maintenance costs	- Reduced capital costs for fleet - Reduced operational costs for fleet maintenance
2	Work place absenteeism is a growing problem in the public sector, particularly in emergency services and health care. This is a reflection of a lack of management around the issue and the increasing age of employees. The County has begun to rollout an absenteeism program for the organization in order to manage sick leave. There has been recent success with the management of absenteeism at Fairmount Home.	- Corporate wide absenteeism program administered as a wellness program in partnership with the unions. - The tracking and reporting of sick leave trends ensures any issues are dealt with based on evidence and not supposition.	Reduced absenteeism reduces the cost of operations particularly in part-time wages that are used to cover sick leave.
3	The receptionist desk is separated from the Corporate Services area. Because the position is unionized, it requires a union employee to fill the position when the receptionist is on her break or lunch. This can cause significant disruption in the work of other unionized employees and reduces the efficiency of the overall department.	Leave the reception desk vacant for breaks and lunch with a sign indicating where a visitor can go for assistance.	Employees are more effective in their work when they are not regularly pulled away to fill tasks unassociated with their work.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
4	It is common in organizations to see employees become established in positions that effectively control key processes through administrative gates. Often these gates can be recognized by the continued use of manual processes or by sole approval or knowledge source for administrative processes. As a result, key work flows in the organization are inefficient and undependable thereby frustrating the remainder of the organization. For these reasons, it is essential for the County to have cross trained employees who understand and have authority over more than one business process (within the limits established by internal control) and who are clearly accountable for cross functional processes.	- Private sector organizations have been using cross training as a way to manage increasing client demands and limited resourcing. - However, cross training can cause greater inefficiency and upset to your organization if not properly thought out and formally structured.	Cross training is a way of increasing the capacity of the County to deliver services thereby becoming more effective without increasing the organization's complement of staff.
5	The disbursement of Gas Tax revenue has been a contentious issue for the County and its member municipalities. There is approximately \$2.4 million of gas tax revenue held by the County. While the County has two services with significant capital assets (EMS & Fairmount Home), there is not a direct link to the source of gas tax funding. Accordingly, the more appropriate allocation of gas tax revenue would be with Townships who own the road network in the County and typically underfund its maintenance.	Other counties (ex: Hastings) annually distribute gas tax revenue to the member municipalities to assist in the funding of their road networks, keeping a small balance for appropriate corporate spending.	The disbursement of gas tax funding to member municipalities would improve the overall state of infrastructure for the County and improve the level of service to County residents.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
6	The work week within the Corporate Services department varies between a 35 hour week and a 37.5 hour week. The lack of a standard work week within promotes the sense of unfair privilege within the department and increases the operational cost of Corporate services.	While organizations will modify their work week to meet the operational requirements of a specific business unit or department, it is leading practice to standardize a work week within the unit so that everyone works the same amount of time.	The standardization of the work week to 35 hours will reduce the operational cost of Corporate Services.
7	The County has not held a Christmas party for its employees for the past two years. In the public sector, these events are often subject to criticism as they are seen as a poor use of tax dollars. Nevertheless, the sponsorship of a dinner for employees (alcohol excluded) is an important way of reminding Council and staff that they are part of a common endeavour.	Most of Canada's "Top 100 Companies To Work For" survey, carried out by the Globe and Mail invest heavily in staff communication and reward programs of which a holiday party is an important part.	Many private and public sector companies have found that the value in entertaining staff far outweighs the cost in terms of loyalty, networking, motivation, team spirit and enjoy a halo effect of higher productivity after a Christmas celebration.
8	The delivery of mail within the organization is overly complicated and delayed. At present all mail within the organization is first delivered to the CAO's officer where it is sorted and delivered to individual departments. Mail delivery should be the responsibility of the receptionist and completed by day's end.	Administrative tasks such as mail delivery are pushed to the appropriate level in the organization	The capacity of the CAO's office can be increased and made more efficient if administrative tasks are assigned to administrative staff.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
9	Currently, decision making within the organization is based upon approved policy. This has led to decision making paralysis while policy is developed and approved. There is a need to inventory current policy and determine what decisions require a Council approved policy and what decisions are expected as part of the responsibilities of the position.	- A key role of Council is the setting of policy. A good governance practice is for Council to regularly consider one new policy at each Committee of the Whole meeting. - All personnel policies should be compiled and approved by Council.	Allowing staff to make decisions based on their knowledge and experience will increase the efficiency of the County ex: pre-authorized utility payments.
10	- It is apparent that the greatest need for organizational restructuring within the Corporation is within the areas of Corporate and Administrative Services. This view was validated and confirmed with the project committee at the October 16th project management meeting. - Accordingly, three working sessions were scheduled with a project team representing the different areas of the corporation. The goal of these working sessions was to develop structural options for the organization and employ design principles to assist in the evaluation of the options and, ultimately, the selection of the optimal structural model. - The resulting structural model for Corporate Services standardizes the reporting structure across the department with an appropriate span of control and groups work according to the type of functional activity.	Standardizing the reporting structure and ensuring appropriate span of control for the type of work is a leading practice for both the public and private sector.	The proposed changes will improve both accountabilities within Corporate Services and the decision making processes.
11	The preparation of Council reports consumes both the organization's administrative and leadership capacity. A new method of preparing Council reports needs to be developed with specific decision points and timelines. The majority of reports are not so complex that they require multiple re-writes.	Weekly Senior Management Team meetings should ensure that the team is fully briefed on issues emerging on Council's agenda. Agenda reports should be perfunctory and require minimal supervision.	Removing the bi-weekly corporate angst over the preparation of Council reports will improve the capacity of both administrative and leadership staff.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
12	GIS is a key tool in the delivery of municipal services. At present, it is a service that is delivered in house through one dedicated full time specialist. This is work that can be delivered as a contracted service by an external GIS service provider. Our understanding, however, is that this is work covered under the County's collective agreement with CUPE which limits the County's ability to contract the service. Nevertheless, should the member municipalities of the County contract with the County for GIS there would be an opportunity to fill the increased demand through an external service provider.	GIS is a service that can be effectively provided through <i>Cloud Computing</i>. Smaller municipalities are using the technology to contract for GIS services thereby reducing their operational cost.	Should the member municipalities demand for GIS services increase, contracting the service is an opportunity to control costs.
13	There are two software systems (Info HR & Document Manager) that took 2 – 3 years to implement. It is our understanding that the slow implementation is a result of approval bottlenecks and capacity issues within the Information Services department. Given the investment the County has made in these software products, the contracting of information technology support to assist in implementation appears sensible.	Overcapacity issues are resolved through the temporary purchase of contracted services to assist in implementation.	Many of the inefficiencies contained within the County's document management & human resources processes could be resolved through the full implementation of Info HR and Document Manager.
14	Dispatch for land ambulance service is provided by the Kingston Central Ambulance Communications Centre operated by Hotel Dieu hospital. Concern has been expressed about the ability of CACC to dispatch according to the acuity of the call.	EMS services in Ontario (such as Niagara) are beginning to bring dispatch services within their organization so that there is a quicker and more cohesive response to 911 calls.	Improved service levels through re-investment in technology and greater integration.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
15	- Single tier and upper tier municipalities are mandated to provide long term care services under the authority of ministerial approval, which never expires. In contrast, private long term care providers must obtain a license to operate and maintain a home. - It is our understanding that municipalities cannot sell or transfer a home or its beds, unlike charitable, not-for-profit homes, and for-profit nursing homes which can, but with certain conditions. As such, there is no monetary value associated with a municipal home and/or its beds.	- Eliminating the legislated requirement to operate a home would allow for the greatest flexibility to customize services to better suit the individuality of communities. - This change would allow municipal governments to fund customized services better suited to their communities which vary across the province.	Active support for AMO's position of eliminating the legislative requirement of home ownership detailed in its 2009 White Paper might provide future opportunity for change.
16	Communications staff are becoming an increasingly common member of the municipal organization in order to proactively manage internal and external corporate communications and provide strategic communication advice.	It is a leading practice to employ a communications specialist on staff to advise the management team and Council on difficult and sensitive community issues.	- The communications position is not a statutory position and can be filled through a contract position. - A contracted service will not provide the same level of service as an in-house resource.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
17	- Like all municipalities, Frontenac County would benefit from a systematic review of its business processes in order to remove the following waste from its operations: ❖ Transport – Moving people, products & information Inventory – Storing parts, pieces, documentation ahead of requirements Motion – Bending, turning, reaching, lifting ❖ Waiting – For parts, information, instructions, equipment Over production – Making more than is immediately required Over processing – Tighter tolerances or higher grade materials than are necessary Defects – Rework, scrap, incorrect documentation Skills – Under utilizing capabilities, delegating tasks with inadequate training	- Leading practice is to apply lean six sigma using a blitz kaizen approach. - A Blitz Kaizen consists of: ❖ A 3 to 5 day event ❖ Identification of the current state and gaps in performance against stated goals ❖ Identification of improvement opportunities ❖ Implementation is piloted/simulated within 20 days following the Kaizen ❖ Implementation happens day 3 to 30 (depending on scope of improvements) ❖ Outstanding items are cleared within 40 days	- Possible processes to implement lean 6 sigma include: ❖ Purchasing processes ❖ Payables processes ❖ Planning approvals ❖ Logistic processes for EMS ❖ Hospital intake processes ❖ Scheduling of nursing resources ❖ Client intake processes ❖ Ferry servicing - These blitz kaizens can be scheduled one per year.
18	An alternative method of providing land ambulance services is to contract the service to Medavie EMS (a Blue Cross Company). Three Ontario municipalities have contracted with Medavie to provide paramedic staffing and operate the service. The municipalities retain ownership of all physical assets. The County's experience with contracting land ambulance service has not been positive and resulted in large court order settlement in 2004.	Contracting with Medavie is a viable practice for municipalities without the infrastructure and resources in place to develop their own land ambulance service.	At this point, the opportunity is limited for Frontenac County since it has made a significant investment in staffing and infrastructure and the cost per call is approximately the same.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
19	It was apparent during the project that the strategic direction for the County is undetermined. There is a need for Council to agree on a common future for the County so that it can effectively and efficiently deliver its mandated services.	Municipalities typically adopt some type of corporate or strategic plan that lays out the goals, objective and key initiatives for the Council term. A leading practice is to extend the planning out to a longer time horizon than Council's initial term of office.	Agreement on a common direction for the County through a strategic plan would improve the efficiency and effectiveness of the County's service delivery.
20	- The amount of reserves and reserve funds held by the County has been questioned by some members of Council. Any discussion around the amount of reserves held by the County can not occur until the County's asset management plan is completed. Once the amount of unfunded liability is determined then an informed discussion can occur around reserve levels. - Reserves funded according to the asset's life cycle is a means of ensuring that the municipality's reserves are correctly funded.	- Complete an asset management plan and develop a life cycle funding model to fund the infrastructure gap. - The leading practice is for each municipality to have a comprehensive financial plan for the long term maintenance and replacement of specifically identified tangible capital assets. - Debt financing is considered the last available financing option for approved capital projects.	Life cycle funding is the most effective way of capital planning. It removes wild fluctuations in the levy caused by large unforeseen capital projects.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
21	The County holds a variety of reserves and reserve funds for capital asset replacement, working capital and strategic requirements. There is a need for the County to adopt a policy framework for its reserve and reserve funds. In particular, stabilization reserves should be established for Fairmount Home and Frontenac Paramedic Service to provide the municipality with the flexibility and protection from unforeseen budget variances. Annually any net operational results would be transferred to/from the operating rate stabilization reserve at the completion of year end.	Targeted operating rate stabilization reserve balance of 10% of annual operating expenditures for the department.	The use of stabilization reserves supports the adoption of the budget by December 31st each year and improves the overall financial operations of the County.
22	- Shared services is the key for the long term sustainability of Frontenac County and its member municipalities. No longer can municipalities at either the upper or lower tier operate in isolation of one another. Municipal service delivery is becoming more complex with the growing regulatory requirements of the province. Municipalities regardless of size are expected to equally conform to any regulatory change. This places an increasing burden on smaller municipalities that do not have the capacity to meet these requirements. - The long term sustainability of small municipalities like the member municipalities of Frontenac County depends on shared service delivery particularly in areas such as back office support. - Holding to the traditional characterization of upper tiers as out of touch or the lower tiers as not up to the task only guarantees a limited future for the County.	- Shared services among member municipalities involving procurement, specialty consulting services (engineering), high demand positions (CBO), AODA, information technology, GIS, human resources, financial services, taxation and communications. - Any shared service arrangements are detailed in an agreement between the involved municipalities.	Thinking of the County as a holistic community allows the municipalities to leverage the efficiencies of shared service delivery and reduce costs and ensure the long term financial sustainability of the County.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
23	The uploading of social services to the Province has created tax room in the County's municipal levy. For the 2014 budget, the County will have \$3.3 million in vacated tax room. The Province's expectation is that upper tier municipalities will recognize that there is only one property taxpayer and reach agreement with the lower tier municipalities on assuming the vacated tax room.	Counties are expected to share the vacated tax room created by the uploading of social service costs to the Province.	If the County is considered as one community, then the uploading of social services is a tremendous opportunity to improve the financial sustainability of the member municipalities.
24	The establishment of a budget schedule setting out the dates and the timing of Council's review and approval of the annual budget has not been a standard practice of the County.	Budget schedule approved annually by Council ensuring the passage of the operating and capital budgets by December 31st of each year.	Passage of the County budget by December 31st allows the County to tender large capital purchases at the beginning of the year when pricing is favourable.
25	- Administrative resources in the organization are isolated in the departments they support. As a result, work capacity is uneven across the organization. - Administrative support is becoming an increasingly expensive resource. To fully exploit the value of administrative positions, they should be integrated across the organization.	- Organizations are gradually moving administrative staff into new departments to develop new skill sets and improve the cross trained capacity of the organization. - Additionally, administrative resources are trending towards being pooled to ensure that there is equal capacity across the organization.	Pooling administrative resources will improve the efficiency and effectiveness of the organization's administrative backbone.



