



**County Council Meeting – Regular Meeting
September 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 September 18, 2013 Regular Council Agenda

3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

4. ADOPTION OF MINUTES

- a) July 17, 2013 Regular Council Meeting Minutes

5. DEPUTATIONS AND/OR PRESENTATIONS

- a) Mr. Scott Reid, M.P. Lanark-Frontenac-Lennox and Addington, will address Frontenac County Council on the redistribution of the electoral boundaries.
- b) Presentation of the Power Authority of Ontario Community Leadership Award for Community Conservation

6. CLOSED MEETING

- a) As Authorized under Section 239 (2) of The Municipal Act, to consider:
 - (c) a proposed or pending acquisition or disposition of land by the municipality or local board
 - (d) labour relations or employee negotiations

Adoption of the Closed Meeting Minutes held June 19, 2013

7. BRIEFINGS

- a) Liz Savill, CAO, will provide County Council with a briefing on Report 2013-168, 2013 Eastern Ontario Wardens' Caucus Financial Sustainability White Papers on Municipal Affordability and Municipal Infrastructure

9-23

24-41

8. UNFINISHED BUSINESS

9. COMMUNICATIONS

42-60

- a) 2013-147
Communications of Interest to Council

61-68

- b) Communications that Require Action:

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

69-75

- a) 2013-149
Administrative Services
Citizen Appointments to Advisory Committees of County Council

76-79

- b) 2013-150
Emergency & Transportation Services
Medical Tiered Response Program – Wolfe Island District Volunteer Fire Department

80-82

- c) 2013-151
Emergency and Transportation Services
Ontario Association of Paramedic Chiefs (OAPC) - 2013 Annual Fall Conference

83-84

- d) 2013-153
Financial Services
2013 Property Tax Claw Back Threshold

85-87

- e) 2013-154
Financial Services
Robertsville Road Land Ambulance Station - Project Award of Contract

88-92

- f) 2013-155
Financial Services
Proposed 2014 Budget Format

93-95

- g) 2013-161
Emergency and Transportation Services
2014 Legislated Response Time Performance Plan

96-97

- h) 2013-163
Fairmount Home

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

Conference Reimbursement

- 98-99** i) 2013-164
Emergency & Transportation Services
Township of Frontenac Islands Resolution – Waiver of Ferry Fees
- 100-109** j) 2013-165
Administrative Services
Request for Proposals – County of Frontenac Strategic Plan
- 110-111** k) 2013-170
Emergency and Transportation Services
Paramedic Chief's of Canada (PCC) Representation at the National
Association of Emergency Medical Services Physicians (NAEMSP®) Annual
Meeting in Tucson AZ - January 16th and 17th, 2014
- 112-131** l) 2013-172
Administrative Services
Code of Conduct for County Council and Committee Members
- 132-134** m) 2013-173
Administrative Services
Integrated Accessibility Standards Regulation Policy
- 135-171** n) 2013-174
Sustainability
Review of Ontario's Long-Term Energy Plan

**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.

- 172-173** a) 2013-152
Fairmount Home
Quality Improvement Activities 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.

174-180

- b) 2013-162
Emergency and Transportation Services
2013 Legislated Response Time Standard Update

181-182

- c) 2013-167
Sustainability
Frontenac K&P Trail Update

183-256

- d) 2013-168
Financial Services
2013 Eastern Ontario Wardens' Caucus Financial Sustainability White Papers on Municipal Affordability and Municipal Infrastructure

257-261

- e) 2013-169
Financial Services
2013 2nd Quarter Financial Summary

262-264

- f) 2013-171
Financial Services
Frontenac Islands Financial Contract Transition

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

265-269

- a) Minutes of Meeting held September 4, 2013

13. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

270-283

- a) Kingston Frontenac Library Board Update - Councillor Purdon
- b) KFL&A Public Health Board Update - Councillor Clayton
KFL&A Public Health 2012 Annual Report
- c) RULAC, LSR and Other Updates

13. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

- 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

284-287

- a) August 1, 2013 Trails Advisory Committee Meeting Minutes

288

- b) August 1, 2013 Trails Advisory Committee Report to Council

289-293

- c) August 12, 2013 Sustainability Advisory Committee Meeting Minutes

294

- d) August 12, 2013 Sustainability Advisory Committee Report to Council

295-301

- e) August 28, 2013 150th Anniversary Planning Advisory Committee Meeting Minutes

302

- f) August 28, 2013 150th Anniversary Planning Advisory Committee Report to Council

303-306

- g) September 9, 2013 Frontenac Accessibility Advisory Committee Minutes

307-308

- h) September 9, 2013 Frontenac Accessibility Advisory Committee Report to Council

15. ACCOUNTS

309-320

- a) Accounts for Dates: July 6, 2013 to September 9, 2013

16. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

- a) Moved by Councillor Doyle
Seconded by Councillor Davison

WHEREAS at the July 17th, 2013 County Council meeting Councillors made it clear that it was premature to meet with the Minister of Municipal Affairs at the AMO conference.

16. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

AND FURTHERMORE Councillors learned through a report in the Kingston Whig Standard, with quotes from J Gutowski, that such a meeting did take place.

AND FURTHERMORE the resolution presented to Council at the July 17th meeting proposing a meeting with the Minister, was not passed.

AND FURTHERMORE Council was not advised the time and location of the meeting, thus Councillors did not have an opportunity to attend.

AND FURTHERMORE Council was not advised of the details of the meeting before advising the press of what was discussed at the meeting.

BE IT RESOLVED that the Council of the County of Frontenac requires all meetings with Provincial or Federal Ministers including members of Frontenac County Council, or County staff, to be preapproved in the form of a resolution passed by County Council prior to such meetings. The Resolution presented to Council requesting approval must include the proposed meeting notes to be discussed with the minister. Once the meeting details are confirmed all Councillors must be advised of the time and location of the meeting a minimum of one week prior to the meeting. Council must be provided with a detailed written report, at the first meeting of Council following the meeting with any Minister, outlining the complete discussion that occurred, and that no press release, nor discussion occur with the public before Council has formally received and reviewed such report.

- b) Moved by Councillor Doyle
Seconded by Deputy Warden Clayton

WHEREAS the County of Frontenac is involved in a Service Delivery and Organization Review and considering developing a Strategic Plan, AMO has announced a Symposium geared to County level governments that will assist in these efforts. Some items of interest to be discussed are:

- Encourage open discussion on common issues;
- Practical ideas and techniques for short and long term strategic planning;
- Examine successes and lessons learned from within Ontario and from around the world;
- Promote cross collaboration between municipalities, agencies, associations and the community.

BE IT RESOLVED THAT the Council of the County of Frontenac approve registering, and covering expenses of at least two County Councillors and the Chair of the Service Delivery and Organization Review Committee for the 2013 AMO Counties, Regions, Single Tier (CRST) Symposium to be held

16. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

October 24th and 25th 2013 in Oshawa Ontario.

AND FINALLY THAT 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 \$2,500 for the 2013 AMO Counties, Regions, Single Tier (CRST) Symposium and transfer \$2,500 from the FRC Working Fund Reserve to cover this cost.

17. GIVING NOTICE OF MOTION

18. OTHER BUSINESS

321-325

- a) 2013 FCM Conference Report
Councillor Doyle and Councillor Jones

19. PUBLIC QUESTION PERIOD

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

326-327

- a) By-Law No. 2013-0031
By-Law to Authorize the Corporation of the County of Frontenac to Distribute the Federal Gas Tax Amongst its Four Lower-Tiered Municipalities

328-329

- b) By-Law No. 2013-0032
To Amend By-law No. 2012-0029 (Ferry Fees)

330-331

- c) By-Law No. 2013-0033
To Amend the 2013 Budget By-Law No. 2013-0017

332-333

- d) By-Law No. 2013-0034
Property Tax Claw Back Threshold

334-335

- e) By-law No. 2013-0035
To Adopt a Land Ambulance Response Time Plan
- f) By-Law No. 2013-0036
To Grant Rights-of-Way over Certain Lands Owned by the County of Frontenac (Frontenac K & P Trail)

By-law to be distributed under separate cover

336-337

- g) By-Law No. 2013-0037
Confirmation of Proceedings

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21. ADJOURNMENT



Minutes of the Regular Meeting of Council July 17, 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, July 17, 2013 at 9:00 a.m.

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

REGRETS: Councillor John McDougall

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

1. CALL TO ORDER

Warden Gutowski called the meeting to order at 9:08 a.m.

2. ADOPTION OF AGENDA

Motion #: 299-13 Moved By: Councillor Jones
Seconded By: Councillor Doyle

RESOLVED THAT the agenda for the July 17, 2013 meeting of the Council of the County of Frontenac be adopted as circulated.

CARRIED

3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The 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

- a) **Minutes of Meeting held May 15, 2013**
(Deferred from the June 19, 2013 meeting pending legal matters)

Motion #: 300-13 Moved By: Councillor Purdon
Seconded By: Councillor Davison

RESOLVED THAT the Minutes of the regular Meeting of County Council held May 15, 2013 be adopted as circulated.

CARRIED

- b) Minutes of Meeting held June 19, 2013**

Motion #: 301-13 Moved By: Councillor Jones
Seconded By: Councillor Doyle

RESOLVED THAT the minutes of the regular meeting of County Council held on June 19, 2013 be adopted as circulated.

CARRIED

5. DEPUTATIONS AND/OR PRESENTATIONS

- a) **Presentation to Peter Young**, Community Planner, on receiving his full membership to the Canadian Institute of Planners (CIP) and the Ontario Professional Planners Institute (OPPI).

Motion #: 302-13 Moved By: Councillor Jones
Seconded By: Councillor Doyle

RESOLVED THAT the Council of the County of Frontenac recognize Peter Young, Community Planner, on receiving his full membership to the Canadian Institute of Planners (CIP) and the Ontario Professional Planners Institute (OPPI).

CARRIED

6. CLOSED MEETING – Nil

7. BRIEFINGS – Nil

8. UNFINISHED BUSINESS – Nil

10. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

a) **2013-126**

Administrative Services – Request for Emerald Ash Borer Protection from Federal and Provincial Governments

Motion #: 306-13 Moved By: Councillor Jones
Seconded By: Councillor Doyle

BE IT RESOLVED THAT the Council of the County of Frontenac receive this Administrative Services – Request for Emerald Ash Borer Protection from Federal and Provincial Governments report;

AND FURTHER THAT the Council of the County of Frontenac endorse the attached Proclamation prepared in part by the Ontario Urban Forest Council that requests financial support to protect some of the ash trees in the region;

AND FINALLY THAT the Council of the County of Frontenac authorize the Deputy Clerk to send the County Council resolution to the appropriate federal and provincial authorities.

CARRIED

Motion #: 307-13 Moved By: Councillor Jones
Seconded By: Councillor Doyle

WHEREAS there are a significant number of ash trees located within the County of Frontenac that form an important part of our rural landscape, including within villages and hamlets;

AND WHEREAS neither the federal nor provincial governments currently include urban or rural forestry in their mandates except in a limited role with respect to exotic, invasive pests;

AND WHEREAS the Canadian Food Inspection Agency has not been able to stop the spread of the Emerald Ash Borer throughout Ontario and Quebec;

AND WHEREAS the Emerald Ash Borer is expected to cost Canadians over \$2 Billion dollars in treatment and replanting;

AND WHEREAS Canadian forestry programs and research are solely focused on industrial forests and do not at present include urban or rural tree planting, appropriate species research, and insect control and management;

AND WHEREAS other jurisdictions such as the United States Forest Service and the European Urban Forestry Research and Information Centre include forestry as a program and research area;

AND WHEREAS Canada engages municipalities in a number of substantial infrastructure programs;

THEREFORE BE IT RESOLVED that the County of Frontenac call on the Federal and Provincial governments to take leadership roles in recognizing the need to support urban forestry, by establishing urban and rural forestry mandates and programs which includes funding assistance to municipalities for the control and management of the Emerald Ash Borer- and any future significant imported diseases and insects -as well as the creation and funding of programs designed to support the on-going sustainable management of urban forests;

AND FURTHER BE IT RESOLVED that all municipalities across Ontario be encouraged to endorse this proclamation and that this resolution be distributed to The Honourable Gerry Ritz, Minister of Agriculture and Agri-Food; The Honourable Joe Oliver, Minister of Natural Resources; The Honourable Denis Lebel, Minister of Transport, Infrastructure and Communities; The Honorable Jim Flaherty, Minister of Finance; MP Ted Hsu, Member Kingston and the Islands; MP Scott Reid, Member Lanark Frontenac Lennox and Addington; Honourable Michael Gravelle, Minister of Northern Development and Mines; Honourable David Oriazetti, Minister of Natural Resources; Honourable Linda Jeffery, Minister of Municipal Affairs and Housing; Honourable Charles Sousa, Minister of Finance; The Honourable John Gerretsen, Attorney General, MPP Randy Hillier, Member Lanark Frontenac Lennox and Addington; Honourable Premier Kathleen Wynne, Tim Hudak, MPP, Leader of Progressive Conservative Party of Ontario and the Opposition Party; Andrea Horvath, MPP, Leader of the New Democratic Party of Ontario; Association of Municipalities of Ontario; Federation of Canadian Municipalities.

CARRIED

b) **2013-136**
Sustainability – 2292 Sands Road, Battersea Draft Plan of Subdivision –
County File 10T-2011/002

Motion #: 308-13 Moved By: Councillor Doyle
Seconded By: Councillor Jones

RESOLVED THAT the Council of the County of Frontenac approve the plan of subdivision submitted by FoTenn Consultants Inc on behalf of Roger and Roberta Ouellette, being Parts 9 & 10, Concession 9, Geographic Township of Pittsburgh, Township of South Frontenac, County of Frontenac, County File No. 10T-2011/002: subject to the Conditions of Draft Approval contained in the County Planning Report dated July 10, 2013 noted as Exhibit A to this report;

AND FINALLY THAT the Clerk be authorized to issue draft approval by signing the required documents and making any technical corrections to the conditions as needed.

CARRIED

c) **2013-137**
 Administrative Services – OMHRA Fall Conference 2013

Motion #: 309-13 Moved By: Councillor Doyle
 Seconded By: Councillor Jones

BE IT RESOLVED THAT the Council of the County of Frontenac receive this Administrative Services – OMHRA Fall Conference 2013 report;

AND FURTHER THAT the Council of the County of Frontenac authorize the Human Resources Generalist/Researcher to attend the annual OMHRA Fall Conference in Orillia, Ontario from September 11-13, 2013.

CARRIED

d) **2013-138**
 Financial Services – Appointment of Auditor

Motion #: 310-13 Moved By: Councillor Jones
 Seconded By: Councillor Doyle

THAT the Council of the County of Frontenac accept this Financial Services - Auditor Appointment report;

AND FURTHER THAT Council of the County of Frontenac authorize the appointment of the audit firm Allan Chartered Accountant Professional Corporation, as auditor for 2013-2015;

AND FINALLY THAT a by-law be introduced by the Clerk later in the meeting confirming this appointment.

CARRIED

e) **2013-139**
 Fairmount Home – Service Elevator Repairs

Motion #: 311-13 Moved By: Councillor Doyle
 Seconded By: Councillor Jones

RESOLVED THAT Council of the County of Frontenac receive this Fairmount Home – Service Elevator Repairs report:

AND FURTHER THAT Council authorize the Clerk to execute an agreement with ThyssenKrupp for the necessary repairs to the service elevator.

CARRIED

f) **2013-140**

Administrative Services – OEMC and OPPI Conferences

Motion #: 312-13 Moved By: Councillor Jones
Seconded By: Councillor Doyle

BE IT RESOLVED THAT the Council of the County of Frontenac receive this Administrative Services – OEMC and OPPI Conferences report;

AND FURTHER THAT the Council of the County of Frontenac authorize the Manager of Sustainability Planning and the Manager of Economic Sustainability to attend the annual Ontario East Municipal Conference (OEMC) in Kingston, Ontario from September 11 to September 13, 2013;

AND FINALLY THAT the Council of the County of Frontenac authorize the Community Planner to attend the biennial Ontario Professional Planners Institute (OPPI) Conference in London, Ontario from September 18 to September 19, 2013.

CARRIED

g) **2013-143**
Emergency and Transportation Services – Confirmation of Land Acquisition - Road 509 and Robertsville Road

Motion #: 313-13 Moved By: Councillor Doyle
Seconded By: Councillor Jones

RESOLVED THAT the Council of the County of Frontenac accept the Emergency and Transportation Services – Land Acquisition - Road 509 and Robertsville Road report for information.

AND FURTHER THAT the Council of the County of Frontenac authorize the Clerk to direct the County's solicitor to complete the land acquisition – Road 509 and Robertsville Road in accordance with the terms of the "Agreement to Purchase and Sale".

CARRIED

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

Motion #: 314-13 Moved By: Deputy Warden Clayton
Seconded By: Councillor Davison

RESOLVED THAT the following Information Reports a) through g) received from the Chief Administrative Officer (Consent) be received and adopted.

CARRIED

County Council consented to the separation of clauses h), i), and j) which were voted on separately.

- a) **2013-127**
Administrative Services – 2, 4, 5, T Herbicide

BE IT RESOLVED THAT the Council of the County of Frontenac accept this Administrative Services – 2,4,5,T Herbicide report for information.

- b) **2013-128**
Administrative Services – MISA Ontario Annual Conference

That Council of the County of Frontenac receive the Administrative Services – MISA Ontario Annual Conference report for information only.

- c) **2013-129**
Administrative Services – 2013 2nd Quarter Activity Update

RESOLVED THAT the Council of the County of Frontenac accept the Administrative and Financial Services – 2013 2nd Quarter Activity Update report for information only.

- d) **2013-130**
Administrative Services – AMCTO Conference report

That Council of the County of Frontenac receive the Administrative Services – AMCTO Annual Conference report for information.

- e) **2013-131**
Fairmount Home – 2013 2nd Quarter Activity Update

RESOLVED THAT Council of the County of Frontenac receive the Fairmount Home – 2nd Quarter Activity Update for information only.

- f) **2013-132**
Sustainability – Frontenac K&P Trail – Hardwood Creek Bridge Report

RESOLVED THAT the Council of the County of Frontenac receive this Sustainability – Frontenac K&P Trail – Hardwood Creek Bridge report for information.

CARRIED

- g) **2013-133**
Sustainability - Support for Smaller Scale Community Sustainability Initiatives Update

RESOLVED THAT the Council of the County of Frontenac receive the Sustainability – Support for Smaller Scale Community Sustainability Initiatives Update for information

h) **2013-134** **Emergency and Transportation Services - 2013 2nd Quarter Activity Update**

Motion #: 315-13 Moved By: Councillor Purdon
Seconded By: Councillor Davison

RESOLVED THAT the Council of the County of Frontenac accept the Emergency and Transportation Services – 2013 2nd Quarter Activity Update report for information.

CARRIED

i) **2013-142**
Administrative Services – Minister Delegation Request – AMO
Conference

Motion #: 316-13 Moved By: Councillor Davison
Seconded By: Councillor Purdon

BE IT RESOLVED THAT the Council of the County of Frontenac receive this Administrative Services – Minister Delegation Request at AMO Conference report for information.

LOST

j) **2013-144**
Emergency and Transportation Services – Response to City of Kingston Request for Information Regarding Land Ambulance Services

Motion #: 317-13 Moved By: Councillor Purdon
Seconded By: Councillor Davison

RESOLVED THAT the Council of the County of Frontenac accept the Emergency and Transportation Services – Response to City of Kingston Request for Information Regarding Land Ambulance Services report for information only.

CARRIED

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

a) **Minutes of Meeting held July 3, 2013**

Motion #: 318-13 Moved By: Councillor Davison
Seconded By: Deputy Warden Clayton

RESOLVED THAT the Council of the County of Frontenac accept the Committee of the Whole meeting minutes dated July 3, 2013 as circulated.

CARRIED

b) Report of the Committee of the Whole

Motion #: 319-13 Moved By: Deputy Warden Clayton
Seconded By: Councillor Davison

- a) BE IT RESOLVED THAT Council undertake a Strategic Planning Session, driven and managed by Council, which would incorporate input from the Townships and the public, concurrent with the Service Delivery and Organization Review.
- b) BE IT RESOLVED THAT the Federal Gas Tax Reserve balance remain unchanged at this time.
- c) 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;

NOW THEREFORE the Committee of the Whole Council accept the Financial Services – Termination of Contract to Provide Services to the Township of Frontenac Islands report;

AND FURTHER THAT the Council of the County of Frontenac shall direct staff to prepare an agreement to terminate the contract for financial services with the Township of Frontenac Islands as of December 31, 2013;

AND FURTHER THAT the agreement to terminate the contract for financial services be forwarded to the Council of the Township of Frontenac Islands for execution;

AND FINALLY THAT the Council of the County of Frontenac authorize the CAO and Warden to execute the termination agreement.

- d) BE IT RESOLVED THAT Council authorize a contract to complete the Capital Asset Management Plan.

CARRIED

13. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

Kingston Frontenac Library Board Update - Councillor Purdon

Councillor Purdon advised that a meeting is scheduled for tomorrow morning to move forward on the draft Strategic Plan. He also pointed out the upcoming Bus Tour on August 20th in which all Mayors and CAOs have been invited to participate.

KFL&A Public Health Board Update - Councillor Clayton

Deputy Warden Clayton advised that the Board is currently on summer break.

DRAFT

Committee meeting encouraging County residents to respond to the online survey, at an approximate total cost of \$1,000.

- b) THAT the Council of the County of Frontenac authorize the following prominent persons to receive an early invitation to attend the Opening Ceremonies of the Central Celebration:
- Queen
 - Prime Minister
 - Premier
 - MPs
 - MPPs
 - Senator
 - Past & Present County Council & Staff
 - Past & Present Township Council & Staff
 - Governor General & Lieutenant Governor
- c) THAT the Council of the County of Frontenac authorize a Central Celebration to be planned for August 28-30, 2015 that would include a variety of activities and events to draw an audience of County residents, visitors and tourists and be one of the main avenues for celebrating the County's 150th Anniversary;

AND FURTHER THAT Council authorize a 150th Anniversary Grand Ball to be held as part of the Central Celebration on Saturday, August 29, 2015, with logistics to be determined by a Working Group that would report back to the Committee.

CARRIED

Service Delivery and Organization Review Committee - Minutes of Meeting held July 12, 2013

Motion #: 322-13 Moved By: Councillor Davison
Seconded By: Deputy Warden Clayton

RESOLVED THAT the Council of the County of Frontenac accept the Service Delivery and Organization Review Committee meeting minutes dated July 12, 2013.

CARRIED

Service Delivery and Organization Review Committee - Report to Council

Motion #: 323-13 Moved By: Deputy Warden Clayton
Seconded By: Councillor Davison

- a) BE IT RESOLVED THAT the Council of the County of Frontenac authorize the Warden and Clerk to enter into an Agreement with KPMG to carry out a service delivery and organization review of the County of Frontenac.

CARRIED

- By-Law No. 2013-0030 - Confirmation of Proceedings.

CARRIED

Motion #: 327-13 Moved By: Councillor Davison
Seconded By: Deputy Warden Clayton

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

- By-law No. 2013-0028 - To Appoint a Municipal Auditor

- By-law No. 2013-0029 - To amend the 2013 Budget By-law No 2013-0017; and

- By-Law No. 2013-0030 - Confirmation of Proceedings.

CARRIED

21. ADJOURNMENT

Motion #: 328-13 Moved By: Councillor Davison
Seconded By: Deputy Warden Clayton

RESOLVED THAT the meeting hereby adjourn at 11:06 a.m.