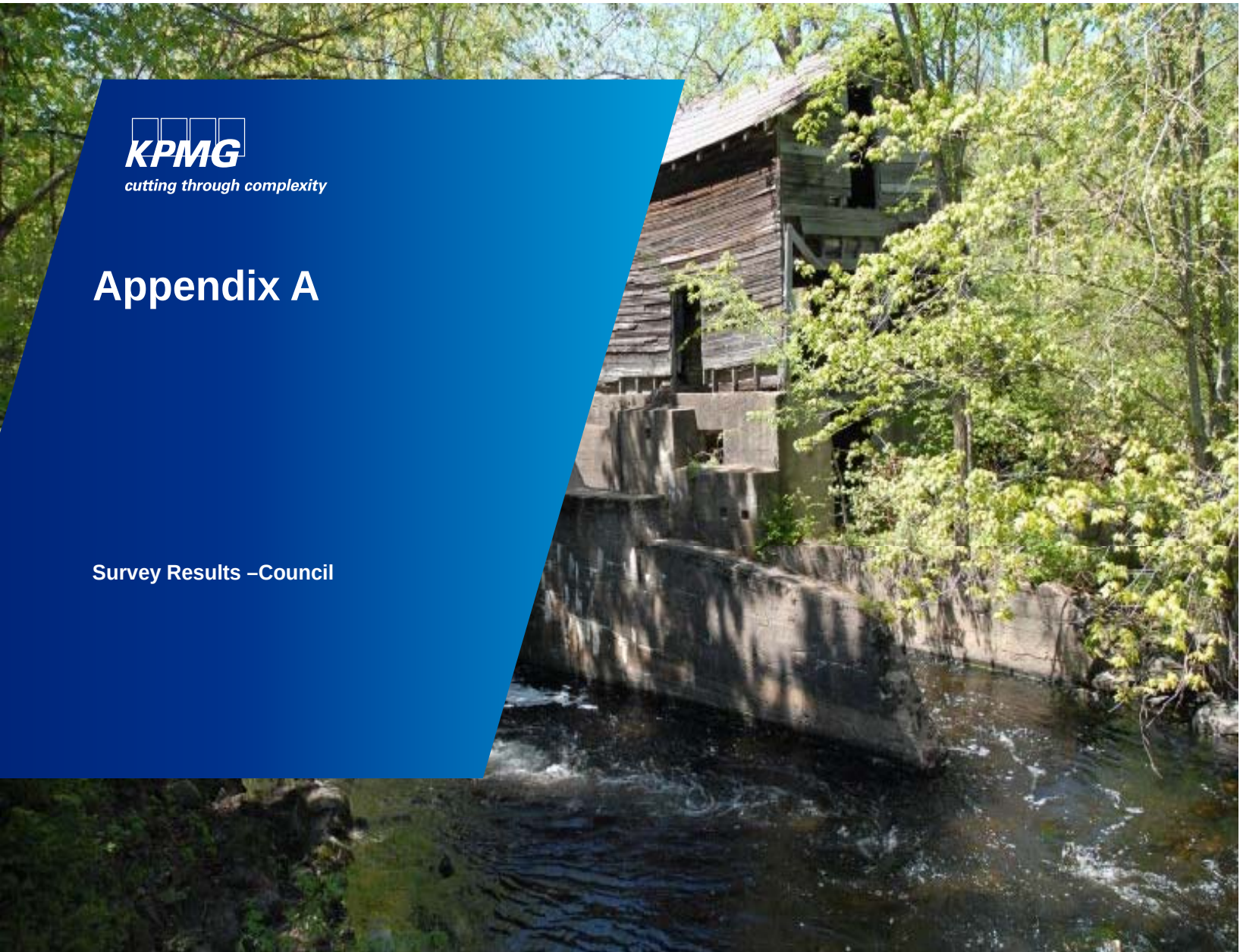
Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
26	There are numerous staff meetings at the beginning of the week that involve the senior management team, corporate management team, and front line staff both at a corporate and a departmental level. We understand through the consultation process that these meetings often exceed their budgeted time and duplicate both the attendees and the agenda items so that the same people are hearing the same information at multiple meetings.	- Private sector organizations have similarly struggled with staff meeting protocol. - The common experience in both the private and public sector is that meetings should have a defined start and close time, agenda and involve the right people. - Conference calls/video meetings so individuals can remain in the office are becoming increasingly common place.	The County can experience a significant improvement in productivity if the number of staff meetings were reduced to one - 1 hour Senior Management Team meeting per week & one 45 minute Corporate Services meeting per month.
27	At each of the staff meetings there are minutes taken that require processing and approval. Because of the numerous amount of staff meetings, the number of minutes requiring attention is significant and impacts on the capacity of administrative staff to deliver administrative support for other work.	It is now commonly expected that organizations will record minutes of their staff meetings.	- Reductions in staff meetings will in turn reduce the minute requirements for administrative staff and thereby increase their capacity for additional work. - Change the minutes format to a series of actions and items for follow up.



Comparisons & Opportunities Potential Opportunities

Ref No.	Observation and Implication	Leading Practices	Opportunity for Improvement
28	Like many municipalities, there are a number of staff who attend Council and Committee meetings to either provide support for Council or to ensure that they correctly understand Council's position on an issue. There is a significant cost to the County for the attendance of staff at Council meetings if the hourly rates are compiled in the aggregate. Senior leadership should be able to answer any questions from Council. In the event they are unable to address a technical question, an email memorandum can be issued following the meeting.	Private sector firms are always focused on ensuring that their employees are working on projects that are of highest and best use for the business.	Efforts should be made to control the number of staff in attendance at Council meetings thereby reducing the cost of Council meetings and ensuring that staff are focused on work that is of highest and best use to the County.
29	It has become apparent that the cost of service delivery is a priority for Council. In order to ensure that Council is adequately informed about the operating costs of the County there should be quarterly reports that reflect the position similar to what were provided in the benchmarking section of this report.	In the words of Peter Drucker, "what gets measured, gets managed." The private sector and increasingly the public sector is focusing on measuring results so that they understand their operations and can manage its performance.	Quarterly reports to Council's Committee of the Whole on the financial performance of the Frontenac Paramedic Service and Fairmount Home.
30	Annual increases in the County's municipal levy have fluctuated significantly from year to year, with several large annual increases experienced during 2004 (11%) and a significant decrease in 2011 (-5%). This makes it difficult for businesses to predict their property tax obligations and complicates their annual budgeting.	The leading practice for tax policy is levy increases that are steady and predictable over a five to ten year period.	Develop a policy of gradual adjustments to the tax levy to avoid unforeseen spikes or drops.



cutting through complexity

Appendix A

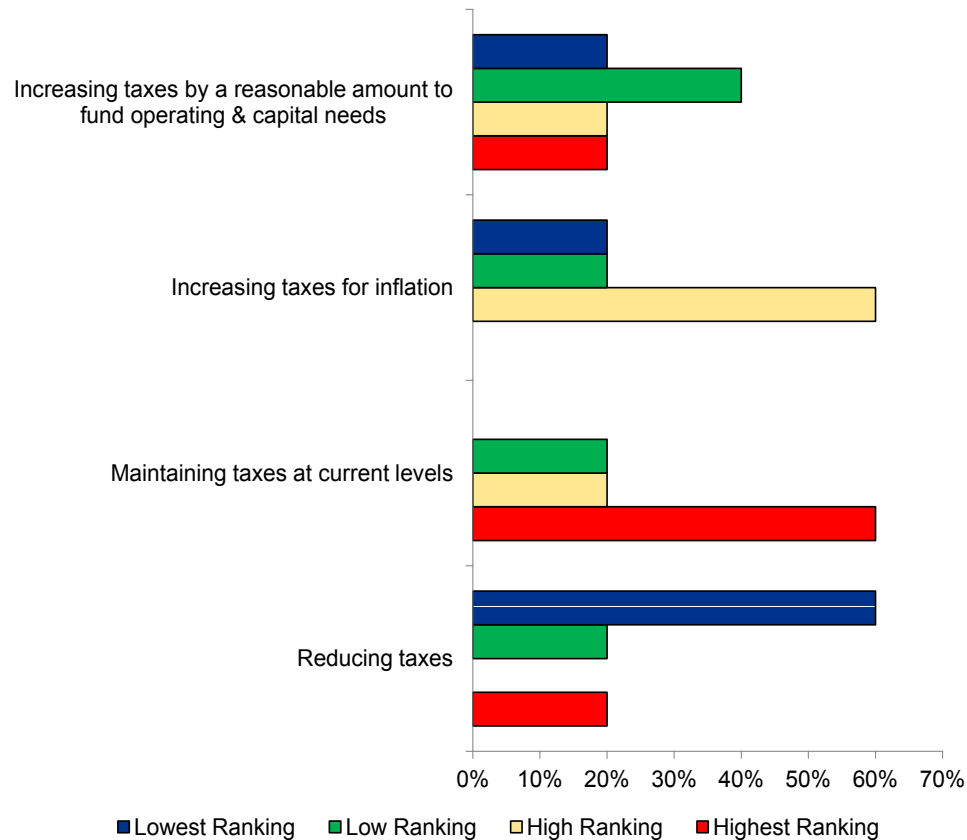
Survey Results -Council



Survey Results

Survey Results – Council

Question 1 – Often times, priorities will conflict. From Council's perspective, please rank the following tax priorities in order of preference (1 – being highest and 4 – being lowest)



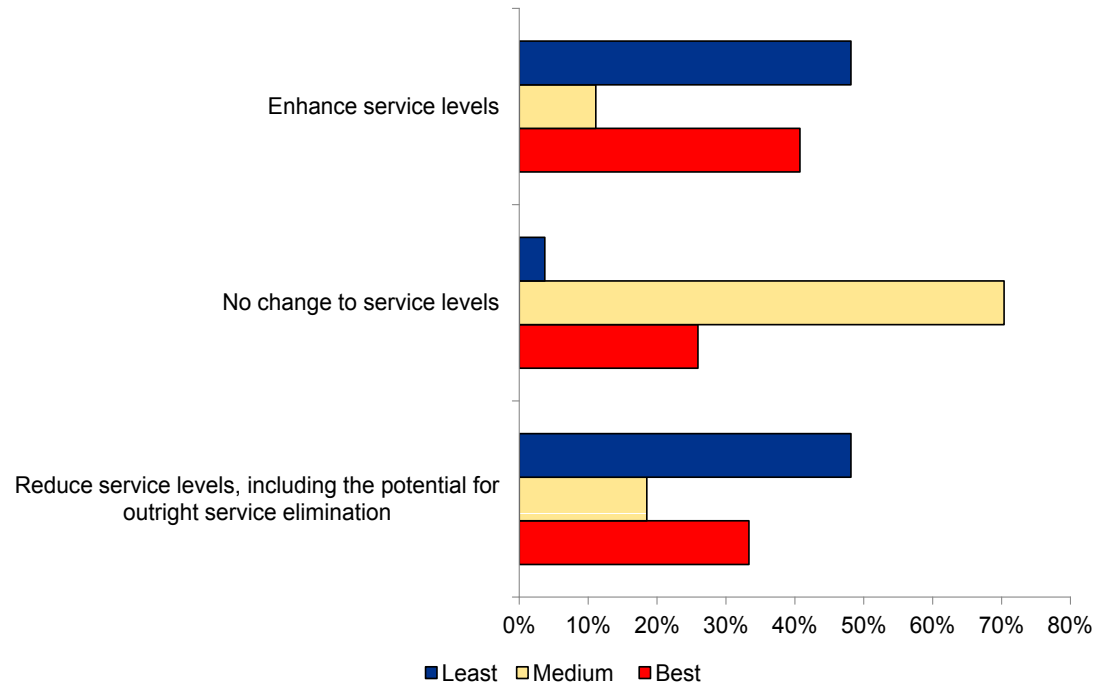
Options	Average Ranking
Maintaining taxes at current levels	3.4
Increasing taxes by a reasonable amount to fund operating & capital needs	2.4
Increasing taxes for inflation	2.4
Reducing taxes	1.80



Survey Results

Survey Results – Council

Question 2 – Municipal services can typically be grouped into two categories – “must haves” and “nice to haves,” the difference being the legislative requirement to deliver the service in question. From Council’s perspective, please identify your preference of the “nice to haves” based on the following choices (1 – being best and 3 being least)



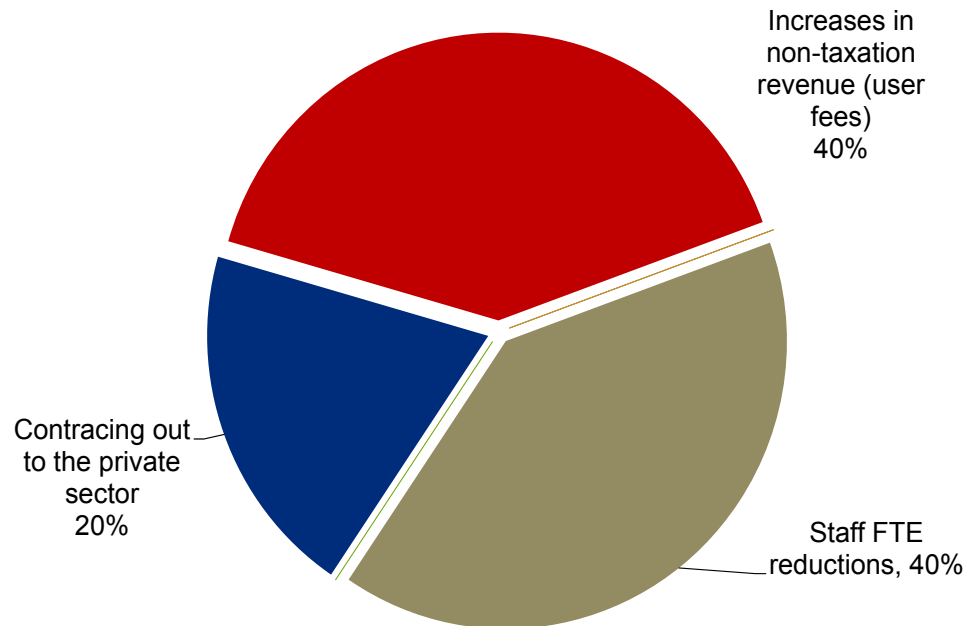
Option	Average Ranking
No change to service levels	2.60
Reduce service levels	1.80
Enhance service levels	1.60



Survey Results

Survey Results – Council

Question 3 – Various strategies are available to municipalities in order to reduce operating costs. From Council's perspective, please identify which strategies are acceptable.