CARRIED

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk



Eastern Ontario Financial Sustainability Update Project

Presentation on EOWC White Papers

on

Municipal Affordability

and

Municipal Infrastructure

by Kathryn Wood

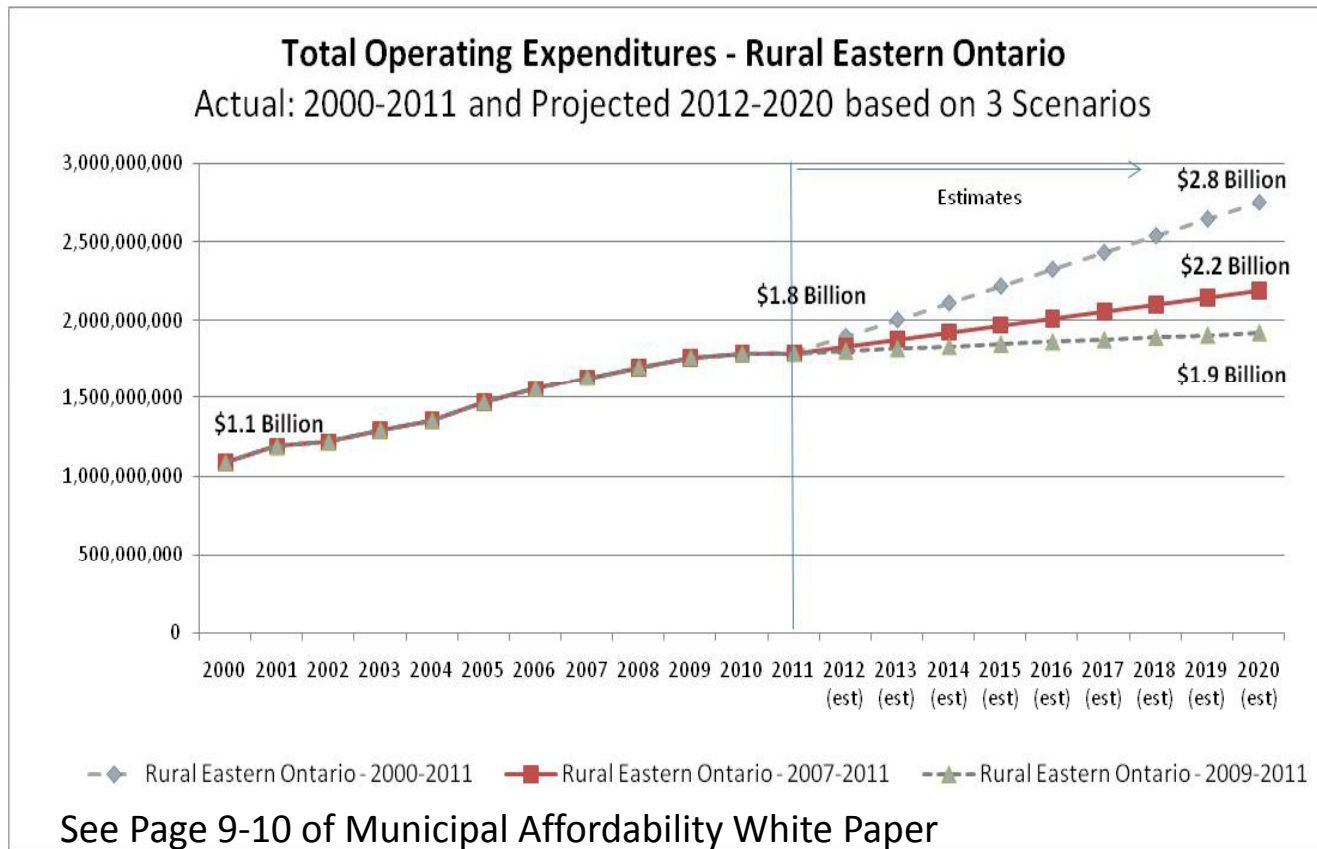
Natural Capital Resources Inc.

On behalf of the FSU Steering Committee and EOWC

August 19, 2013

65% Growth in Operating Expenditures

- Faster growth than households (~11%) or CPI (~22%) in same period (2000-2011); CPI in 2007-2011: 8.3%



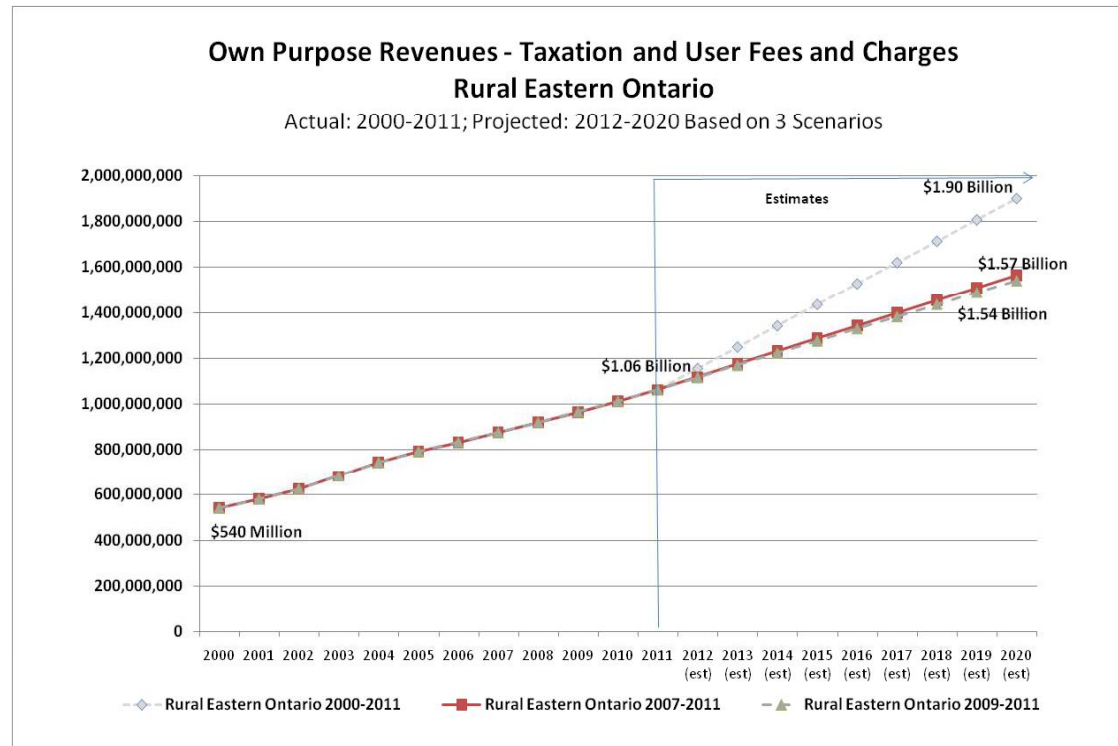
5 Services Expected to Account for 88% of all Expenditures (\$1.9B of \$2.19B) by 2020 (p.14)

Figure 5: Summary – Actual and Projected Operating Expenditures by Major Category: 2011-2020

Service Type	2011 Expenditures (Actual)	% Increase Projected to 2020	2020 Expenditures (Projected)
All Expenditures (2007-11) (2000-11)	\$1.8 Billion	22% 53%	\$2.2 Billion \$2.8 Billion
Transportation Services	\$426 Million	76%	\$749 Million
Social & Family Services	\$345 Million	?	Min. \$359 Million
Protection Services	\$235 Million	70%	\$402 Million
Environmental Services	\$230 Million	53%	\$351 Million
Health & Emergency Services	\$137 Million	59%	\$218 Million

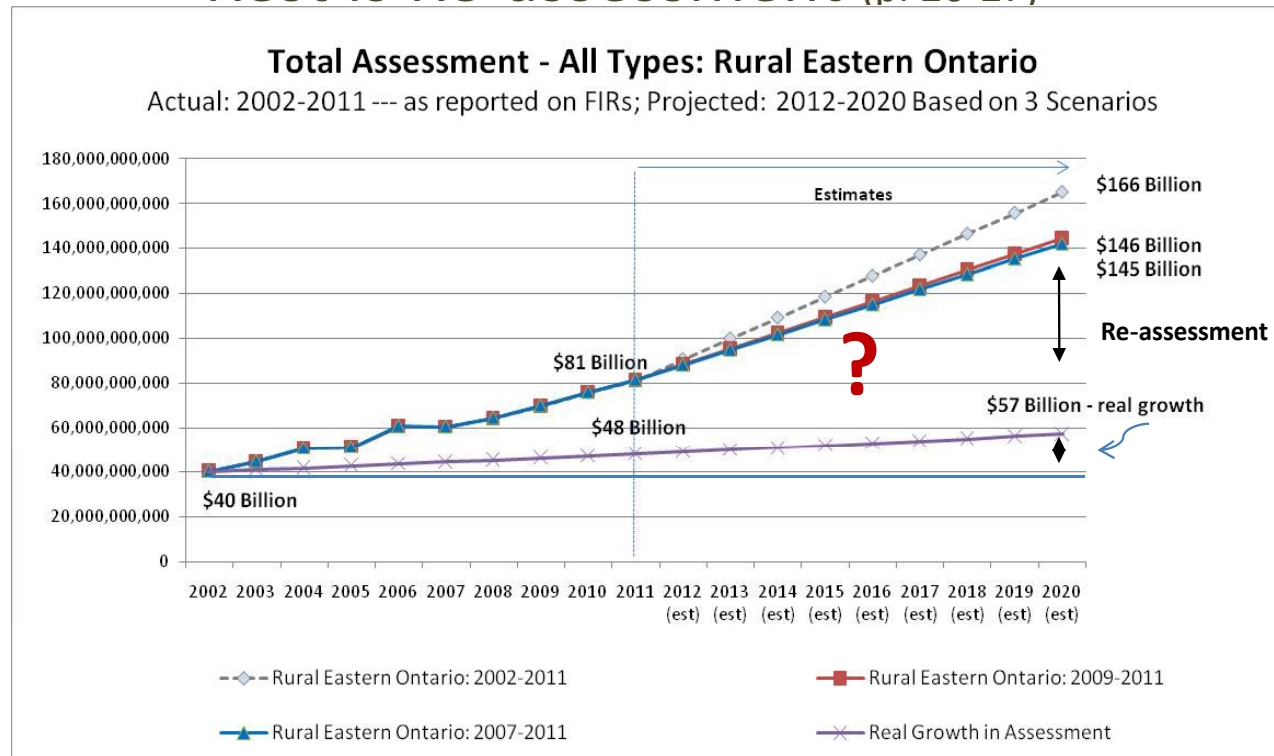
Social & Family Services expenditures dropped by ~\$100 M in 2009-2011 period.
Projected increases in other services will total \$690 M a year by 2020.

Own Purpose Revenues Rose by 97% in 2000-2011; Projected to Reach \$1.57 Billion by 2020 (p. 24)



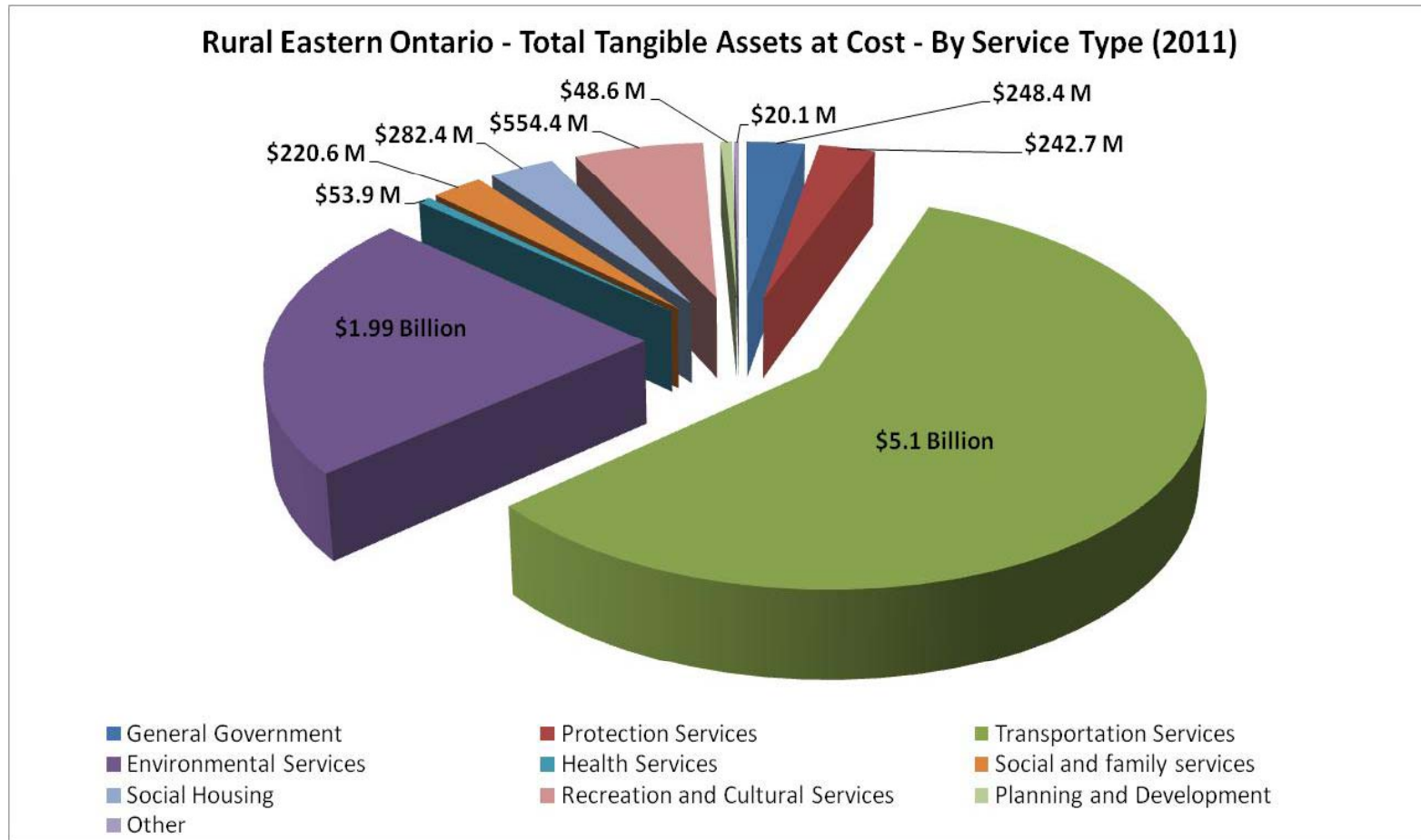
- Locally-generated revenues constrained by taxpayers' ability to pay
- Rural Eastern Ontario tends to have lower incomes and higher percentages of people on fixed incomes than provincial average (2006 data); can they sustain an increase of 6.35% a year? (CAGR)