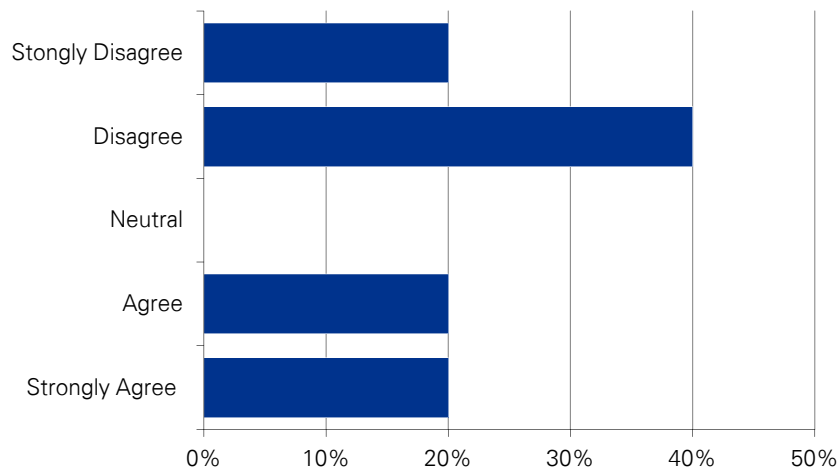
Options	Average Ranking
Governance restructuring	0%
Contracting out to another public sector org	0%
Staff FTE reductions	40%
Regional or Shared Delivery Model	0%
Increases in non taxation revenue	40%
Contracting out to the private sector	20%



Survey Results

Survey Results – Council

Question 4 – There are many demands upon elected officials for decisions regarding service levels and how a service is delivered. Do you believe the leadership team for the County provides the necessary information and support for effective decision making?



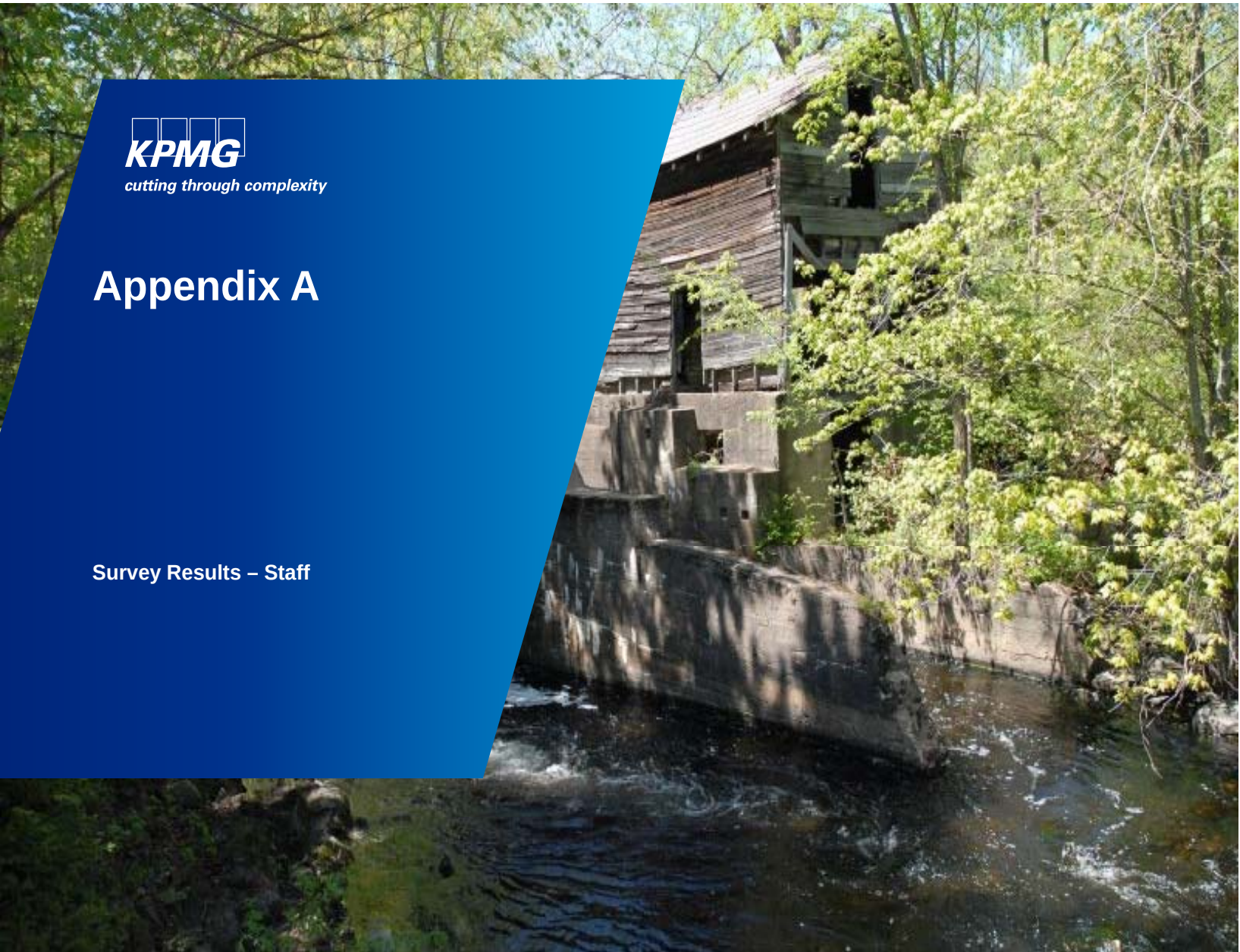
Option	Percentage Ranking
Strongly Agree	20%
Agree	20%
Neutral	0
Disagree	40%
Strongly Disagree	20%



Council Survey Results

Implications for the Comprehensive Review of Services & Organization

1. Taxation policy is clear
 - Surveyed Councillors appear to support maintaining taxes at the current level.
 - Ultimate level of taxation will be determined by the choices made as to service levels and other strategies
2. Limited appetite for outright service level reductions
 - Opportunities that have the highest potential for implementation will likely involve efficiencies and improved business processes
 - Efficiencies can also involve shared service arrangements as well as potential staffing reductions
 - Any service level reductions will be identified as part of the Service Delivery Review process
3. Council appears to support potential staffing reductions and possible increases to non taxation revenue (user fees) and no support for a regional shared service delivery model or contracting to another public sector organization.
4. Council appears to be undecided about the level of information and support provided by staff to assist Council in its decision making.

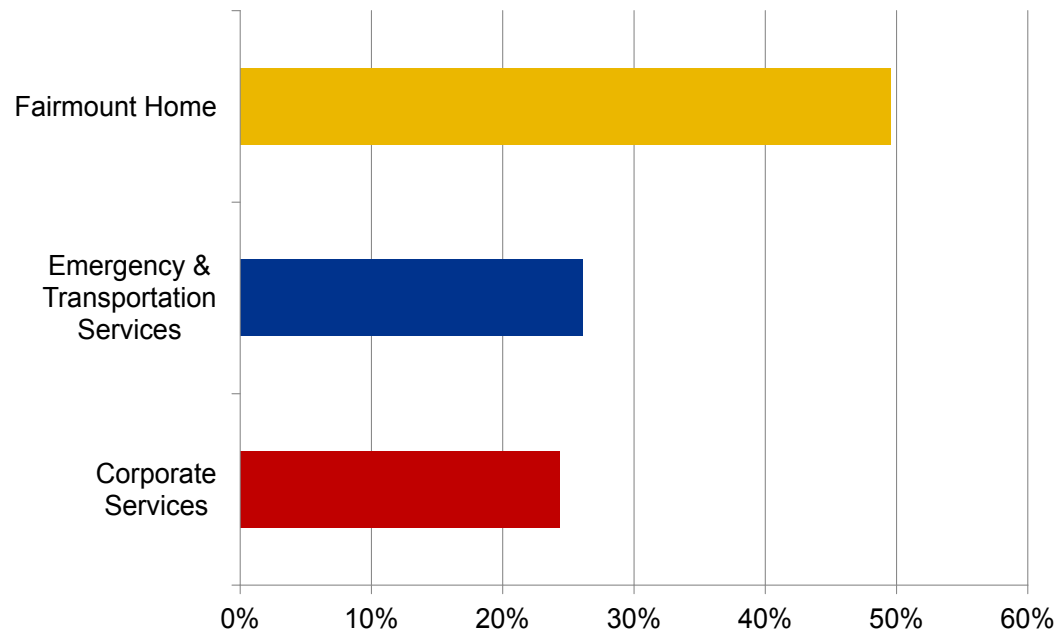




Survey Results

Survey Results – Staff

Question 1 – Please Identify Your Department



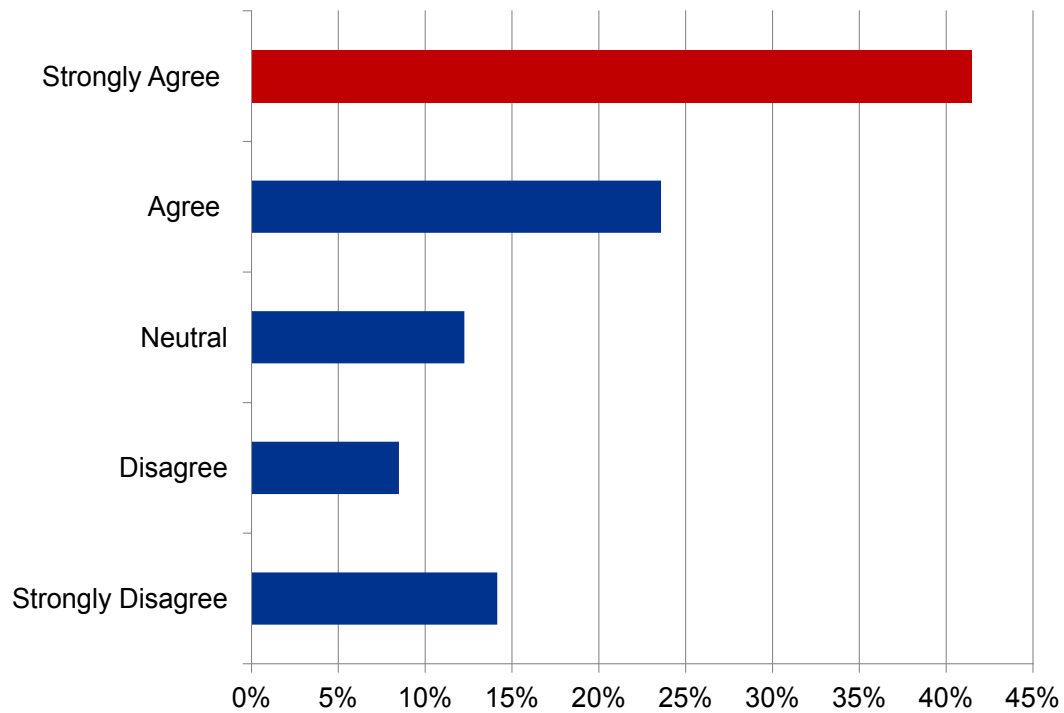
Department	Response Count
Fairmount Home	57
Emergency & Transportation Services	30
Corporate Services	28
Total Respondents	115



Survey Results

Survey Results – Staff

Question 2 – *There are opportunities within my department and/or municipality to improve its operating efficiency and/or effectiveness*



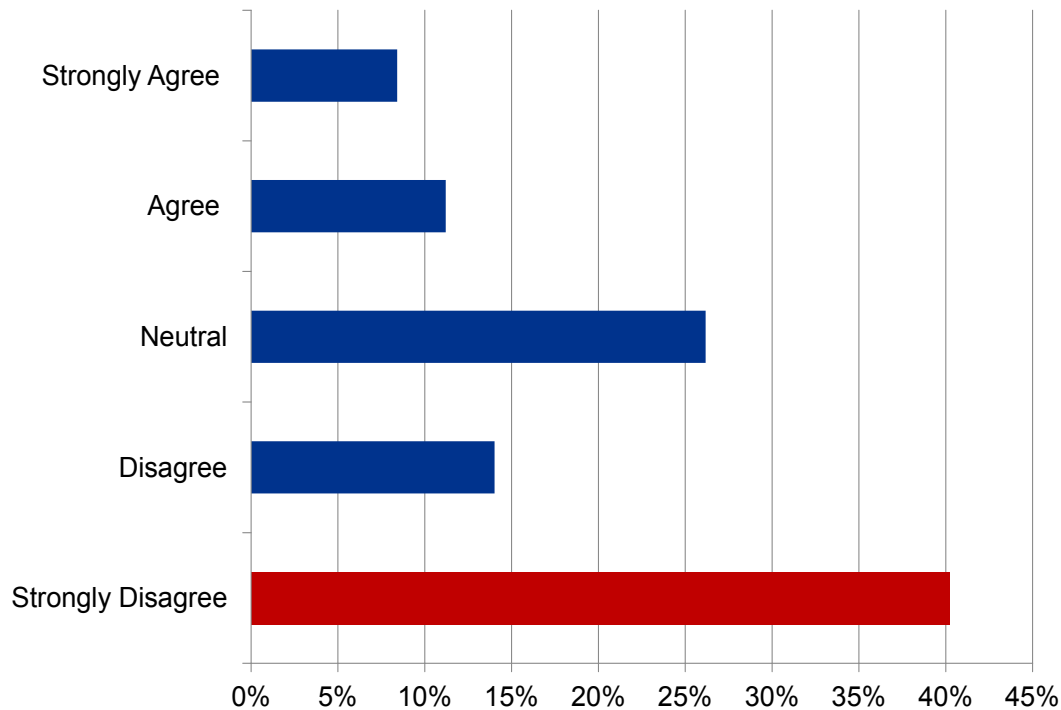
Option	Response Count
Strongly Agree	44
Agree	25
Neutral	13
Disagree	9
Strongly Disagree	15
Total Respondents	106



Survey Results

Survey Results – Staff

Question 3 – The efficiency and/or effectiveness of my department and/or municipality could be increased if its services were delivered as a shared service in partnership with all member municipalities in the County and/or neighbouring municipalities.



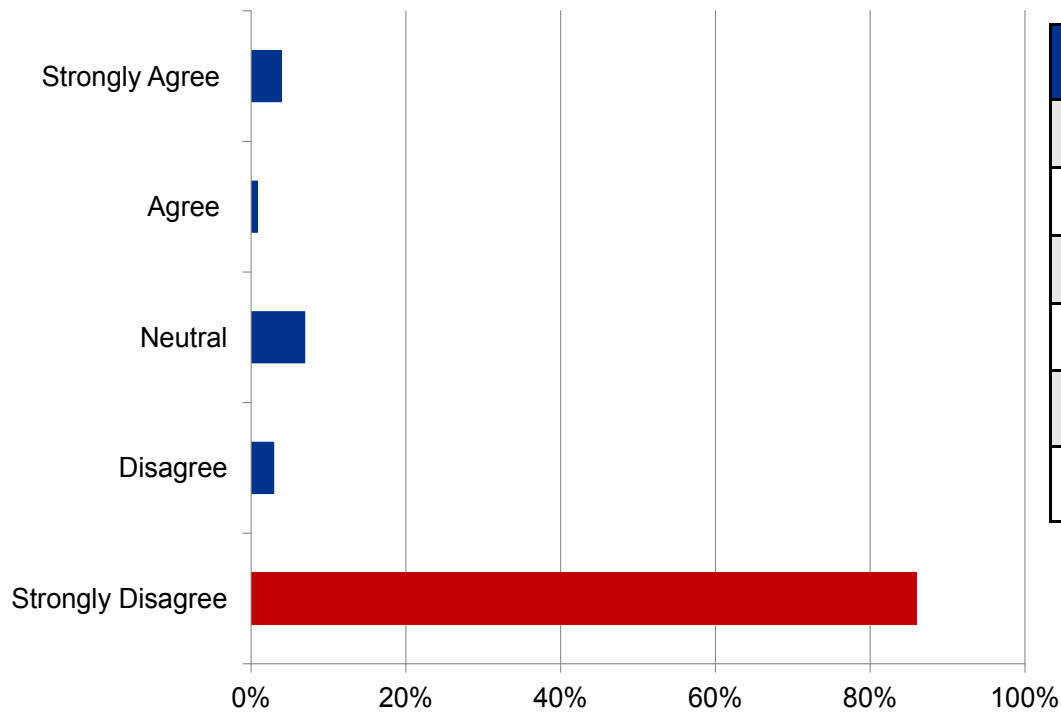
Option	Response Count
Strongly Agree	9
Agree	12
Neutral	28
Disagree	15
Strongly Disagree	43
Total Respondents	107



Survey Results

Survey Results – Staff

Question 4 – The efficiency and/or effectiveness of my department and/or municipality could be increased if its services were contracted out to a private sector operator.



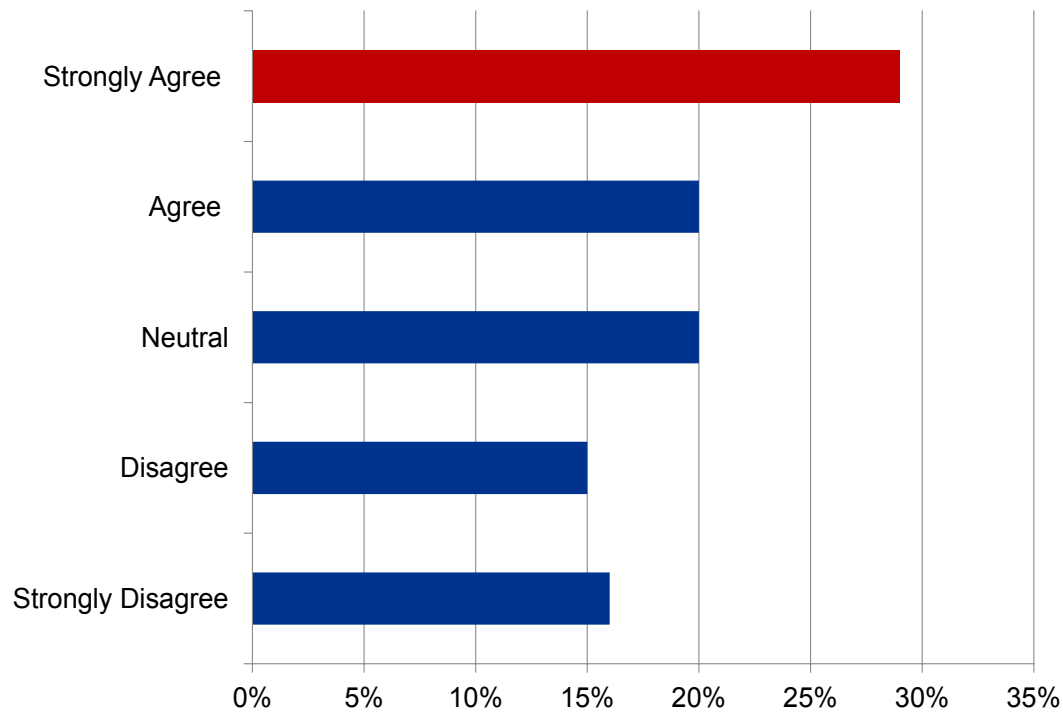
Option	Response Count
Strongly Agree	4
Agree	1
Neutral	8
Disagree	3
Strongly Disagree	95
Total Respondents	111



Survey Results

Survey Results – Staff

Question 5 – The efficiency and/or effectiveness of my department and/or municipality could be increased if its services were solely delivered by the County of Frontenac.



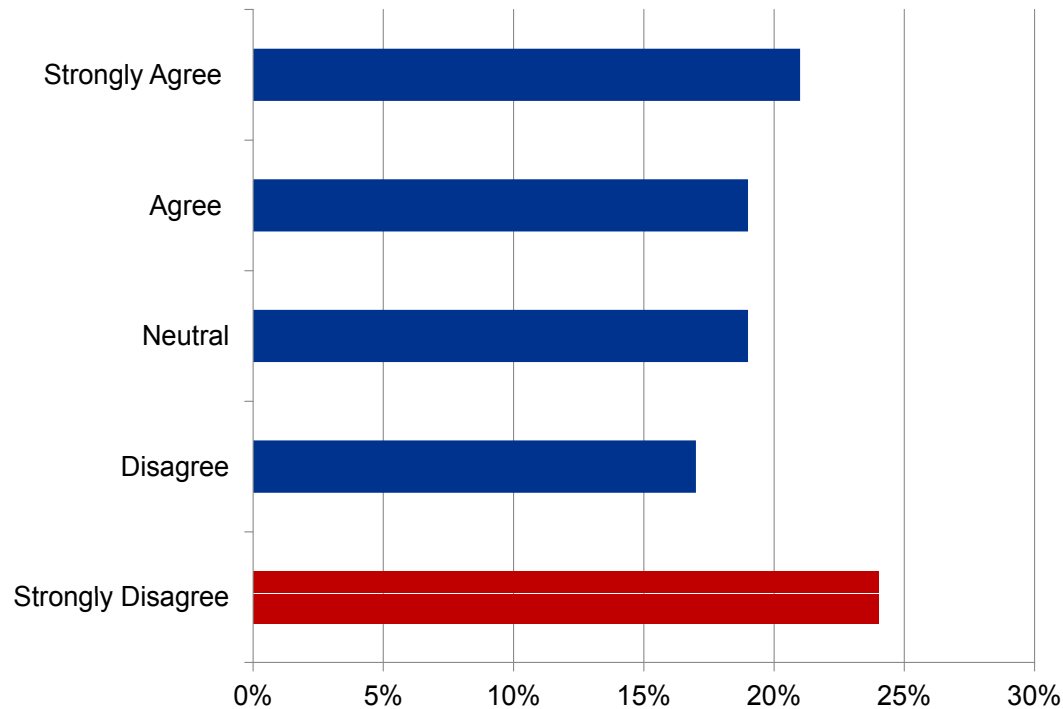
Option	Response Count
Strongly Agree	30
Agree	21
Neutral	21
Disagree	15
Strongly Disagree	16
Total Respondents	103



Survey Results

Survey Results – Staff

Question 6 – There are opportunities within my department and/or organization to reduce costs



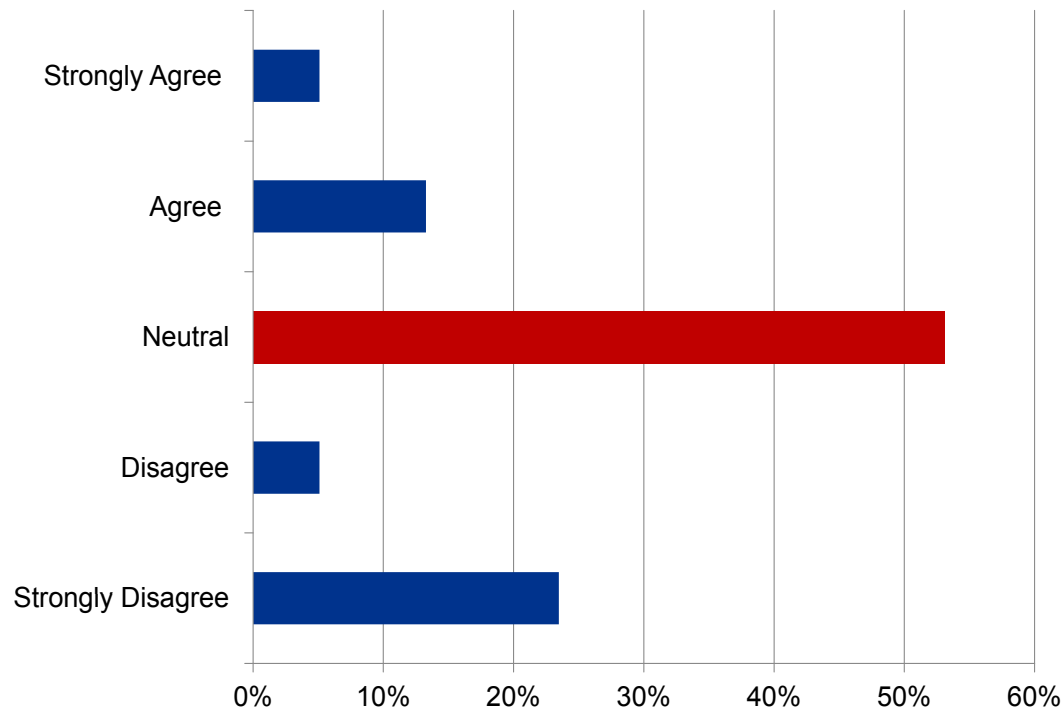
Option	Response Count
Strongly Agree	21
Agree	19
Neutral	19
Disagree	17
Strongly Disagree	24
Total Respondents	100



Survey Results

Survey Results – Staff

Question 7 – There are opportunities within my department and/or organization to increase revenue from non-taxation sources.