Total Assessment Doubled in 2000-2011; Real Growth Contributes 2% a Year to Base, Rest is Re-assessment (p. 26-27)



Real growth is 20% of annual increase; similar to Provincial average.
34% of region's taxable assessment is in the rural areas

Nearly \$9 Billion in Infrastructure Assets



See Page 9 of Municipal Infrastructure White Paper

Capital Infrastructure Deficit: \$3.74B

- Same methodology as 2012 report (*Facing Our Fiscal Challenges*)
- Estimate based on difference between value at cost (what you paid) and book value (after depreciation)
- **Assets now at 57% of original value** (p. 14)
- Deficit now stands at **\$3.74 billion** (est.); \$3.0 billion is transportation
- Addressing deficit over 10 years means annual expenditures of **\$374 million**

Annual Investment Requirements to Address Capital Infrastructure Deficit	Capital Infrastructure Deficit at 2011 (\$Billion)	Period Over Which Deficit to be Addressed (Years)	Average Annual Expenditure Required (\$Billion)
Rural Eastern Ontario - 2009	3.29	10	0.329
Rural Eastern Ontario - 2010	3.47	10	0.347
Rural Eastern Ontario - 2011	3.74	10	0.374

White Papers on Environmental Services and Social Housing (fall 2013) and completion of Asset Management Plans by year-end should support breakdown by service type.

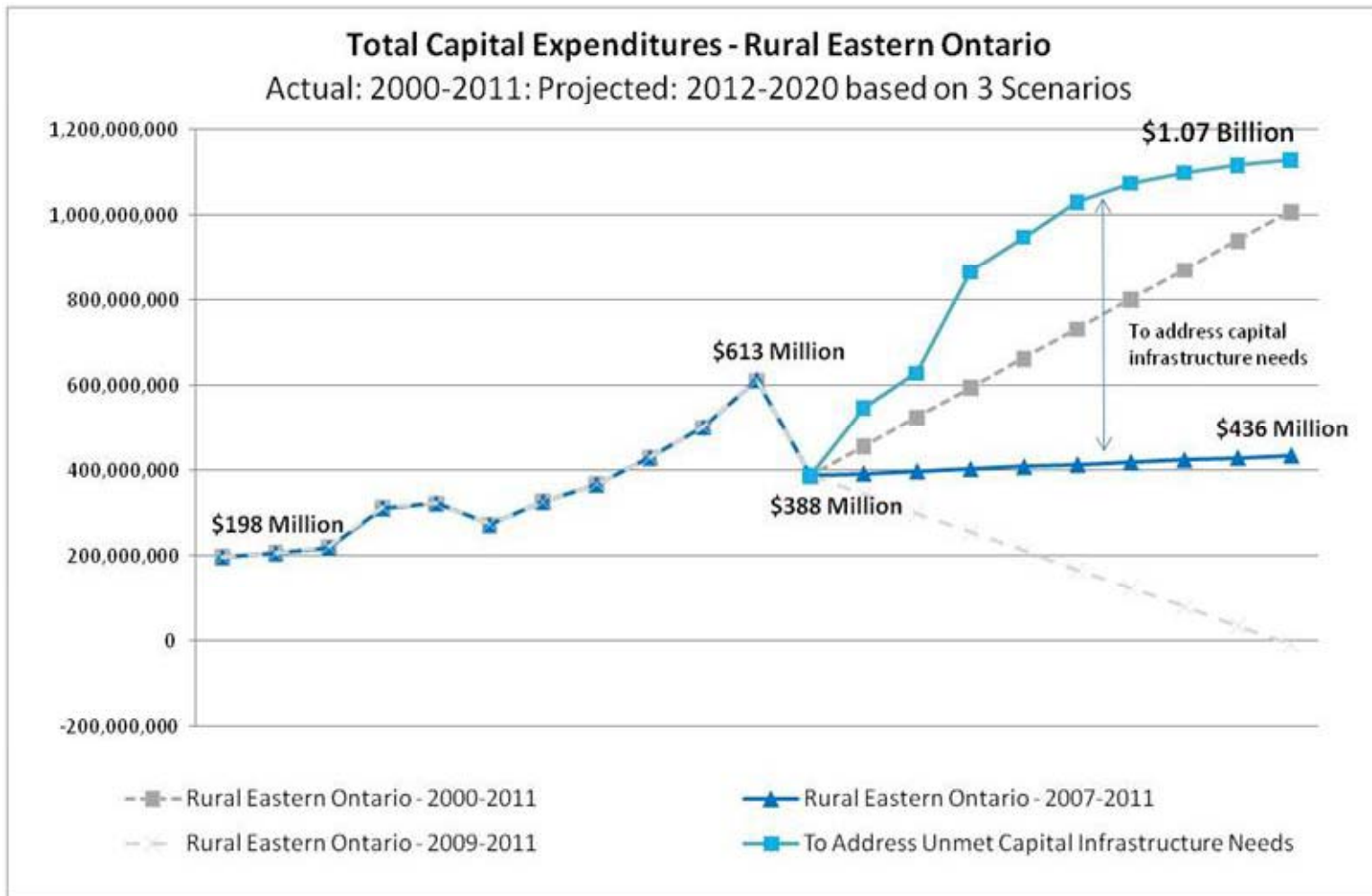
See Page 16 of Municipal Infrastructure White Paper

Required Annual Capital Investment

- Two parts (see p.3):
 - Maintain existing assets over average 25 year life span*
 - Address accumulated deficit from earlier under-spending
- Totals \$1.074 billion
- With current spending of \$388 million (2011 level), means \$686 million in new spending... every year

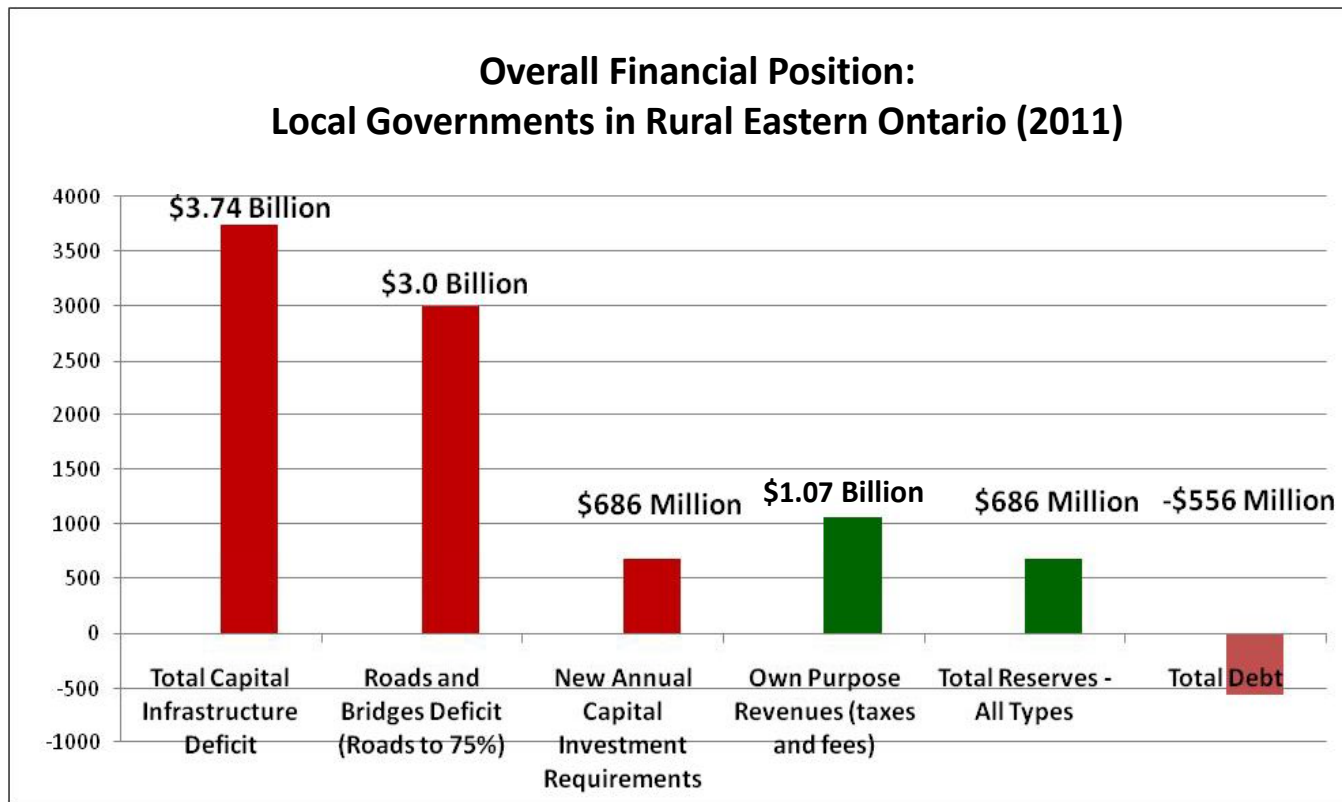
Total Annual Investment Required to Maintain Assets and Address Capital Infrastructure Deficit	Based on 2011 Data (\$Million)	Projected to 2020 (\$Million)
Annual Costs to Maintain Assets	700	700
Annual Costs to Address Deficit	374	374
Total Annual Capital Infrastructure Inv.	1074	1074
Current Capital Expenditures	388	436
Total Additional Annual CapEx	686	638

*25 year average for multiple asset classes, used replacement cost based on CAGR of 6.5% ;no provision for growth --- focused on maintenance of existing assets
See Page 16 of Municipal Infrastructure White Paper



See Page 18 of Municipal Infrastructure White Paper

Where Will the Money Come From?