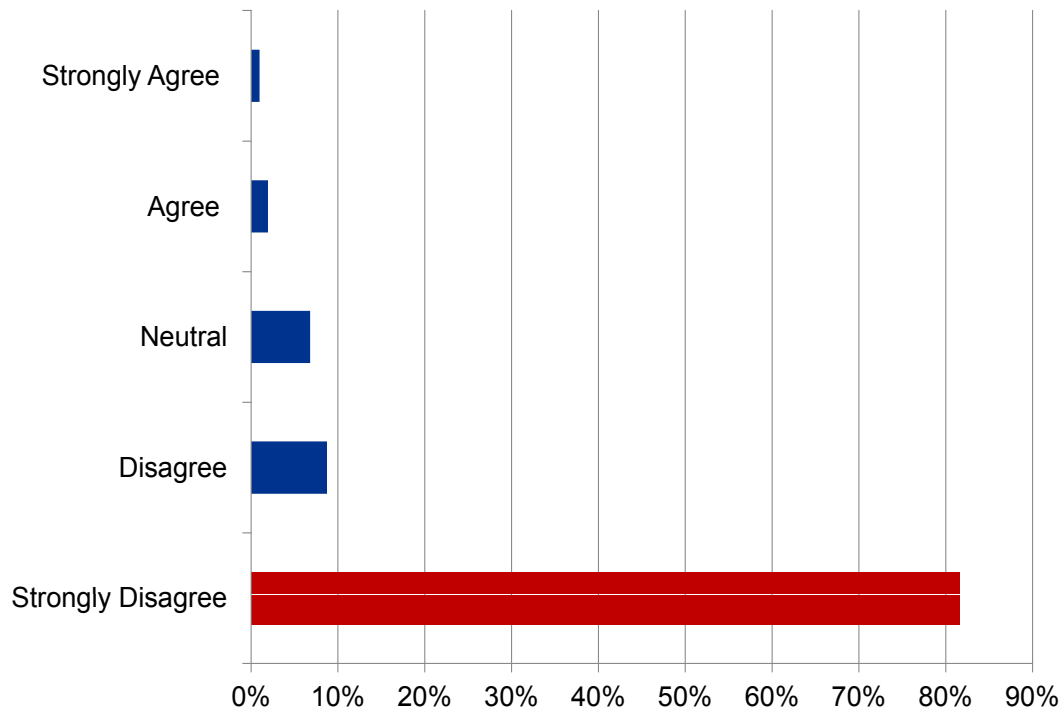
Option	Response Count
Strongly Agree	5
Agree	13
Neutral	52
Disagree	5
Strongly Disagree	23
Total Respondents	98



Survey Results

Survey Results – Staff

Question 8 – There are opportunities within my department and/or organization to reduce the service level with minimal impact on the community.



Option	Response Count
Strongly Agree	1
Agree	2
Neutral	7
Disagree	9
Strongly Disagree	84
Total Respondents	103



Staff Survey Results

Implications for the Comprehensive Review of Services & Organization

1. Staff strongly believe that there are opportunities to improve the operating efficiencies of the organization and/or department.
2. Staff do not believe the efficiency and/or effectiveness of the organization or department could be increased if its services were delivered as a shared service in partnership with all member municipalities in the County and/or neighbouring municipalities.
3. Staff do not believe the efficiency and/or effectiveness of the organization or department could be increased if its services were contracted out to a private sector operator.
4. Staff believe the efficiency and/or effectiveness of the organization or department could be increased if its services were solely delivered by the County of Frontenac.
5. Staff do not believe there are opportunities within the organization or department to reduce costs.
6. Staff have no opinion on whether there are opportunities within the organization or department to increase revenue from non-taxation sources.
7. Staff do not believe there are opportunities within the organization or department to reduce service levels with minimal impact on the community.



cutting through complexity

Appendix B

Comparative Salary Analysis





Compensation Analysis Chief Administrative Officer¹

	Low	High
Frontenac County	\$116,359	\$148,914

Comparator Group:

• Lennox & Addington County	\$134,480	\$157,284
• United Counties of Leeds and Grenville	\$115,096	\$115,096
• Hastings County	\$188,386	\$188,386
• Regional Municipality of Sudbury	\$218,178	\$218,178
• District Municipality of Muskoka	\$162,322	\$191,114

Frontenac County as a percentage of:

• Comparator group minimum	101%	129%
• Comparator group maximum	53%	68%
• Comparator group average	71%	85%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Treasurer¹

	Low	High
Frontenac County	\$106,947	\$127,015

Comparator Group:

• Lennox & Addington County	\$110,146	\$128,819
• United Counties of Leeds and Grenville	\$104,007	\$130,076
• Hastings County	\$111,341	\$130,223
• Regional Municipality of Sudbury	\$165,220	\$165,220
• District Municipality of Muskoka	\$135,512	\$159,549

Frontenac County as a percentage of:

• Comparator group minimum	103%	98%
• Comparator group maximum	65%	77%
• Comparator group average	85%	89%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Chief of Paramedic Services¹

	Low	High
Frontenac County	\$106,947	\$127,015

Comparator Group:

• Lennox & Addington County	\$97,115	\$113,586
• United Counties of Leeds and Grenville	\$94,417	\$117,974
• Hastings County	\$116,741	\$136,539
• Regional Municipality of Sudbury	\$117,567	\$138,413
• District Municipality of Muskoka	\$92,801	\$109,261

Frontenac County as a percentage of:

• Comparator group minimum	115%	116%
• Comparator group maximum	91%	92%
• Comparator group average	103%	103%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Administrator of Long Term Care¹

	Low	High
Frontenac County	\$106,947	\$127,015

Comparator Group:

• Lennox & Addington County	\$110,146	\$128,820
• United Counties of Leeds and Grenville	\$78,214	\$97,767
• Hastings County	\$111,341	\$130,223
• Regional Municipality of Sudbury	\$109,711	\$129,187
• District Municipality of Muskoka	\$100,271	\$118,056
• Long Term Care BMI Report ²	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	137%	130%
• Comparator group maximum	96%	98%
• Comparator group average	105%	105%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis Director of Resident Care¹

	Low	High
Frontenac County	\$83,995	\$96,407

Comparator Group:

• Lennox & Addington County	\$89,508	\$104,686
• United Counties of Leeds and Grenville	\$78,214	\$97,767
• Hastings County	\$88,828	\$103,891
• Regional Municipality of Sudbury	\$99,754	\$117,421
• District Municipality of Muskoka	\$92,801	\$109,261
• Long Term Care BMI Report ²	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	107%	99%
• Comparator group maximum	84%	82%
• Comparator group average	94%	90%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis Deputy Chief - Operations¹

	Low	High
Frontenac County	\$89,595	\$102,834

Comparator Group:

• Lennox & Addington County	\$82,482	\$96,478
• United Counties of Leeds and Grenville	\$78,214	\$97,767
• Hastings County	\$94,750	\$110,818
• Regional Municipality of Sudbury	\$99,754	\$117,421
• District Municipality of Muskoka	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	115%	107%
• Comparator group maximum	90%	88%
• Comparator group average	101%	97%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Deputy Chief – Performance Standards¹

	Low	High
Frontenac County	\$89,595	\$102,834

Comparator Group:

• Lennox & Addington County	N/A	N/A
• United Counties of Leeds and Grenville	N/A	N/A
• Hastings County	\$94,750	\$110,818
• Regional Municipality of Sudbury	N/A	N/A
• District Municipality of Muskoka	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	95%	93%
• Comparator group maximum	95%	93%
• Comparator group average	95%	93%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Assistant Director of Care¹

	Low	High
Frontenac County	\$82,504	\$90,718

Comparator Group:

• Lennox & Addington County	\$82,482	\$96,478
• United Counties of Leeds and Grenville	\$60,993	\$72,611
• Hastings County	\$74,765	\$87,444
• Regional Municipality of Sudbury	\$90,710	\$106,770
• District Municipality of Muskoka	\$79,135	\$93,172
• Long Term Care BMI Report ²	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	135%	120%
• Comparator group maximum	91%	85%
• Comparator group average	106%	99%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis Manager of Sustainability Planning¹

	Low	High
Frontenac County	\$74,767	\$85,805

Comparator Group:

• Lennox & Addington County	N/A	N/A
• United Counties of Leeds and Grenville	N/A	N/A
• Hastings County	N/A	N/A
• Regional Municipality of Sudbury	\$104,145	\$104,145
• District Municipality of Muskoka	\$73,171	\$86,149

Frontenac County as a percentage of:

• Comparator group minimum	102%	100%
• Comparator group maximum	72%	82%
• Comparator group average	84%	91%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Manager of Economic Sustainability¹

	Low	High
Frontenac County	\$74,767	\$85,805

Comparator Group:

• Lennox & Addington County	\$73,346	\$85,776
• United Counties of Leeds and Grenville	\$60,993	\$72,611
• Hastings County	\$64,018	\$74,875
• Regional Municipality of Sudbury	\$115,457	\$115,457
• District Municipality of Muskoka	\$160,188	\$160,188

Frontenac County as a percentage of:

• Comparator group minimum	123%	118%
• Comparator group maximum	47%	54%
• Comparator group average	79%	84%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Operations Supervisor – Paramedic Services¹

	Low	High
Frontenac County	\$83,738	\$96,102

Comparator Group:

• Lennox & Addington County	\$73,346	\$85,776
• United Counties of Leeds and Grenville	\$60,993	\$72,611
• Hastings County	\$76,822	\$89,851
• Regional Municipality of Sudbury	N/A	N/A
• District Municipality of Muskoka	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	137%	132%
• Comparator group maximum	109%	107%
• Comparator group average	117%	116%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Manager of Information Systems¹

	Low	High
Frontenac County	\$69,575	\$79,819

Comparator Group:

• Lennox & Addington County	\$111,008	\$111,008
• United Counties of Leeds and Grenville	\$78,214	\$97,767
• Hastings County	\$76,060	\$88,959
• Regional Municipality of Sudbury	N/A	N/A
• District Municipality of Muskoka	\$73,171	\$86,149

Frontenac County as a percentage of:

• Comparator group minimum	95%	93%
• Comparator group maximum	63%	72%
• Comparator group average	820%	83%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis Human Resource Specialist¹

	Low	High
Frontenac County	\$64,937	\$74,497

Comparator Group:

• Lennox & Addington County	N/A	N/A
• United Counties of Leeds and Grenville	\$114,922	\$114,922
• Hastings County	\$127,477	\$127,477
• Regional Municipality of Sudbury	N/A	N/A
• District Municipality of Muskoka	\$107,359	\$107,359

Frontenac County as a percentage of:

• Comparator group minimum	60%	69%
• Comparator group maximum	51%	58%
• Comparator group average	58%	64%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Deputy Treasurer¹

	Low	High
Frontenac County	\$64,937	\$74,497

Comparator Group:

• Lennox & Addington County	N/A	N/A
• United Counties of Leeds and Grenville	\$78,214	\$97,767
• Hastings County	\$82,906	\$96,966
• Regional Municipality of Sudbury	\$106,147	\$106,147
• District Municipality of Muskoka	\$73,171	\$86,149

Frontenac County as a percentage of:

• Comparator group minimum	89%	86%
• Comparator group maximum	61%	70%
• Comparator group average	76%	77%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Deputy Clerk¹

	Low	High
Frontenac County	\$58,774	\$65,160

Comparator Group:

• Lennox & Addington County	\$65,192	76,240
• United Counties of Leeds and Grenville	N/A	N/A
• Hastings County	\$82,906	\$96,966
• Regional Municipality of Sudbury	\$74,943	\$88,226
• District Municipality of Muskoka	\$55,033	\$64,794

Frontenac County as a percentage of:

• Comparator group minimum	107%	101%
• Comparator group maximum	71%	67%
• Comparator group average	85%	80%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Systems Technician¹

	Low	High
Frontenac County	\$55,811	\$61,878

Comparator Group:

• Lennox & Addington County	\$57,948	\$67,776
• United Counties of Leeds and Grenville	\$43,570	\$57,038
• Hastings County	N/A	N/A
• Regional Municipality of Sudbury	N/A	N/A
• District Municipality of Muskoka	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	128%	108%
• Comparator group maximum	96%	91%
• Comparator group average	110%	99%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis HR Generalist¹

	Low	High
Frontenac County	\$52,091	\$57,753

Comparator Group:

• Lennox & Addington County	N/A	N/A
• United Counties of Leeds and Grenville	\$50,068	\$65,884
• Hastings County	N/A	N/A
• Regional Municipality of Sudbury	\$101,900	\$101,900
• District Municipality of Muskoka	N/A	N/A

Frontenac County as a percentage of:

• Comparator group minimum	104%	88%
• Comparator group maximum	51%	57%
• Comparator group average	69%	69%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Administrative Executive Assistant¹

	Low	High
Frontenac County	\$49,343	\$54,708

Comparator Group:

• Lennox & Addington County	\$51,506	\$60,242
• United Counties of Leeds and Grenville	\$50,068	\$65,884
• Hastings County	\$58,732	\$68,693
• Regional Municipality of Sudbury	\$66,448	\$78,232
• District Municipality of Muskoka	\$55,033	\$64,794

Frontenac County as a percentage of:

• Comparator group minimum	99%	91%
• Comparator group maximum	74%	70%
• Comparator group average	88%	81%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Administrative Assistant¹

	Low	High
Frontenac County	\$36,850	\$39,467

Comparator Group:

• Lennox & Addington County	\$40,695	\$47,593
• United Counties of Leeds and Grenville	\$36,582	\$46,665
• Hastings County	\$60,471	\$70,726
• Regional Municipality of Sudbury	N/A	N/A
• District Municipality of Muskoka	\$48,688	\$57,324

Frontenac County as a percentage of:

• Comparator group minimum	101%	85%
• Comparator group maximum	61%	56%
• Comparator group average	79%	71%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Primary Care Paramedic¹

	Low	High
Frontenac County (based on 2184 hours/year)	\$73,339	\$77,816

Comparator Group:

• Lennox & Addington County	\$50,705	\$54,782
• United Counties of Leeds and Grenville	\$56,766	\$61,698
• Hastings County	\$63,463	\$63,463
• Regional Municipality of Sudbury	\$61,406	\$61,406
• District Municipality of Muskoka	\$61,880	\$61,880
• Guelph	\$65,338	\$65,338

Frontenac County as a percentage of:

• Comparator group minimum	144%	142%
• Comparator group maximum	112%	119%
• Comparator group average	122%	126%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis Advanced Care Paramedic¹

	Low	High
Frontenac County (based on 2184 hours per year)	\$81,420	\$86,377

Comparator Group:

• Lennox & Addington County	\$50,705	\$54,782
• United Counties of Leeds and Grenville	\$56,766	\$61,698
• Hastings County	\$70,106	\$70,106
• Regional Municipality of Sudbury	\$69,778	\$69,778
• District Municipality of Muskoka	N/A	N/A
• Guelph	\$73,164	\$73,164

Frontenac County as a percentage of:

• Comparator group minimum	161%	157%
• Comparator group maximum	111%	118%
• Comparator group average	127%	131%

¹ KPMG analysis based on available 2013 pay grids.