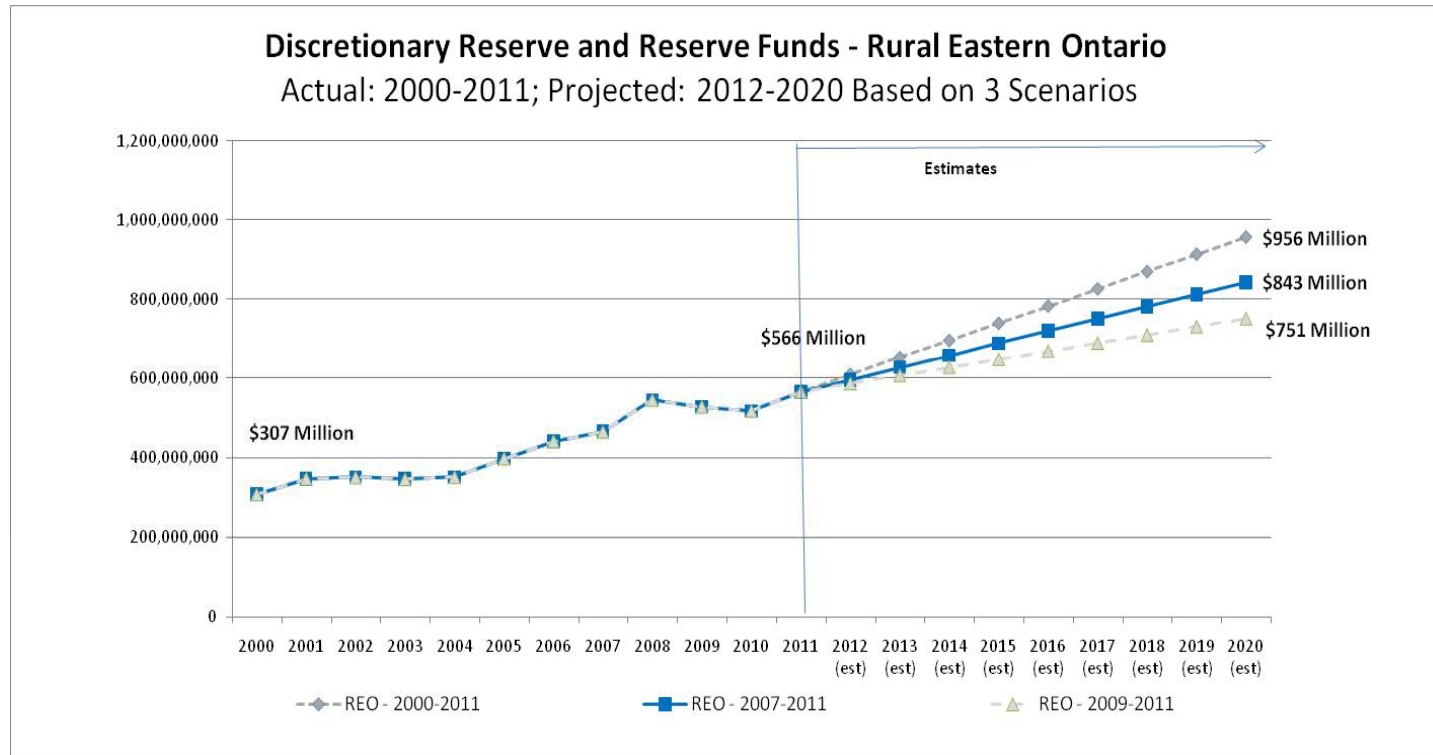


Only three ways to pay:

1. Property taxes 2. Reserves 3. More debt

See Page 5 of Municipal Infrastructure White Paper

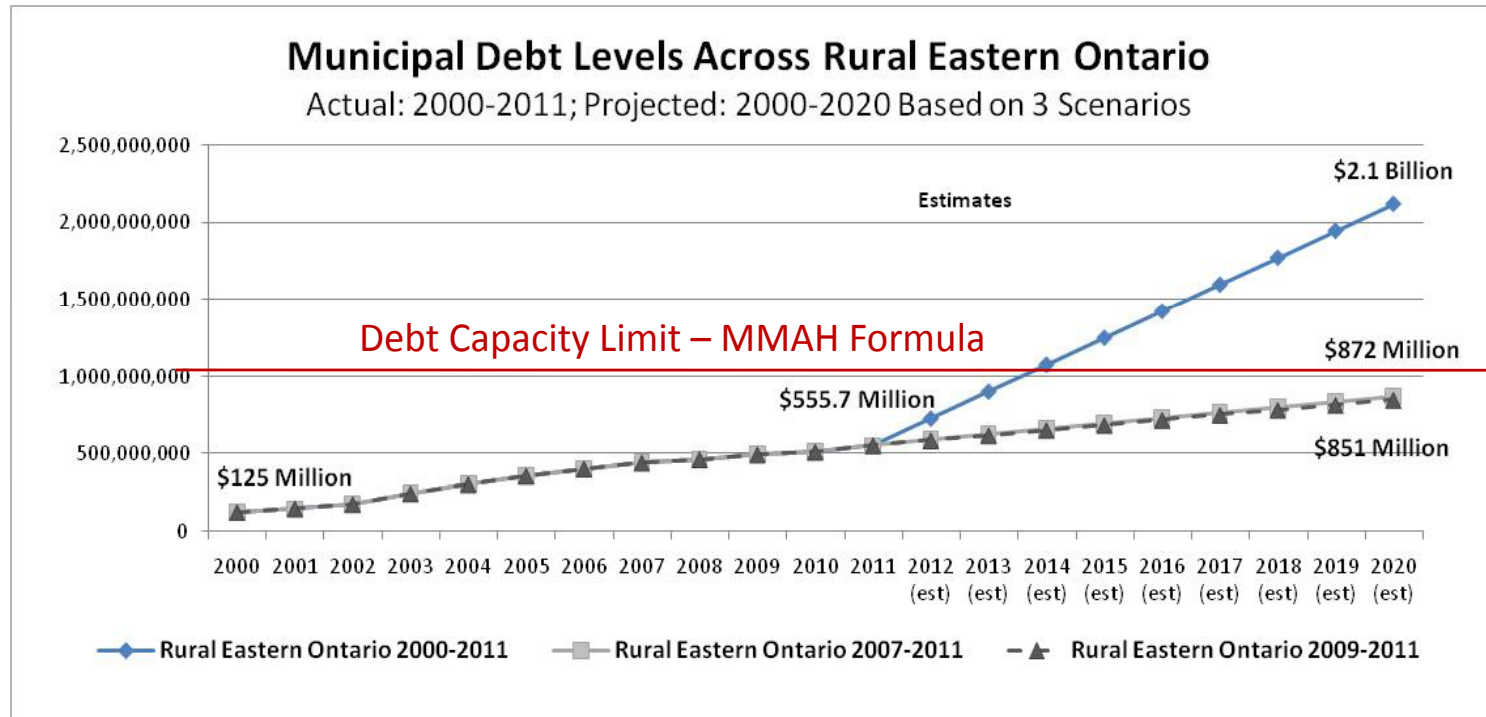
All Reserves Would Be Spent in a Year



Three types of reserves (obligatory, discretionary and reserve funds): **\$686 million (2011)**; targeted for capital projects and associated support cash flow

See Page 27 of Municipal Infrastructure White Paper

Debt Capacity at \$1.14 Billion; \$556 Million in Use; \$575 Still Available... One Year



Available debt capacity varies widely across municipalities; ability to carry debt based on 25% of net revenues; carrying costs of \$234.7 million a year; now carrying \$69.6 million: \$165M savings needed
See Page 21 of Municipal Infrastructure White Paper

Recommendations – Municipal Affordability

Recommendations for EOWC and Constituent Municipalities (p. 33):

- Explore additional shared procurement for bulk products/materials (short and long-term)
- Encourage EORN to explore shared ICT and use of technology in service areas subject to significant cost increases (short and long term)
- EOWC to provide leadership for region-wide program to address operating costs for transportation services (short and long term)
- Explore business case for service body delivering some administrative, technical or other similar municipal services for multiple municipalities (long-term)
- Continue to support regional economic development strategy (long-term)
- Continue to work cooperatively to bring about an agreement on Algonquin land claim; first step in economic development collaboration with Algonquin Nation (long-term)

Recommendations – Municipal Affordability

Recommendations for Province of Ontario (p.34):

- Encourage permanent infrastructure fund for rural areas (S/LT)
- Continued implementation of social services upload to 2018 (ST)
- Provision of royalty stream for Crown lands (S/LT)
- Contain growth in program and service delivery costs (S/LT)
- Simplify and increase predictability in funding formulae, starting with long term care (S/LT)
- Leave Reg. 284-09 as is re: depreciation expense (S/LT)
- Engage with Regional CAOs and Treasurers re: accountability reporting requirements; EOWC to support via perspective of smaller municipalities (S/LT)

Recommendations – Municipal Affordability

Recommendations for Province of Ontario (p.34)

- Work with AMO and EOWC to develop and test non-tax based revenue generating measures
- Develop appropriate property tax rates for all forms of renewable energy
- Broaden definition of transit to include eligibility for municipalities with private or volunteer services supported/ oversight by municipal government
- Work with AMO and EOWC to determine alternative, cost-effective ways to deliver services at the local level and cost-share pilot programs in Rural Eastern Ontario to test ideas.

Recommendations – Municipal Infrastructure

Recommendations for EOWC and Constituent Municipalities (p.29):

- Continued active support for development and implementation of a **regional economic development strategy** (long-term)
- Creation of an **EOWC regional infrastructure task force**, a major component of which would be a transportation infrastructure renewal network (short and long-term); (Appendix A contains possible terms of reference for TIRE)
- Completion of **Asset Management Plans** by year-end as required. (short and long-term)

See Page 29 of Municipal Infrastructure White Paper

Recommendations – Permanent Infrastructure Fund

Recommendations for Province of Ontario:

- Work with Province on design and implementation of infrastructure fund
 - Allocate enough resources to make an impact
 - Define small, rural and Northern by pop. density
 - Make it permanent
 - Make it non-competitive
 - Make it predictable
 - Apply transparent allocation formula (NBV)
 - Give municipalities responsibility for own priority setting
 - Ensure accountability for use of public funds; straight-forward report on disposition of funds
- Continued implementation of social services upload to 2018
- Provision of royalty stream for Crown lands

See Page 31-34 of Municipal Infrastructure White Paper

Conclusion..... With thanks



Report 2013-147

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Angelique Tamblyn
Executive Assistant

Kristin Mullin
Communications Officer

Date Prepared: September 10, 2013

Date of Meeting: September 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:

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

Page 1 of 19

1. City of Kingston, September 11, 2013 – Correspondence from Gerard T. Hunt, CAO Re: City of Kingston Organization Realignment effective September 16, 2013. The City has realigned its corporate structure and responsibilities and provided a revised corporate organization chart. The realignment will provide the opportunity to deliver on the final year of the City of Kingston's mandate and enable it to begin the exercise of planning for the 2015 Council term, enhancing opportunities to integrate community and infrastructure planning, increase the focus on specific strategic projects and integrate sustainability practices into organizational development programs.
2. Ministry of Infrastructure, Ministry of Transportation, September 11, 2013 – Correspondence from the Honourable Glen Murray Re: 2013 Ferry Service Subsidy Allocation - Howe Island Ferry (County). The letter advises that the County has been approved for operating allocation for municipal ferry operations of \$735,000 for 2013/14. For 2013, the ministry will provide equal monthly payments of \$61,275 to the maximum of our subsidy allocation.
3. Ministry of Agriculture and Agri-Food, August 28, 2013 – Correspondence from Gerry Ritz, PC, MP Re: Letter regarding resolution passed by Council concerning the emerald ash borer (EAB). The Government of Canada takes the threat posed by invasive pests such as EAB seriously, and it recognizes the hardships and challenges that this pest presents to all affected stakeholders. Under the authority of the *Plant Protection Act*, the Canadian Food Inspection Agency (CFIA) undertakes actions aimed at preventing quarantine pests from entering into and spreading within Canada. This includes creating regulated areas that are determined based on scientific information. Consistent with the slow-the-spread approach and the Government's direction in Budget 2012, the CFIA's response to EAB is focused on a strategic approach that will include reducing the number and increasing the size of regulated areas in order to control the movement of wood products that present a risk for spreading the pest. The CFIA recently approved an EAB biological control agent for release in Ontario as part of a research project lead by the Canadian Forest Service. The EAB has become established in numerous areas of Quebec and Ontario, compensation is no longer being provided. All efforts are contributing to moving toward an effective strategy to slow down the further spread of the pest into others parts of Canada. For more information visit <http://www.ec.gc.ca/eee-ias/>
4. The Honourable John Gerretsen, MPP Kingston and The Islands, August 15, 2013 – Correspondence from M.P.P. John Gerretsen Re: Thank you for letter dated July 3, 2013 keeping him up-to-date on Council's position regarding the KFL&A Public Health request to raise taxation on cigarettes.
5. The Premier of Ontario, August 9, 2013 – Correspondence from Premier Kathleen Wynne Re: Thank you for the letter informing her of Council's resolution regarding urban forestry and the Emerald Ash Borer. This issue falls under the responsibility of the Honourable David Orazietti, Minister of Natural Resources. A copy of the letter has been forwarded to him. She welcomes council's input on this and any other issue of provincial concern.
6. Ministry of Health and Long-Term Care, August 7, 2013 – Correspondence from Minister Deb Matthews Re: Funding. The Ministry of Health and Long-Term Care has approved a planned one-time funding of up to \$233,854 for the County of Frontenac for the 2013/14 fiscal year for dedicated nurses to receive ambulance patients at locally selected hospitals.