Compensation Analysis

Lead Hand ¹	Low	High
Frontenac County (2012 Rate – based on 1950 hours/year)	\$48,185	\$52,670
Comparator LTC BMI Report ²	\$81,997	\$106,333
Frontenac County as a percentage of Comparator	59%	50%

Registered Nurse ¹	Low	High
Frontenac County(2012 Rate – based on 1950 hours/year)	\$77,454	\$83,070
Comparator LTC BMI Report ²	\$62,146	\$105,144
Frontenac County as a percentage of Comparator	125%	79%

Registered Practical Nurse ¹	Low	High
Frontenac County(2012 Rate – based on 1950 hours/year)	\$49,589	\$54,229
Comparator LTC BMI Report ²	\$35,509	\$78,975
Frontenac County as a percentage of Comparator	140%	69%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis

Health Nurse/Infection Control ¹	Low	High
Frontenac County (2013 rate for Occupational Health Nurse)	\$74,767	\$85,805
Comparator LTC BMI Report ²	\$52,054	\$140,731
Frontenac County as a percentage of Comparator	143%	61%

Nurse Practitioner ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$99,801	\$99,801
Comparator LTC BMI Report ²	\$89,212	\$109,473
Frontenac County as a percentage of Comparator	112%	91%

Occupational Therapist ¹	Low	High
Frontenac County (PT-6 position (1170 hours per year 2012 rates)	\$43,863	\$47,045
Comparator LTC BMI Report ²	\$58,285	\$58,285
Frontenac County as a percentage of Comparator	75%	80%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis

Rehabilitation Assistant ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$48,185	\$52,670
Comparator LTC BMI Report ²	\$50,037	\$50,037
Frontenac County as a percentage of Comparator	96%	105%

Volunteer Coordinator ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$40,677	\$43,855
Comparator LTC BMI Report ²	\$41,398	\$106,684
Frontenac County as a percentage of Comparator	98%	41%

Rehabilitation and Recreation ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$48,185	\$52,670
Comparator LTC BMI Report ²	\$39,936	\$58,363
Frontenac County as a percentage of Comparator	121%	90%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis

Laundry and Housekeeping Aide ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$37,557	\$41,243
Comparator LTC BMI Report ²	\$31,785	\$53,683
Frontenac County as a percentage of Comparator	118%	77%

Dietary Aide/Food Handler ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$37,811	\$41,983
Comparator LTC BMI Report ²	\$32,116	\$58,753
Frontenac County as a percentage of Comparator	118%	71%

Accounts Receivable/Payable/Payroll ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$38,240	\$43,193
Comparator LTC BMI Report ²	\$40,540	\$40,950
Frontenac County as a percentage of Comparator	94%	105%

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



Compensation Analysis Clerical/Secretary Support

IT Technician ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year)	\$55,458	\$59,339
Comparator LTC BMI Report ²	\$45,918	\$68,122
Frontenac County as a percentage of Comparator	121%	87%

Clerical/Secretary Support ¹	Low	High
Frontenac County (2012 Rate based on 1950 hours/year) – used Receptionist position rate	\$37,557	\$41,243
Comparator LTC BMI Report ²	\$34,252	\$53,508
Frontenac County as a percentage of Comparator	109%	77%

Positions where no comparators were identified	Low	High
GIS Specialist (2012 Rate based on 1950 hours/year)	\$55,458	\$59,339
Communication Officer (2012 Rate based on 1820 hours/year)	\$52,091	\$57,753

¹ KPMG analysis based on available 2013 pay grids.

² KPMG analysis based on 2011 OANHSS Benchmarking.



COMMITTEE REPORT

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini
Acting Clerk

Date prepared: December 10, 2013

Date of meeting: December 18, 2013

Re: **Service Delivery and Organization Review Committee –
Recommendations to Council**

Recommendation

- a) **THAT** County Council review and provide direction on the 27 Recommended opportunities identified in the KPMG Frontenac County Comprehensive Review of Services & Organization Draft Final Report;

AND FURTHER THAT By-law 2013-0020 be amended to amend the Terms of Reference of the Service Delivery and Organization Review Committee to include the implementation and monitoring of the 27 KPMP recommendations.

POSTED CHEQUE LISTINGPAYROLL

FOR THE PERIOD OF: November 13, 2013 - December 12, 2013 (inclusive)

PAYROLL DATE

PP#23	October 28, 2013 - November 10, 2013	Canadian Payroll	\$	163,280.45
PP#24	November 4, 2013 - November 17, 2013	Canadian Payroll	\$	303,455.43
PP#24	November 11, 2013 - November 24, 2013	Canadian Payroll	\$	169,179.18
PP#25	November 18, 2013 - December 1, 2013	Canadian Payroll	\$	328,005.13
PP#25	November 25, 2013 - December 8, 2013	Canadian Payroll	\$	165,702.16

<u>PAYROLL TOTAL:</u>		\$	1,129,622.35

<u>TOTAL:</u>		\$	<u>1,129,622.35</u>



POSTED CHEQUE LISTING

COUNTY OF FRONTENAC

(Great Plains)

FOR THE PERIOD OF: November 13, 2013 - December 12, 2013 (inclusive)

CHEQUE TOTAL:

1,530,828.74

TOTAL:

\$1,530,828.74

County of Frontenac
Transaction Register Report
November 13, 2013 - December 12, 2013

Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Amount
37914	AMCT0001	A.M.C.T.O.	11/22/2013	836.2
37915	APAR0001	A PARTY CENTRE	11/22/2013	59.89
37916	ASMO0001	ASSOCIATION OF MUNICIPALITIES	11/22/2013	508.5
37917	ATTE0001	ATTENTION GETTERS	11/22/2013	1,548.10
37918	CANP0001	CANPAR TRANSPORT L.P.	11/22/2013	243.7
37919	CHUM0001	CHUM RADIO TOY DRIVE	11/22/2013	55.2
37920	DIGI0001	DELTA PRINTING	11/22/2013	243.23
37921	DOOR0001	DOOR DOCTOR	11/22/2013	740.15
37922	EBER0001	DIETER EBERHARDT	11/22/2013	32.16
37923	ESTA0002	ESTATE OF OLIVE GENG	11/22/2013	3.24
37924	FERE0001	FEDERATION OF CANADIAN MUNICI	11/22/2013	3,678.11
37925	FRAM0001	FRAMEWORKS	11/22/2013	453.64
37926	GLEN0001	GLENBURNIE GROCERY	11/22/2013	81.27
37927	HUGH0002	HUGHES DOWNEY ARCHITECTS	11/22/2013	226
37928	JEMS0001	JEMS	11/22/2013	49.72
37929	MICR0002	MICRO MARKET BUSINESS CENTRE	11/22/2013	2,796.75
37930	SHER0001	SHERIFF OF THE COUNTY OF LEEDS	11/22/2013	259.46
37931	SIEM0001	SIEMENS BUILDING TECHNOLOGIES	11/22/2013	4,385.53
37932	SILK0001	SILKWOOD LAWN AND GARDEN	11/22/2013	812.24
37933	STER0001	STERICYCLE INC.	11/22/2013	107.53
37934	STOR0002	STORRINGTON LIONS HALL	11/22/2013	226
37935	TOWN0003	TOWNSHIP OF NORTH FRONTENAC	11/22/2013	137,021.70
37936	TRANS0001	TRANSPORT CANADA	11/22/2013	1,248.65
37937	VANB0001	VANBRUINSEN, MARIAN IN TRUST	11/22/2013	658.41
37938	WMUR0001	MR. W. MURRAY COTTON	11/22/2013	11,949.75
37939	TOWN0001	TOWNSHIP OF CENTRAL FRONTENAC	11/22/2013	141,409.95
37940	CANP0001	CANPAR TRANSPORT L.P.	12/4/2013	87.72
37941	DOOR0001	DOOR DOCTOR	12/4/2013	181.87
37942	FRON0006	FRONTENAC ARCH BIOSPHERE	12/4/2013	3,500.00
37943	JACO0002	VERNA JACOB	12/4/2013	100
37944	KNOT0001	KNOTT, WALTER	12/4/2013	19.2
37945	LANC0001	LANCASTER HOUSE	12/4/2013	224.87
37946	LOCA0001	LOCAL AUTHORITY SERVICES LTD.	12/4/2013	745.8
37947	MINO0001	MINOS VILLAGE LIMITED	12/4/2013	529.12
37948	RUSS0001	RUSSELL, ANNA	12/4/2013	1,830.00
37949	TOWN0003	TOWNSHIP OF NORTH FRONTENAC	12/4/2013	41,600.00
37950	TROP0001	TROPHY HOUSE	12/4/2013	56.5
37951	TWOM0001	TWO MEN AND A TRUCK	12/4/2013	856.72
37952	UNIV0001	UNIVERSITY HOSPITALS KINGSTON	12/4/2013	54,000.00
37953	VAND0002	VANDERVOORT HOLDINGS LTD.	12/4/2013	1,141.22
37954	WMUR0001	MR. W. MURRAY COTTON	12/4/2013	678
37955	PICK0001	PAM VANCOUGHNETT	12/4/2013	200
EFT0003146	4OFF0001	4 OFFICE AUTOMATION LIMITED	11/18/2013	343.08
EFT0003147	ACKL0001	ACKLANDS GRAINGER INC.	11/18/2013	277.43
EFT0003148	AIGC0001	AIG INSURANCE COMPANY OF CANAD	11/18/2013	880.84
EFT0003149	ALEX0001	ALEX MCCOY PLUMBING AND HEATIN	11/18/2013	2,297.03
EFT0003150	ALLI0002	ALLIED MEDICAL	11/18/2013	6,314.24
EFT0003151	ANDE0001	KYLE ANDREWS	11/18/2013	949.2

**County of Frontenac
Transaction Register Report
November 13, 2013 - December 12, 2013**

Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Amount
EFT0003152	BEEH0001	BEEHLER BROS. ELECTRICAL	11/18/2013	419.75
EFT0003153	BELL0007	BELL CONFERENCING INC.	11/18/2013	73.3
EFT0003154	BENS0002	BENSON COMMERCIAL TIRE	11/18/2013	4,340.05
EFT0003155	BLUE0001	BLUE CROSS	11/18/2013	71,646.61
EFT0003156	BMDO0001	BMDODO STRATEGIC DESIGN	11/18/2013	6,915.60
EFT0003157	BOCC0001	LINDE CANADA	11/18/2013	2,399.41
EFT0003158	CADU0001	CADUCEON ENVIRONMENTAL LABOR/	11/18/2013	226.28
EFT0003159	CANA0016	CANADIAN BEARINGS LTD	11/18/2013	23.48
EFT0003160	CANA0037	WASTE MANAGEMENT	11/18/2013	544.52
EFT0003161	CANA0041	CANADIAN LINEN AND UNIFORM SER	11/18/2013	746.24
EFT0003162	CBCI0001	WORLDLYNX WIRELESS	11/18/2013	338.88
EFT0003163	CHOQ0001	CHOQUETTE CKS	11/18/2013	1,439.73
EFT0003164	CHRI0002	CHRISTIE WALTHER	11/18/2013	152.55
EFT0003165	CLAY0001	CLAYTON FLOORING INC.	11/18/2013	1,589.23
EFT0003166	COLL0001	COLLINS	11/18/2013	920.45
EFT0003167	CRES0001	CRESTLINE COACH LTD.	11/18/2013	1,229.11
EFT0003168	CUNN0001	CUNNINGHAM SWAN CARTY LITTLE &	11/18/2013	3,022.83
EFT0003169	CUPE0001	CUPE LOCAL 109	11/18/2013	585.64
EFT0003170	DESE0001	DESERT LAKE GARDENS	11/18/2013	1,943.60
EFT0003171	DIGI0002	DIGITAL OFFICE SYSTEMS	11/18/2013	201.14
EFT0003172	DIGI0003	DIGITAL OFFICE	11/18/2013	120.15
EFT0003173	DIRE0003	DIRECT ENERGY BUSINESS SERVICE	11/18/2013	1,361.09
EFT0003174	FAMI0001	K3C COMMUNITY COUNSELLING CEN	11/18/2013	2,334.30
EFT0003175	FRIE0001	FRIENDS OF ARDEN C/O TERRY KEN	11/18/2013	752.26
EFT0003176	FUTU0001	CARDINAL HEALTH CANADA INC.	11/18/2013	324.25
EFT0003177	GASK0001	GASKIN, DR. ANNE	11/18/2013	2,440.40
EFT0003178	GEOR0001	GEORGE COUREY INC	11/18/2013	1,485.50
EFT0003179	GIRO0001	GIROUX, MARCEL	11/18/2013	67.2
EFT0003180	GRAN0002	OFFICE MAX GRAND & TOY (CTY)	11/18/2013	539.36
EFT0003181	GRAN0003	OFFICE MAX GRAND & TOY LTD	11/18/2013	308.07
EFT0003182	HAMI0001	HAMILTON SMITH LTD	11/18/2013	440.15
EFT0003183	HEAL0003	HEALTH SUPPORTS & FITTING SERV	11/18/2013	99
EFT0003184	HEND0002	HENDRIX HOTEL & RESTAURANT EQU	11/18/2013	148.48
EFT0003185	HICK0001	HICKS MORLEY HAMILTON STEWART	11/18/2013	1,296.11
EFT0003186	HIPF0001	HIPFNER, RON	11/18/2013	33.6
EFT0003187	HIPS0001	HIPSAVER CANADA	11/18/2013	450.12
EFT0003188	HOLL0003	HOLLYWOOD, JOAN	11/18/2013	128.64
EFT0003189	HOLS0001	HOLSAG CANADA	11/18/2013	7,813.33
EFT0003190	INTE0001	INTEGRATED COMMUNICATION SOLU	11/18/2013	127.13
EFT0003191	JIMT0001	JIM THOMPSON CHRYSLER	11/18/2013	37.8
EFT0003192	KING0005	KINGSTON GENERAL HOSPITAL	11/18/2013	26,083.46
EFT0003193	KING0009	KINGSTON REGIONAL HOSPITAL LA	11/18/2013	1,312.73
EFT0003194	KING0014	KINGSTON AND AMHERST TAXI	11/18/2013	22.65
EFT0003195	KING0019	KINGSTON ACCESS BUS	11/18/2013	474
EFT0003196	LAER0001	LAERDAL MEDICAL CANADA LTD.	11/18/2013	3,065.13
EFT0003197	MARI0001	MARILYN'S CLEANING SERVICES	11/18/2013	150
EFT0003198	MCHE0001	M.C. HEALTHCARE PRODUCTS	11/18/2013	138.94
EFT0003199	MEDI0001	MEDICAL MART	11/18/2013	322.88