7. Ministry of Economic Development, Trade and Employment Accessibility Directorate of Ontario, August 1, 2013 – Correspondence Re: Ontario's Accessibility Standards What you need to know: Summer 2013. The five accessibility standards are now law. Ontario has five accessibility standards in place under the Accessibility for Ontarians with Disabilities Act (AODA):

- Customer Service
- Employment
- Information and Communications
- Transportation
- Design of Public Spaces

The Report was due on December 31, 2012. To learn more visit Ontario.ca/AccessOn. Click on the AODA Compliance Wizard to find free tools and resources

8. Ministry of Economic Development, Trade and Employment Accessibility Directorate of Ontario, July 24, 2013 – Correspondence Re: Reminder about 2013 accessibility reporting and Reporting Questions for the Integrated Accessibility Standards Regulation (IASR) for Municipalities and Public Transportation Providers. Designated public sector organizations must file an accessibility compliance report regarding the IASR online by December 31, 2013. For more information contact the AODA Contact Centre, Service Ontario, 1-866-515-2025 or visit Ontario.ca/AccessON

Other Correspondence:

1. Councillor Denis Doyle, September 12, 2013 – Correspondence from Councillor Doyle Re: 2013 AMO Counties, Regions, Single Tier (CRST) Symposium, October 24 and 25, 2013 in Oshawa, Ontario. A motion may be forthcoming to authorize one or more Councillors to attend this symposium. <http://www.amo.on.ca/AMO-PDFs/Events/RegandFlyer.aspx>
2. Ontario Power Authority, September 11, 2013 – Correspondence from Andrew Pride, VP Conservation Re: County of Frontenac is a finalist. The Ontario Power Authority is pleased to extend congratulations to County of Frontenac on being a 2013 Community Conservation Awards finalist. The municipality has made a significant commitment to energy conservation and our actions are helping to promote a culture of conservation across the province. Award winners will be announced at the Association of Municipalities of Ontario (AMO) Local Authority Services (LAS) Community Connection Symposium on December 6, 2013 in Toronto. A complete list of finalists can be found at <http://www.powerauthority.on.ca/opa-conservation/community-conservation-awards>
3. St. Lawrence College, September 9, 2013 – Correspondence from Glenn Vollebregt, President and CEO Re: St. Lawrence College 2012-2013 Annual Report. The Annual Report summarizes and highlights significant achievements and events to stakeholders and community partners, as well as the St. Lawrence College staff. <http://www.stlawrencecollege.ca/about/college-reports-and-policies/annual-report/annual-reports/>

4. Northern Frontenac Community Services, September 5, 2013 – Correspondence from Don Amos, Executive Director Re: Invitation to attend the Northern Frontenac Community Services Corporation 38th Annual Meeting on September 26, 2013, 6:30 p.m. at the Christian Education Building, 1035 Wagarville Road, Parham. RSVP by September 18, 2013.
5. KFL&A Public Health, August 22, 2013 – Correspondence from Dr. I.M. Gemmill Re: KFL&A Public Health 2012 Annual Report. The report showcases the many highlights and achievements of KFL&A Public Health throughout 2012. For more information visit www.kflapublichealth.ca
6. Railway Association of Canada, August 21, 2013 – Correspondence from Michael Bourque, President & CEO Re: Rail Safety Information for Communities. The Railway Association of Canada (RAC) represents some 50 goods, tourist, commuter and intercity rail businesses in Canada and their more than 32,000 employees. Railways in Canada regularly share information on commodities handled, including dangerous goods, with responsible authorities such as municipal officials and responders. This is done to ensure municipal emergency planners and responders are properly trained to work with industry experts and qualified contractors in developing effective and realistic emergency response plans and to be capable of reacting if an incident were to occur. They have provided an Update on Railways in Canada. Visit www.railcan.ca or call Dan Rogers 613-564-8108
7. Enbridge, August 16, 2013 – Correspondence from Dave Lawson Senior Project Director Re: Enbridge's Line 9B Reversal & Line 9 Capacity Expansion Project. For more information visit www.neb-one.gc.ca or call 1-800-899-1265.
8. Frontenac Stewardship Foundation, August 9, 2013 – Correspondence from Gordon Rodgers, President Re: Thank you for support. The Frontenac Stewardship Foundation would like to express their support of the good work of County staff and the Frontenac Sustainability Program and would like to thank Council for their support of this program. It is the hope of the Frontenac Stewardship Foundation that the County recognizes the importance of this type of partnership program and will continue to fund it.

AMO Member Communications:

1. News Releases
 - Town of Richmond Hill Receives AMO Gas Tax Award (August 21, 2013)
 - City of Port Colborne Receives AMO Gas Tax Award (August 21, 2013)
 - City of Barrie Wins AMO Gas Tax Award (August 21, 2013)
 - 1,600 Municipal Leaders Meet in Ottawa (August 20, 2013)
 - 1,600 Municipal Leaders heading to Ottawa for the 2013 AMO Conference
2. AMO Breaking News & Policy News
 - Siting Large Energy Generation
 - Initial Comments re: Proposed Waste Reduction Act and Waste Reduction Strategy
 - Town of Richmond Hill Receives AMO Gas Tax Award
 - City of Port Colborne Receives AMO Gas Tax Award
 - City of Barrie Wins AMO Gas Tax Award
 - Colonel (Retd) Chris Hadfield at 2013 AMO Conference
 - Minister Jeffrey Remarks at 2013 AMO Conference

- Premier's Remarks at 2013 AMO Conference

3. Watch Files

http://www.amo.on.ca/WCM/AMO/AMO /About/Watch_File.aspx

- July 25, August 1, 8, 15, 22, 29, September 5, 12, 2013

FCM Member Communications:

1. News Releases

- Statement by FCM President following today's release of National Household Survey (NHS) (September 11, 2013)
- New Infrastructure Programs Must Meet Cities and Communities' Needs (September 7, 2013)
- Municipal leaders call for concrete federal action on rail safety (August 23, 2013)
- FCM President calls for partnership among all orders of government to fix Canada's housing system and protect economy (August 20, 2013)
- Municipal leaders approve rail safety principles at first National Working Group meeting (July 29, 2013)
- Statement by FCM President following Prime Minister Stephen Harper's announcement of changes to the federal Ministry (July 15, 2013)

2. PCP News

- Partners for Climate Protection (PCP) News Digest (July 24, 2013)

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

- Minutes of June 14, 2013 (see attached)

C Agency/Board Minutes:

1. Kingston Frontenac Public Library Board Minutes

- Nil

D The following items of correspondence require action:

- Kingston Frontenac Public Library, September 10, 2013 – Correspondence from Patricia Enright, Chief Librarian/ Chief Executive Officer Re: Request to Proclaim the month of October 2013 as Public Library Month 2013.
- CUPE SCFP Ontario, August 27, 2013 - Correspondence from Fred Hahn, President, CUPE Ontario and Sheila Olan-MacLean, President, OCBCC Re: Request to Proclaim October 30, 2013 as Child Care Worker and Early Childhood Educator Appreciation Day. This year will mark the 13th Anniversary of their Awareness Day which recognizes the education, skills, commitment and dedication of Early Childhood Educators and Child Care Staff. Such a day allows the community to recognize the work of various groups and to acknowledge the contributions they make in the lives of community members.

- Autism Ontario Kingston, July 29, 2013 - Correspondence from Patti Lochnan Kingston Re: Request to Proclaim October as Canadian Autism Awareness Month.

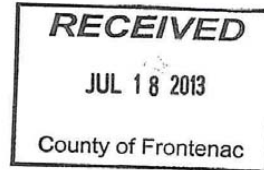
E County of Frontenac Outgoing Communications:

1. Media Releases:
 - Media Release: Frontenac County Seeks Public Input on First Draft of Official Plan (July 31)
2. E-Newsletters
 - July and August editions of Frontenac County Bytes (attached)

APPENDIX A

As of July 18, 2013, County staff began receiving the following signed petition through the mail. To date 100 signatures have been collected.

Petition



Dear Frontenac County Council

It is our understanding that you want to reduce our ambulance services by 4,380 hours per year despite the fact emergency calls increase every year.

An Emergency is a serious, unexpected, and often dangerous situation requiring immediate action: It is something you can't reduce by spending less.

As residents of this community we urge you not to reduce my ambulance service. It could cost me or my loved ones their life.

Name	Address	Signature

Don Silver	705 Pearson St. Kingston	[Signature]
Sherrida Edmunds	705 Division St	[Signature]
Ashley SCALETA	705 Division St. King.	[Signature]
Gord Boulton	705 Division St - King	[Signature]
CYMC [Signature] #247	" "	[Signature]
Dean Hughes	" "	[Signature]
Kelly Fawcett	" "	[Signature]
TRENT THASHER	" "	[Signature]
Don Attwood	" "	[Signature]
F.I. Wink	" "	[Signature]
Kyle Brown 334	" " " "	[Signature]
[Signature] #226	" " " "	[Signature]

Please mail the signed petitions to: County of Frontenac 2069 Battersea Road, Glenburnie, Ontario, K0H 1S0

Petition

RECEIVED

JUL 22 2013

County of Frontenac

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Name

Address

Signature

AL WEATHERBY

Kingston On

PAUL RANAY

CANAL DR

DONNA WILSON

Kingston

Mike Alarie

South Frontenac - Maple Hill -

Robin Butler

KINGSTON

Bill Greenwood

Kingston

Carrie Gordon

ELGIN

Ron Hoover

Kingston

Wade

Seeleys Bay

Steve Berdis

Kingston

Donna Russell

Seeleys Bay

Carrie-lee Smith

Kingston

TARS A222

Please mail the signed petitions to: County of Frontenac 2069 Battersea Road, Glenburnie, Ontario, K0H 1S0

Karen Lara

Petition

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Name	Address	Signature
DAKELANDER	180 JONAS ST	[Signature]
SMITH	Augusta Dr Kingston	[Signature]
Jay [Signature]	Washburn Rd	[Signature]
ROB GRAFF	850 ROCDALE DR. KINGSTON	[Signature]
Priscia King	R.R.#6 Kingston	[Signature]
PAT GUERREAU	ELMER AVE	[Signature]
Erin Salonen	26A Colonel By Dr	[Signature]
Chris Carmichael	740 Mottfield Coad	[Signature]
M. Miller	1516 Dundas Dr	[Signature]
Lindsay Gibbs	Marian Crescent	[Signature]
S. HANMORE	4368 Sutherland R	[Signature]
Sarah Mean		
Shannon O'Brien	1565 Station Rd	[Signature]

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Name	Address	Signature
Tosh Serson	Kingslon	Tosh Serson
Richard Cameron	372 Glen Castle Dr	Richard Cameron
Chris Mackay	131 Main St. Sealey's Bay	Chris Mackay
P. Truff	HWY 15	P. Truff
John Thresh	419 College St	John Thresh
Pat Murphy	1012 Greenwood Park Dr	Pat Murphy
Tom Smith	Jouvenille Rd.	Tom Smith
Amber Westendorp	Sealey's Bay	Amber Westendorp
Sandi Bruff	1830 Canal Dr.	Sandi Bruff
Gladys Cooke	1014 Cunningham Rd.	Gladys Cooke
Tom Villenau	5088 Hwy 15	Tom Villenau
Donna Russell	11	Donna Russell
DON BERNARD	492 Kristan Mills Rd	DON BERNARD

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Name	Address	Signature
Candy Chapman	1745 Marian Crer	Candy Chapman
Julie Hupson	525 Robert Hogan Lane	Julie Hupson
Lynn Moore	12 Easy Lane	Lynn Moore
~~Heather Harpell~~	2707 Hwy #15	Devin Waterman
Heather Harpell	1050 John F. Scott Rd.	Heather Harpell
R. KELLETT	1339 Sunny Rd Kingston	R. Kellett
F. Dykstra	15 Percipia Kingston	F. Dykstra
T. Hechster	Kingston	T. Hechster
Dan Austin	1019 Woodhewer Dr	Dan Austin
C. Coburn	3320 Accommodation Rd.	C. Coburn
M. J. D. Halpinshel	2239 Oak of Man Rd Kingston	M. J. D. Halpinshel
Carolyn	Battersea Rd	Carolyn
P. Truette	1014 Cunningham Rd	P. Truette

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Name	Address	Signature
Justin Clarke	1690 Code St.	[Signature]
MARY Dunlop	1398 Hwy. 15	[Signature]
Lise Porter	511 Kildistone	[Signature]
Carl Drexler	3694 Accommodation Rd	[Signature]
Todd Casserell	521 Aragon Rd	[Signature]
KATHY FRASER	FERMAN Rd	[Signature]
Tammy Phillips	Isle of Man Rd	[Signature]
Tanya Morey	Woodburn Rd	[Signature]
Robert Boudreau	Woodburn	[Signature]
Cassie Hunter	1767 Jackson Mills	[Signature]
Ron Riley	51826 Hwy 15	[Signature]
Linda Levesque	3912 Woodburn Rd	[Signature]
Chris O'Brien	1565 Station Rd.	[Signature]

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Name	Address	Signature
Tabitha Serson	6-71 Compton St.	Tabitha Serson
Dexter Gaskin	820 River Hwy	Dexter Gaskin
R. Carqueez	79 Hillcrest	R. Carqueez
J. Hoover	1st of Mon Rd	J. Hoover
LaSteyant, Rex Frew	House Island	LaSteyant, Rex Frew
Donna Haymans	Paul Blvd	Donna Haymans
Carolyn McDonald	60 Kennedy Cir	Carolyn McDonald
Carol Giddens	215 Quaker Rd	Carol Giddens
Crystal Cooper	689 Kingston Mill Rd	Crystal Cooper
Donna Russell	5088 Hwy 15	Donna Russell
Heather Hartwig	Bath	Heather Hartwig
Dee Morrison	Kingston	Dee Morrison

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RECEIVED

JUL 23 2013

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Name	Address	Signature
Lyndi Crampton	1216 Iris Drive Kingston	[Signature]
Sheila Salk	257 Vanguard Ct	[Signature]
LISA GIBSON	2797 Orsec Road	lin gib
Lestey Furter	406 Elmwood St.	[Signature]
Andrea Moore	171 Westburg Ave	[Signature]
Naomi Powley	708 Front Rd	Naomi Powley
Colen R Smith	247 Bath Rd	[Signature]
Marlene Lyons	1072 Hickorywood Cres.	Marlene Lyons
Scandra Green-Russell	4692 Glenview Rd	[Signature]
Debbie Bates	700 Division St	[Signature]
Karen Pritchard	733 Ashley Crescent	[Signature]
LINDA PROVOST	263 MEADOWCREST Rd	[Signature]

Please mail the signed petitions to: County of Frontenac 2069 Battersea Road, Glenburnie, Ontario, K0H 1S0

Staff received the following email on August 10, 2013;

Dear Warden Gutowski,

My name is Dr. Staveley and I'm descendant of the Anglin family from Kingston, ON. The Anglin family of which Anglin Bay is named after, my great-great Grandfather Anglin was a running-mate of Sir John A. MacDonald in local politics. Additionally, I'm a 4th Generation Queen's Graduate. I present this historical context to you to provide support for my statement when I say that I am a proud Kingstonian. Growing up in the Greater Kingston Area, I was always proud to be affiliated with Frontenac County.

However, your recent actions with regards to the running of Frontenac County have left an extremely bad taste in my mouth and frankly I'm embarrassed that you are at the helm of the government that are the trustees of such a fantastic area of Canada.

Having been a resident of the United States for the past 4 years, I have seen first hand how privatization and cutbacks in medical services are only a short-term solution. Because of your shortsightedness I am deeply concerned that Frontenac County will now be starting down a similar path.

I have sent letters to representatives in the Ontario Provincial Government and other colleagues of mine in the various Governmental Departments (of which I deal with regularly) to encourage them to take this kind of decision out of the hands of near-sighted county Governments. Upon reflection, I should probably be thanking you as your actions make this kind of decision much much easier for them.

Because of your actions, I am now concerned that my relatives will not have the same access to emergency care that they once did and because of the decreased amount of emergency services their health is in risk. Is this going to be similar to the case in Toronto where an elderly person died waiting over 3 hours for an ambulance?

With Deep Sadness,
Dr. Mark Staveley
Sammamish, WA

Though it is impossible to track all of the public comments made online through social media and news media message boards, the following provides some:

A new Facebook page has been created titled "**OPSEU Local 462 - Standing Up for Public Safety**". The page presently has 167 followers.

The following twitter feeds were tracked following the August Kingston City Council meeting.

Kingston Whig Standard Live Twitter Feed Re: Paramedic Cuts

"They had already planned to lay people off," Baker said. [#ygkc](#)

[@MayorOfKingston](#) asks if the county came to union with talk of financial troubles. Baker said there was mention of training cuts [#ygkc](#)

Baker said the county is using the vehicle to lessen average response times and to justify cuts. [#ygkc](#)

Baker said the emergency response vehicle is not as equipped as an ambulance, but does have some life-saving equipment. [#ygkc](#)

The veteran died. Glover questions if that could have been prevented. [#ygkc](#)

Glover said during a recent memorial service a veteran collapsed and the emergency vehicle responded and an ambulance was later. [#ygkc](#)

The vehicle is not equipped to treat patients, but simply "stops the clock" on how long it takes for EMS to respond. [#ygkc](#)

Baker said it pertains to response time standard set by the county and an emergency response vehicle which is mobile (1/2) [#ygkc](#)

Coun. Bill Glover points to a suggestion made by Baker to "fudge" the statistics kept by the county. [#ygkc](#)

Baker said the county doesn't want the union to have any information regarding the spin-off effects of the cuts. [#ygkc](#)

Baker said the county wanted to put a "gag order" on the union to keep the media from the news of layoffs. [#ygkc](#)

Coun. Kevin George asks if OPSEU was consulted prior to the decision to make cuts. Baker said no, there was no conversation. [#ygkc](#)

Baker said delays can affect all emergency personnel in [#ygk](#). [#ygkc](#)

[@JimNeill3](#) also said he's hearing [@KtownFire](#) personnel are being increasingly tied up in calls waiting for ambulances [#ygkc](#)

Baker said an ambulance at Sydenham is being pulled into [#ygk](#) to attend calls. [#ygkc](#)

Baker said that ambulance is a 12-hour day vehicle, which is then charged to the county when used [#ygkc](#)

Coun. [@JimNeill3](#) said one explanation from the county was that Amherstview now has an ambulance. [#ygkc](#)

Baker said Frontenac County is the first to reduce service in the province. #ygkc

"What they fall back on is the minimal standard," Baker said. "But what ever happened to exceeding the minimum standard?" #ygkc #ygc

Baker said county administration cite rising cost to justify cuts, which isn't proven. #ygkc

Baker said for certain emergencies, a delay could mean the difference between permanent damage to a patient or death. #ygkc

He said ambulances from the county are being required for calls in #ygc, and city ambulances are required in the county. #ygkc

With millions in surplus, Baker said he doesn't understand why the county has made the decision to cut an ambulance. #ygkc

Baker said there have been daily delays in response times in #ygc. He gives recent actual examples. #ygkc

Baker blames the county for making a decision to cut an ambulance at Palace Road, putting residents at risk #ygkc

Now, #YGC will hear from Terry baker, president of OPSEU Local 462, on the reduction of land ambulance service in the County #ygc

The Kingstonist Live Twitter Feed Re: Paramedic Cuts

Mayor Gerretsen asks if the county approached the union about cost measures. Baker says there were hints, but no direct asks. #ygkc

Coun. Hector asking about response time best practices. Baker says highest is 6 minutes, 78%. Frontenac is very low on list. #ygkc ^TV

Downs asks Baker to confirm equipment on board ERV. It's not fully equipped as an ambulance and doesn't have the time. #ygkc ^TV

By arriving on scene, even without care, they can meet the response time expectations, despite not helping with care. #ygkc ^TV

Baker says there's a car on the road, the Emergency Response Vehicle, who responds and doesn't provide care. #ygkc ^TV

Baker says that it was up to each county to determine what a success rate was. Could be 10%, could be 70%. #ygkc ^TV

Coun. Glover asking clarification on response times. Wants elaboration on the vehicle that's on the road to "stop the clock" #ygkc ^TV

Baker says he's worked at Sydenham since opening, it's empty 70%, Adds that the county won't let them release data citing privacy. #ygkc ^TV

Coun. George asks Baker for a report detailing how the changes are affecting the people of Kingston. #ygkc ^TV

Coun. George asks if Baker consulted with the county before the decisions were made. He says they weren't. #ygkc ^TV

Baker says that they've tried to change response roles so there's less double-responses. Those changes have been cancelled. #ygkc ^TV

Coun. Neill says that often, firefighters are responding to calls in place of paramedics - tying up their time. #ygkc ^TV

Coun. Neill asks about an extra vehicle in Amherstview. Baker confirms that vehicle does answer calls; bills Frontenac for them. #ygkc ^TV

Baker says 6,000 signatures are on a petition to keep svc the same. Mayor Gerretsen goes to cut him off "bang on" as he finishes. #ygkc ^TV

Baker suggests that these changes aren't about money; that there may be an ulterior motive. #ygkc ^TV

Baker says the promised seamless system doesn't work as promised, because there aren't enough vehicles. #ygkc ^TV

Baker says that residents have told him people move here because we have good healthcare; this cut will affect that. #ygkc ^TV

Baker says that citizens in Kingston will see delays in ambulance response. In some emergencies, that delay could mean death. #ygkc ^TV

Baker says that Sydenham's new vehicle is often coming into city, leaving no ambulance between the city and Parham. #ygkc ^TV

Baker says there is enough money in the surpluses to cover the costs. #ygkc ^TV

Baker says that in the first week after the reductions, the county returned a vehicle just to meet response times. #ygkc ^TV

We're into a briefing from Mr. Terry Baker, President of OPSEU Local 462 on the reduction of service at Palace Road Station. #ygkc

Shauna Dunn Live Twitter Feed Re: Paramedic Cuts

@LindaERobb @x2bear Same one...just sending it out again to hopefully get more signatures!

@kingstonist Just 2 clarify...ERV staffed by paramedic who can INITIATE treatment but can't TRANSPORT patient(s) 2 hospital! #definitivecare

Great job by President Baker @ #YGKC mtg tonight. Thanks to @MayorOfKingston for giving our group permission 2 exit early! #EMScuts #decorum

#OPSEU Local 462 President/Paramedic, Terry Baker, to address #YGK council tonight re: ambulance cuts. Join us & STAND UP FOR PUBLIC SAFETY!

X2Bear live Twitter Feed Re: Paramedic Cuts

@MayorOfKingston What segment does the bill from the County of Frontenac for EMS land ambulance service reside? and how much % & \$ is that?

Great presentation by Frontenac County Paramedic union President to Kingston City Council tonight. Cuts hurt everyone!

Great job by President Baker @ #YGKC mtg tonight. Thanks to @MayorOfKingston for giving our group permission 2 exit early! #EMScuts #decorum

#OPSEU Local 462 President/Paramedic, Terry Baker, to address #YGK council tonight re: ambulance cuts. Join us & STAND UP FOR PUBLIC SAFETY!

@x2bear #ygkc Bet you didn't know that the EMS admin have 3 \$70,000 vehicles that they use for commuting to/from work & personal use, too!!

@x2bear Bet you didn't know 28% of 14 EMS admin maxed out their sick time and only 6% of the 81 full-time paramedics!!! HOLY #JUKEtheSTATS

@x2bear not replacing 2 sick paramedics on a night shift to save money still leaves #ygk with one less ambulance on the road! #thinkABOUTit

@x2bear #ygk PRU is a stop the clock vehicle... We need transporting ambulances not stats games.

Terry Baker prez. Local 462 explains you might as well flip a coin. 48% of the time you will see ambulance in 6min. pic.twitter.com/hvpnS0qR8Y

Heading in to #ygk city council meeting to speak to the ambulance cuts!
pic.twitter.com/WUXeKMggQJ

check out Local 462 Facebook page to read more about ambulance cuts in #YGK
<https://www.facebook.com/pages/OPSEU-Local-462-Standing-Up-for-Public-Safety/121413261389324> ... #TAKEaSTAND

If you care about ambulance service in #ygk show ur support at city council meeting tonight a 7! sign petition here. <https://www.change.org/en-CA/petitions/county-of-frontenac-stop-the-ambulance-cuts-2> ...