County of Frontenac
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Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Amount
EFT0003200	MEDI0006	MEDIGAS - DIV OF PRAXAIR CANAD	11/18/2013	23.6
EFT0003201	MEDI0008	MED-I-PANT INC.	11/18/2013	116.39
EFT0003202	MOTI0001	MOTION SPECIALTIES	11/18/2013	2,941.34
EFT0003203	ONTA0007	ONTARIO LAUNDRY SYSTEMS INC.	11/18/2013	265.63
EFT0003204	OPSE0001	OPSEU LOCAL 462	11/18/2013	8,411.75
EFT0003205	PHYS0001	PHYSIO-CONTROL CANADA SALES L	11/18/2013	3,761.01
EFT0003206	PINC0001	PINCHIN ENVIRONMENTAL	11/18/2013	414.66
EFT0003207	PURO0001	PUROLATOR COURIER LTD.	11/18/2013	34.46
EFT0003208	PVBR0001	PVB ROOFING CONSULTANTS INC	11/18/2013	4,237.50
EFT0003209	RECO0001	METROLAND MEDIA GROUP	11/18/2013	1,463.31
EFT0003210	RENT0001	RENTOKIL PEST CONTROL CANADA L	11/18/2013	318.66
EFT0003211	SAFE0002	SAFEDESIGN APPAREL LTD.	11/18/2013	741.7
EFT0003212	SAND0002	GEOFF SANDIFORD	11/18/2013	13.44
EFT0003213	SCOT0001	SCOTT INDUSTRIAL SERVICES	11/18/2013	1,158.16
EFT0003214	SECR0001	CUPE NATIONAL	11/18/2013	10,130.15
EFT0003215	SILV0003	SILVERT'S STORE	11/18/2013	501.54
EFT0003216	SPRO0001	SPROULE, BARBARA	11/18/2013	115.2
EFT0003217	SUNL0001	SUN LIFE ASSURANCE COMPANY OF	11/18/2013	52,785.70
EFT0003218	SUNM0001	SUN MEDIA CORPORATION	11/18/2013	2,092.23
EFT0003219	TAYL0001	TAYLOR CHEVROLET CADILLAC	11/18/2013	35,106.94
EFT0003220	THEG0002	THE GREER GALLOWAY GROUP INC.	11/18/2013	13,730.08
EFT0003221	THYE0001	THYESSEN KRUPP ELEVATOR	11/18/2013	4,399.95
EFT0003222	TRIM0001	TRIM-LINE OF SOUTH EASTERN ONT	11/18/2013	33.9
EFT0003223	TROP0002	SPECIALTY TROPHIES	11/18/2013	193.45
EFT0003224	TRUE0002	TRUE COMFORT HEATING & COOLING	11/18/2013	183.63
EFT0003225	TSSA0001	TSSA - TECHNICAL STANDARDS SAF	11/18/2013	105
EFT0003226	ULIN0001	ULINE	11/18/2013	646.05
EFT0003227	UNWY0001	UNITED WAY	11/18/2013	3,193.65
EFT0003228	VERS0001	VERSUS BUSINESS FORMS AND LABE	11/18/2013	424.71
EFT0003229	WEST0002	WESTBURNE/RUDDY ELECTRIC	11/18/2013	271.74
EFT0003230	THEF0001	THE FRONTENAC NEWS	11/18/2013	357.64
EFT0003231	TOWN0002	TOWNSHIP OF FRONTENAC ISLANDS	11/18/2013	9,000.00
EFT0003232	CITY0002	CITY OF KINGSTON	11/25/2013	152,357.62
EFT0003233	KFLA0001	KFL&A HEALTH UNIT	11/25/2013	57,561.00
EFT0003234	KING0012	KINGSTON FRONTENAC PUBLIC LIBR	11/25/2013	61,233.00
EFT0003235	MUNI0002	MUNICIPAL PROPERTY ASSESSMENT	11/25/2013	186,270.26
EFT0003236	4OFF0001	4 OFFICE AUTOMATION LIMITED	12/2/2013	1,098.49
EFT0003237	ACTI0003	ACTIVE HEALTH SERVICES LTD.	12/2/2013	11,548.33
EFT0003238	AIRL0001	AIR LIQUIDE CANADA INC.	12/2/2013	25.22
EFT0003239	ALEX0001	ALEX MCCOY PLUMBING AND HEATIN	12/2/2013	1,499.56
EFT0003240	ALLI0002	ALLIED MEDICAL	12/2/2013	500
EFT0003241	AMHE0001	AMHERST ROOFING & SHEETMETAL L	12/2/2013	943.55
EFT0003242	ANDE0001	KYLE ANDREWS	12/2/2013	226
EFT0003243	ARJO0001	ARJO HUNTLEIGH CANADA	12/2/2013	700.7
EFT0003244	BARD0002	BARDON SUPPLIES LTD	12/2/2013	420.17
EFT0003245	BEEH0001	BEEHLER BROS. ELECTRICAL	12/2/2013	601.73
EFT0003246	BENS0001	BENSON TRUCK & TRAILER	12/2/2013	11,616.67
EFT0003247	BOCC0001	LINDE CANADA	12/2/2013	2,893.24

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Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Amount
EFT0003248	CANA0037	WASTE MANAGEMENT	12/2/2013	2,230.39
EFT0003249	CHOQ0001	CHOQUETTE CKS	12/2/2013	1,150.75
EFT0003250	COLL0001	COLLINS	12/2/2013	384.5
EFT0003251	CRES0001	CRESTLINE COACH LTD.	12/2/2013	7,235.53
EFT0003252	CUNN0001	CUNNINGHAM SWAN CARTY LITTLE &	12/2/2013	2,498.41
EFT0003253	DIGI0002	DIGITAL OFFICE SYSTEMS	12/2/2013	302.85
EFT0003254	ECOL0001	ECOLAB	12/2/2013	550.23
EFT0003255	ESFO0002	E.S.FOX LIMITED	12/2/2013	3,889.79
EFT0003256	ESOL0001	E SOLUTIONS GROUP	12/2/2013	310.75
EFT0003257	FAMI0001	K3C COMMUNITY COUNSELLING CEN	12/2/2013	2,334.30
EFT0003258	FERN0001	FERNO	12/2/2013	1,658.53
EFT0003259	FUTU0001	CARDINAL HEALTH CANADA INC.	12/2/2013	1,291.62
EFT0003260	GASK0001	GASKIN, DR. ANNE	12/2/2013	2,402.00
EFT0003261	GRAN0003	OFFICE MAX GRAND & TOY LTD	12/2/2013	2,106.54
EFT0003262	GRAP0001	PRINTFUSION INC.	12/2/2013	166.68
EFT0003263	HAMI0001	HAMILTON SMITH LTD	12/2/2013	495.67
EFT0003264	HEND0002	HENDRIX HOTEL & RESTAURANT EQU	12/2/2013	507.37
EFT0003265	ICIP0001	PPG ARCHITECTURAL COATINGS CAN	12/2/2013	72.18
EFT0003266	INTE0001	INTEGRATED COMMUNICATION SOLU	12/2/2013	236.17
EFT0003267	INTE0003	INTERDEV TECHNOLOGIES INC.	12/2/2013	5,534.74
EFT0003268	JIMT0001	JIM THOMPSON CHRYSLER	12/2/2013	37.8
EFT0003269	JJEX0002	J.J. EXPRESS	12/2/2013	11.69
EFT0003270	JLRI0001	J.L. RICHARDS & ASSOCIATES LIM	12/2/2013	58,575.64
EFT0003271	KFLA0001	KFL&A HEALTH UNIT	12/2/2013	57,561.00
EFT0003272	KING0009	KINGSTON REGIONAL HOSPITAL LA	12/2/2013	589
EFT0003273	KING0012	KINGSTON FRONTENAC PUBLIC LIBR	12/2/2013	61,233.00
EFT0003274	KING0047	KINGSTON INJURY MANAGEMENT CEI	12/2/2013	506
EFT0003275	MEDI0001	MEDICAL MART	12/2/2013	1,020.84
EFT0003276	MICR0001	MICROAGE KINGSTON	12/2/2013	289
EFT0003277	MOTI0001	MOTION SPECIALTIES	12/2/2013	5,358.26
EFT0003278	NEIL0001	NEIL'S FLOWERS	12/2/2013	179.67
EFT0003279	NEOP0001	NEOPOST CANADA	12/2/2013	271.03
EFT0003280	PATR0001	PAT ROGERS TOWING SERVICE	12/2/2013	406.8
EFT0003281	PHYS0001	PHYSIO-CONTROL CANADA SALES L	12/2/2013	1,528.65
EFT0003282	RIVE0001	RIVETT ARCHITECTURAL HARDWARE	12/2/2013	302.95
EFT0003283	SAND0001	SANDS CANADA INC/ANGUS	12/2/2013	854.92
EFT0003284	SERV0001	SERVE PRO - KINGSTON	12/2/2013	1,869.02
EFT0003285	SHOP0002	SHOPPERS DRUG MART	12/2/2013	4,051.07
EFT0003286	SUNL0001	SUN LIFE ASSURANCE COMPANY OF	12/2/2013	53,012.16
EFT0003287	SUNM0001	SUN MEDIA CORPORATION	12/2/2013	280.24
EFT0003288	SWIS0001	SWISH MAINTENANCE LTD	12/2/2013	500.29
EFT0003289	TAYL0001	TAYLOR CHEVROLET CADILLAC	12/2/2013	62.71
EFT0003290	THEG0002	THE GREER GALLOWAY GROUP INC.	12/2/2013	2,130.44
EFT0003291	THEK0001	THE KINGSTON WHIG STANDARD	12/2/2013	73.68
EFT0003292	THOM0006	THOMPSON ELECTRIC	12/2/2013	440.13
EFT0003293	TRIM0001	TRIM-LINE OF SOUTH EASTERN ONT	12/2/2013	1,627.20
EFT0003294	WATS0002	WATSON & ASSOCIATES ECONOMIST:	12/2/2013	3,377.69
EFT0003295	WECA0001	WE CARE HEALTH SERVICES LP	12/2/2013	465

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Cheque Number	Vendor ID	Vendor Cheque Name	Cheque Date	Amount
EFT0003296	XPLO0001	XPLORNET COMMUNICATIONS INC.	12/2/2013	84.73
EFT0003297	BELL0007	BELL CONFERENCING INC.	12/2/2013	2.04
EFT0003298	ACKL0001	ACKLANDS GRAINGER INC.	12/2/2013	439.78
EFT0003299	CADU0001	CADUCEON ENVIRONMENTAL LABOR/	12/2/2013	104.95
EFT0003300	HOTE0001	HOTEL DIEU HOSPITAL	12/2/2013	85
EFT0003301	DACO0001	KINGSTOWN INVESTMENTS INC	11/29/2013	4,279.88
EFT0003302	GEMM0001	GEMMILL,DAVE	11/29/2013	2,636.66
EFT0003303	HOTE0001	HOTEL DIEU HOSPITAL	11/29/2013	2,497.06
EFT0003304	QUIN0002	QUINTE CRANE RENTALS INCORPOR/	11/29/2013	4,972.00
Total Transactions: 201			Total	1,530,828.74
Void Transactions: Cheque 34989, 34990				

Resolution for inclusion in December 18th, 2013 County Council Agenda

Moved by Councillor Doyle_____ Seconded by Councillor Davison_____

WHEREAS at recent Council meetings Councillors made the valid point that it is not appropriate for Council to sit in meetings arguing over how much money to include in every line of the budget.

AND WHEREAS it is not the leading practice to develop budgets in this manner, for example over the past few years the practice of upper levels of government was to direct staff to find a specified percentage reduction in budgets year over year, and it then becomes staff's responsibility to propose what cuts could be taken to achieve the requested percentage decrease, and then present recommendations for political consideration.

AND WHEREAS staff have been asking for direction on how to proceed with the budget and other strategic matters. Given the Strategic Plan underway will not be completed in time for the 2014 budget discussions specific direction is needed to assist in expeditiously deciding on the 2014 budget.

THEREFORE BE IT RESOLVED THAT Council directs Staff to prepare two versions of the 2014 draft budget for discussion in January: a) one that shows a 1% increase in the 2014 budget over 2013, b) and the second version of the draft budget shows a 1% reduction in expenses year over year. These budgets must find true expense savings and not be accomplished by transferring money from reserves to offset 2014 expenses. Council also directs staff to first of all find savings to offset the approximate \$150,000 that was transferred from the working capital reserve in the 2013 budget. It is suggested that the KPMG SDOR report be used to help identify savings to assist in meeting the above directions. It is further suggested that particular attention be given to areas that are expected to be under budget in 2013 and that the 2014 budget for those areas be 2013 actual expense as opposed to the traditional approach of using last year's budget, and adding some percentage to account for inflation.

BY-LAW NO. 2013-0042

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being A By Law to Appoint Local Authority Services Ltd. as the Closed Meeting Investigator for the County of Frontenac Pursuant to Sections 8, 9, 10 and 239.1 of the Municipal Act, 2001, as Amended

WHEREAS effective January 1, 2008, Section 239.1 of the Municipal Act, 2001 as amended permits a person to request an investigation of whether a municipality or local board has complied with section 239 of the Municipal Act, 2001 as amended or a procedure by-law under subsection 238 (2) in respect of a meeting or part of a meeting that was closed to the public;

AND WHEREAS the Council of the County of Frontenac deems it desirable to appoint Local Authority Services Limited (LAS) as the Closed Meeting Investigator to investigate all requests on behalf of the Municipality and it's Local Boards;

NOW THEREFORE THE COUNCIL OF THE COUNTY OF FRONTENAC hereby enacts as follow:

1. **THAT** pursuant to sections 9, 10, 11 and 239.2 of the Municipal Act, 2001, as amended, (the "Act") Council of the County of Frontenac hereby appoints LAS as the independent Investigator to investigate in accordance with the legislation all requests for an investigation of the Council and Committees of the Municipality and the Local Boards and their Committees of the Municipality. For the purposes of this By-Law "committee" and "local board" shall have the meaning as defined in section 238 of the Act.
2. **THAT** the appointment shall be for an initial term of two years commencing on January 1, 2014 and may be renewed for subsequent terms.
3. **THAT** LAS and its delegate shall, in carrying out the functions of Investigator, have regard to, among other matters, the importance of the Investigator's credibility, the independence, impartiality and confidentiality with respect to the investigative process.
4. **THAT** the Investigator or the delegate may hear or obtain information from such persons as the Investigator or the delegate thinks fit, and may make such inquiries as Investigator or the delegate thinks fit and it is not necessary for the Investigator or the delegate to hold any hearing.

5. **THAT** subject to section 6, no person is entitled as of right to be heard by the Investigator or the delegate.
6. **THAT** if at any time during the course of an investigation it appears to the Investigator or the delegate that there may be sufficient grounds for a report or recommendation that may adversely affect the municipality, a local board or any other person, the Investigator or the delegate shall give him, her or it an opportunity to make representations respecting the adverse report or recommendation, either personally or by counsel.
7. **THAT** after conducting an investigation, the Investigator or the delegate shall report to the municipality or in the case of a local board, to the local board and the Municipality. The report shall include an opinion and the reasons for it and may make such recommendations as the Investigator or the delegate thinks fit. The report shall be included on the next agenda of the Council or in the case of a Local Board, the Council and the Local Board agendas, immediately following receipt of the report.
8. **THAT** every request for an investigation by a person shall include all of the following:
 - a) be directed to the Clerk,
 - b) be in writing,
 - c) include reasons for the request,
 - d) be signed, and
 - e) include an address and telephone number of the person making the request.
9. **THAT** an Agreement between the County of Frontenac and LAS for investigative services as shown on Schedule "A" attached hereto is hereby approved and the Warden and Clerk are hereby authorized to execute the Agreement on behalf of the municipality.
10. **THAT** this By-law shall come into force and take effect on January 1, 2014.
11. **THAT** By-Law No. 2009-0036 be and is hereby rescinded.

Read a First and Second Time this 18th day of October, 2013.

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of October, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

Jannette Amini, Acting Clerk

By-law No. 2013-0042 – To appoint LAS as the Closed Meeting Investigator for the County of Frontenac
Page 3 of 3

BY-LAW NO. 2013-0043

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

Being a By-law to Provide an Emergency Management Program for the
Corporation of the County of Frontenac

WHEREAS the Province of Ontario has passed the *Emergency Management and Civil Protection Act* (referred to as “Act”), which provides for the development and implementation of an emergency management program by the Council of the Corporation of the County of Frontenac;

AND WHEREAS as per Section 2.1 of the Act, the emergency management program shall consist of,

- (a) an emergency plan as required by section 3;
- (b) training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities;
- (c) public education on risks to public safety and on public preparedness for emergencies; and
- (d) any other element required by the standards for emergency management programs set under section 14. 2002, c. 14, s. 4.

AND WHEREAS as per Section 3 of the Act, the County shall formulate an emergency response plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan.

AND WHEREAS, this Act requires the emergency management program to conform to standards promulgated by Emergency Management Ontario, including the four core components of emergency management, namely: mitigation/prevention; preparedness; response and recovery; and also makes provision for the municipality and council to develop and implement an emergency management program to protect public safety, public health, the environment, the critical infrastructure and property, and to promote economic stability and a disaster-resilient community;

AND WHEREAS, this Act makes provision for the Head of Council to declare that an emergency exists in the community or on any part thereof, and also provides the Head of Council with authority to take such action or make such orders as he/she considers necessary and not contrary to law to implement the community emergency response plan and respond to an emergency;

By-law No. 2013-0043 - To Provide an Emergency Management Program
December 18, 2013

Page 1 of 3

AND WHEREAS, the Act provides for the designation of one or more members of council who may exercise the powers and perform the duties of the Head of Council during his/her absence or his/her inability to act;

AND WHEREAS, the Act requires the designated community emergency management coordinator to develop, implement and maintain the emergency management program;

NOW THEREFORE, The Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. THAT an Emergency Management Program be developed and implemented in accordance with the standards published by Emergency Management Ontario.
2. THAT the Council of the County of Frontenac hereby adopts the Emergency Response Plan for the County of Frontenac, attached hereto as Schedule "A" to this by-law.
3. THAT the Head of Council or designated alternate, as provided in the plan, be empowered to declare an emergency and implement the Emergency Response Plan.
4. THAT certain appointed officials or their designated alternates, as provided in the plan, are empowered to cause an emergency notification to be issued to members of the Community Control Group, and to respond to an emergency in accordance with the Emergency Response Plan where an emergency exists but has not yet been declared to exist.
5. THAT the Emergency Management Program Committee will ensure the emergency management plan be reviewed annually and recommend changes to the plan as considered appropriate and refer recommendations to Council for further review and approval.
6. THAT the Emergency Management Program Coordinator be delegated authority to review and update Annexes to the Plan as required.
7. THAT By-law No. 2009-0038 be hereby rescinded.
7. THAT this by-law shall come into force and take effect upon the date of final passing.

By-law No. 2013-0043 - To Provide an Emergency Management Program
December 18, 2013

Page 2 of 3

By-Law read a First and Second Time this 18th day of December, 2013.

By-Law read a Third Time, Signed, Sealed and Finally Passed this 18th day of December, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

Jannette Amini, Acting Clerk

By-law No. 2013-0043 - To Provide an Emergency Management Program
December 18, 2013

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BY-LAW NO. 2013-0044

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

Being a by-law to set tax ratios and tax rate reductions for prescribed property sub-classes for County of Frontenac purposes and Local Municipal purposes for the taxation year 2014.

WHEREAS the County of Frontenac deems it expedient for the County, pursuant to Section 308 of the *Municipal Act, 2001, S.O. 2001, c.25, as amended, ("Municipal Act")* to establish the tax ratios for 2014 for the County of Frontenac and the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac; and,

WHEREAS the tax ratios establish the relative amount of taxation to be borne by each property class; and,

WHEREAS the property classes have been prescribed by the Minister of Finance pursuant to Section 7 of the *Assessment Act, R.S.O. 1990, Chapter A.31* and amendments thereto ("*Assessment Act*"); and,

WHEREAS the County of Frontenac after consultation with the elected representatives of the four Townships, in order to achieve real property tax reform, deems it expedient to establish tax ratios that are within the "*range of fairness*" prescribed by the Minister of Finance under *Ontario Regulation 386/98* as amended by O. Reg. 212/05 for purposes of subsection (8) of Section 308 of the *Municipal Act*; and,

WHEREAS it is necessary for the County of Frontenac, pursuant to Section 362 of the *Municipal Act*, to establish tax reductions for prescribed subclasses for 2014 for County of Frontenac and Local Municipal purposes; and

WHEREAS the property subclasses for which tax reductions are to be established are in accordance with Section 8 of the *Assessment Act*; and,

WHEREAS the tax rate reductions reduce the tax rates that would otherwise be levied for municipal purposes;

NOW THEREFORE, the Council for the Corporation of the County of Frontenac enacts as follows:

1. THAT for the taxation year 2014, tax ratios for indicated property classes shall be as follows:

ASSESSMENT CLASS	TAX RATIO
Residential & Farm Residential	1.0000
Multi-Residential	1.0000
Commercial Occupied	1.0000
Industrial Occupied	1.0000
Pipeline	0.7000
Farmland	0.2500
Managed Forests	0.2500

2. THAT for the taxation year 2014, the tax reduction for indicated property classes shall be as follows:

SUBCLASSES	TAX RATE REDUCTION
Vacant Land, Vacant Units and Excess Land in the Commercial Property Class	30%
Vacant Land, Vacant Units and Excess Land Subclasses in the Industrial Property Class	35%
First Subclass of Farmland Awaiting Development for all Property Classes	65%
Second Subclass of Farmland Awaiting Development for all Property Classes	30%

3. THAT for the purposes of this by-law:
- a) the commercial property class shall include all commercial office property, shopping centre property and parking lot property;
 - b) the industrial property class shall include all large industrial property; and
 - c) the first subclass of farmland awaiting development and the second subclass of farmland awaiting development shall consist of land as defined in accordance with Regulations passed under the *Municipal Act*.
4. THAT this by-law shall come into force and take effect on the 1st day of January, 2014.

Read a first and second time this 18th day of December, 2013.

Read a third time and finally passed, signed and sealed this 18th day of December, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

Jannette Amini, Acting Clerk

By-law No. 2013-0044 – To Set Tax Ratios and Tax Rate Reductions for the Taxation Year 2014
December 18, 2013 Page 3 of 3

BY-LAW NO. 2013-0045

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to authorize the transfer of any surplus or deficit from the 2013
budget
to the Reserve for Working Funds

WHEREAS Sections 5 of the *Municipal Act, 2001, as amended* (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise;

AND WHEREAS Section 11 of the Act provides that an upper-tier municipality may pass by-laws respecting the financial management of the municipality;

AND WHEREAS Section 289 of the Act provides that in preparing the budget for a year, the upper tier municipality shall treat any operating surplus of any previous year as revenue that will be available during the year and shall provide for any operating deficit of any previous year;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF FRONTENAC deems it expedient to enact as follows:

1. That any surplus or deficit from the 2013 budget accumulated at year end shall be transferred to the Reserve for Working Funds.
2. That this by-law shall come into force and take effect as of the date of final passing.

Read a first and second time this 18th day of December, 2013.

Read a third time, signed, sealed and finally passed this 18th day of December, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

Jannette Amini, Acting Clerk

By-law No. 2013-0045 – To Authorize the transfer of any surplus or deficit from the 2013 budget to the Reserve for Working Funds
December 18, 2013

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**BY-LAW NO. 2013-0046
OF
THE CORPORATION OF THE COUNTY OF FRONTENAC**

Being a By-Law to enter into an Agreement with the Township of Frontenac Islands
for the Provision of Financial Services

WHEREAS the Township of Frontenac Islands currently has an agreement for provision of financial services with the County of Frontenac which expires December 31, 2013;

AND WHEREAS the Township of Frontenac Islands wishes to extend the Agreement for a limited period of time;

NOW THEREFORE the Council of the County of Frontenac agrees to enter into a revised agreement with the Township of Frontenac Islands for Financial Services, attached as Schedule A and authorizes the Warden and the Clerk to sign the agreement on behalf of the County.

Read a First and Second Time this 18th day of December, 2013.

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of December, 2013.

Janet Gutowski, Warden

Jannette Amini, Acting Clerk

By-law No. 2013-0044 – to enter into an Agreement with the Township of Frontenac Islands
for the Provision of Financial Services
December 18, 2013

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BY-LAW NO. 2013-0047

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to amend By-law No. 2013-0020 (to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings)

WHEREAS Section 238(2) of the *Municipal Act, 2001, S.O. 2001, c.25, as amended* (the Act) provides that Council shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

AND WHEREAS By-law No. 2013-0020, being a bylaw to provide for governing the proceedings of the Council and its committees, the conduct of members and the calling of meetings, was adopted by the Council of the Corporation of the County of Frontenac on May 15, 2013;

AND WHEREAS The Corporation of County of Frontenac deems it expedient to amend By-law No. 2013-0020, as it pertains to the Service Delivery and Organization Review Committee;

NOW THEREFORE the Council for The Corporation of the County of Frontenac hereby enacts the following amendment to Schedule B of By-law No. 2013-0020:

1. **THAT** Schedule B-5, Service Delivery and Organization Review Committee, section (iii) Mandate be amended to include:
 - To monitor the implementation of the 27 KPMG recommendations.
2. **THAT** this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 18th day of December, 2013.

Read a Third Time, Signed, Sealed and Finally Passed this 18th day of December, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

Jannette Amini, Acting Clerk

BY-LAW NO. 2013-0049

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to confirm all actions and proceedings of County Council
on December 18, 2013

WHEREAS Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other Act; and;

WHEREAS Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

WHEREAS Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

WHEREAS the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE COUNTY OF FRONTENAC hereby enacts as follows:

1. THAT all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 18, 2013 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. THAT all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 18, 2013 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.
3. THAT all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on December 18, 2013 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. THAT this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 18th day of December, 2013.

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of December, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

Jannette Amini, Acting Clerk