Local Paramedic union president 2 address #YGK city council 2nite re ambulance cuts! County warden declined invite! <http://www.thewhig.com/2013/08/09/warden-turns-down-city-council-invite> ...



September 10, 2013

County of Frontenac
2069 Battersea Road
Glenburnie ON K0H 1S0

The Kingston Frontenac Public Library is asking the County of Frontenac to proclaim the month of October 2013 as Public Library Month 2013.

The draft wording of the proclamation is as follows:

PROCLAMATION
Canadian Library Month - October 2013, and
Ontario Public Library Week - October 20-26, 2013
Libraries Connect

WHEREAS the public library offers access to information; and

WHEREAS the public library supports personal growth, economic renewal and quality of life; and

WHEREAS we recognize that the board and staff of the Kingston Frontenac Public Library provide a vital service to our community

THEREFORE I HEREBY PROCLAIM the month of October 2013 to be Public Library Month, and I encourage every person to use the public library this month and throughout the year.

Sincerely,

Patricia Enright,
Chief Librarian/Chief Executive Officer

130 Johnson St. • Kingston, ON • K7L 1X8 • Phone: 613.549.8888 • Fax: 613.549.8476

www.kfpl.ca

Information inspiring imagination



80 Commerce Valley Drive, East., Suite 1
Markham, ON L3T 0B2
Phone: 905-739-9739 • Fax: 905-739-9740
Web: cupe.on.ca E-mail: cupeont@web.net

August 22, 2013

To Mayors and Councils,

We are writing to ask that you and your Council endorse a day of recognition for the many people who work providing care to children in your community. This year will mark the 13th Anniversary of our Awareness Day which recognizes the education, skills, commitment and dedication of Early Childhood Educators and Child Care Staff.

The Ontario Coalition for Better Child Care (OCBCC), the Canadian Union of Public Employees (CUPE) and our other labour partners representing child care workers across Ontario are asking that Wednesday, October 30, 2013 be proclaimed as *Child Care Worker & Early Childhood Educator Appreciation Day* in accordance with the attached resolution.

Many groups are recognized by way of Municipal Resolution. Such a day allows the community to recognize the work of various groups and to acknowledge the contributions they make in the lives of community members.

Many children, families and communities benefit from the work of child care workers. Child care also contributes to the economic life of communities. Research shows the many economic benefits accrued from affordable, accessible high quality child care. These benefits come from the number of people employed in the child care industry and because the availability of child care allows parents to work and to contribute to the economic life of society.

Even if your Council does not issue official proclamations, there are many ways for your municipality to participate in and celebrate this special day. We ask your Council to sponsor public announcements, display our posters and distribute our buttons. Many municipalities also organize events and contests for the day or have Councillors or the Mayor participate in events hosted by child care centres within the municipality. A list of ideas and examples is attached.

We hope that your proclamation of this day of appreciation, or your active support, will encourage and promote a day of community recognition for child care workers. Please fax the attached order to request posters and buttons to help you raise awareness and celebrate.

Please advise us of your participation in this day of recognition so that we can acknowledge your community's role in celebrating child care workers across Ontario on October 30th. Please direct any correspondence on proclamations and/or celebration activities to the attention of Sarah Declerck, by mail: CUPE, 80 Commerce Valley Drive East, Markham, Ontario, L3T 0B2 or by fax at 905-739-3999.

Thank you for your consideration.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Fred Hahn".

Fred Hahn
President, CUPE Ontario
cc: CMSMs/DSSABs

A handwritten signature in black ink, appearing to read "Sheila Olan-MacLean".

Sheila Olan-MacLean
President, OCBCC



**13th Annual Child Care Worker & Early Childhood Educator Appreciation Day
October 30, 2013**

Ideas to Recognize the Day

- ★ Support the resolution declaring October 30th Child Care Worker & Early Childhood Educator Appreciation Day.
- ★ Distribute buttons and posters – visit www.childcareontario.org for an order form for free materials including posters and buttons.
- ★ Host an appreciation breakfast, lunch or dinner.
- ★ This year our theme "Let's Rethink Child Care: Together We Can Make It Better" invites child care advocates to actively participate in a National multi-year campaign to put child care back on the agenda. The first step is for municipalities, schools, child care centers, workers, parents and other child care advocates to host a "kitchen table conversation". Please visit the campaign website at www.rethinkchildcare.ca to learn more about how to host a "kitchen table discussion".

Municipalities

- ★ Encourage local Councilors to tour a child care centre or early learning program to learn more about the work of ECE's. Event could also generate media coverage in local papers.
- ★ Take out an ad in the local newspaper.
- ★ Take nominations from local child care centres for outstanding staff to be recognized by the Mayor through a letter, announcement or event.
- ★ Distribute information on the day to all centres and agencies with child care staff.
- ★ Organize a community-wide celebration to recognize individual staff or centres and programs.

School Boards

- ★ Encourage school board trustees to tour an early learning program to learn more about the work of ECE's. Event could also generate media coverage in local papers.
- ★ Arrange to have the day announced on the school PA with the morning announcements.
- ★ Notify parents in advance. Set up a "Wall of Fame" for parents to help in writing words of thanks to each of the staff. Laminate afterwards for the staff to keep.
- ★ Notify other staff in the school and host an event with cake or dessert in the staff room.

1 of 3

Local Child Care Centers, Boards of Directors

- ★ Distribute carnations to staff working in child care centres.
- ★ Start the day right with a breakfast. Distribute buttons and posters and certificates of appreciation to all staff.
- ★ Have the board of directors take the staff out for dinner and an evening of fun.
- ★ Host an afternoon tea party (with desserts provided by parents) for all the staff and children.
- ★ Host coffee, tea, and treats from 4:00 pm. to 7:30 pm. to accommodate staff finishing shifts.
- ★ Give each staff member a certificate of appreciation.
- ★ Have the board of directors send out a notice to each family and ask that they contribute a fruit, jam, tea, to fill a basket for all the staff.
- ★ Have the Board of Directors provide homemade cards and chocolates.
- ★ Make a bulletin board with posters and place the certificates of appreciation on the board.
- ★ Host a Child Care Worker and Early Childhood Educator Appreciation Day event with a guest motivational speaker and refreshments.
- ★ Set up a "Wall of Fame" for parents to help in writing words of thanks to each of the staff. Laminate afterwards for the staff to keep.
- ★ Have the board of directors send a letter to all families and board members accompanied by a cut-out of a hand. Ask parents to write a note to staff on the hand as a way of "giving the staff a hand" for a job well done. Then display the hands in the centre.
- ★ Put up a big poster with the staff's 'bios' and photo and have the parents sign a message on it.
- ★ Distribute cards hand made by children and parents.
- ★ Send staff a letter from the board thanking them for their commitment to children and families.
- ★ Make a donation on behalf of the staff to a shelter for women and children in your community.
- ★ Host a pizza lunch for the staff.
- ★ Have the Board of Directors host an evening of celebration for all staff in honour of Child Care Worker and Early Childhood Educator Appreciation Day.
- ★ Have community businesses sponsor the day and give discounts and gifts to all staff or provide door prizes for appreciation events, or gift bag items.

2 of 3

This is just a short list of activities - there are many things you can do to recognize and celebrate the valuable role child care staff play in the lives of children, families and communities. Please contact the OCBCC for further information, posters, buttons and certificates of appreciation.

Ontario Coalition for Better Child Care
Phone: 416-538-0628 x 2 / toll-free 1-800-594-7514 x 2
Email at andrea@childcareontario.org

us/ cope491

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13th Annual Child Care Worker & Early Childhood Educator Appreciation Day

October 30, 2013

Resolution

Whereas years of research confirms the benefits of high quality child care for young children's intellectual, emotional, social and physical development and later life outcomes; and

Whereas child care promotes the well-being of children and responds to the needs of parents, child care workers and the broader community by supporting quality of life so that citizens can fully participate in and contribute to the economic and social life of their community; and

Whereas Many studies show trained and knowledgeable Early Childhood Educators and child care staff are the most important element in quality child care; and that good wages and working conditions are associated with higher job satisfaction and morale, lower staff turnover which leads to high quality education and care;

Therefore Be It Resolved that October 30, 2013 be designated the 13th annual "Child Care Worker & Early Childhood Educator Appreciation Day" in recognition of the education, dedication and commitment of child care workers to children, their families and quality of life of the community.

ns/ Ropt-191



**Child Care Worker and Early Childhood
Educator Appreciation Day
October 30, 2013**

Materials Request Form
Materials are Bilingual (English / French)

- Please send the following items:

Number of Buttons _____

Number of Posters _____

A template Certificate of Appreciation will be automatically sent with each request.

Quantities are limited so please order only what you need! PLEASE PRINT!

Name: _____ Tel.# _____

Organization: _____

Address: _____

City: _____ Prov. _____ Postal Code: _____

Email Address: _____

Return this form by Mon October 21 to:

Fax: 416-538-6737

Mail: OCBCC, 489 College St., Suite 206, Toronto, ON M6G 1A5

E-Mail: info@childcareontario.org



PROCLAMATION

I, (name of Mayor or designate) of the (city of ---) do hereby proclaim

October as Canadian Autism Awareness Month

WHEREAS	October is Canadian Autism Awareness Month; and
WHEREAS	Autism Spectrum Disorder (ASD) affects more than 100,000 Ontarians. Autism Spectrum Disorder is now recognized as the most common neurological disorder affecting 1 in every 94 children, as well as their friends, family and community; and
WHEREAS	ASD is a spectrum disorder, which means it not only manifests itself differently in every individual in whom it appears, but its characteristics will change over the life of each individual as well. A child with ASD will become an adult with ASD; and
WHEREAS	Autism Ontario (formerly Autism Society Ontario) is the leading source of information and referral on autism and one of the largest collective voices representing the autism community. Since 1973, Autism Ontario has been providing support, information and opportunities for thousands of families across the province; and
WHEREAS	Autism Ontario is dedicated to increasing public awareness about autism and the day-to-day issues faced by individuals with autism, their families, and the professionals with whom they interact. The association and its chapters share common goals of providing information and education, supporting research, and advocating for programs and services for the autism community; and
THEREFORE	I (Mayor Name or Designate), do hereby declare October as Canadian Autism Awareness Month.

Dated at (municipality), Ontario this 1st day of October, 2013



Report 2013-149

ADMINISTRATIVE REPORT

To: Warden and Council of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared By: Jannette Amini
Deputy Clerk

Date Prepared: July 22, 2013

Date of Meeting: September 18, 2013

Re: **Administrative Services – Citizen Appointments to Advisory Committees of County Council**

Recommendation

THAT the Council of the County of Frontenac receive the *Administrative Services – Citizen Appointments to Advisory Committees of County Council* report for information;

AND FURTHER THAT County Council approve the Citizen Nominations Policy attached as Exhibit A to this report.

Background

County of Frontenac By-law 2013-0020, being a by-law to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings, authorizes County Council from time to time to appoint special purpose committees, members of which are determined by County Council.

Comment

As noted above, the County of Frontenac Procedural By-law permits County Council to appoint special purpose committees. To date, County Council has authorized the following special purpose committees, most of which are noted in the Procedural By-law as Schedules B1 to B5:

Administrative Report
Administrative Services – Citizen Appointments to Advisory Committees of County Council
September 18, 2013

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- Green Energy Task Force (disbanded)
- Sustainability Advisory Committee
- Trails Advisory Committee
- 150th Anniversary Planning Advisory Committee
- Joint Frontenac Accessibility Advisory Committee
- Finance Committee (disbanded)
- Service Delivery and Organization Review Committee

To date there has been no formal application process put in place for members of the public to put their names forward for membership on these Committees.

By-law 2007-0038, being a By-law to adopt an Accountability and Transparency Policy, Section 3 – Policy Statement states:

Accountability, transparency and openness are standards of good government that enhance public trust. The County achieves this through the adoption of measures that ensure, to the best of its ability, that all activities and services are undertaken utilizing a process that is open and accessible to its stakeholders. In addition, wherever possible, the County will engage its stakeholders throughout its decision making process which will be open, visible and transparent to the public.

In order for the County of Frontenac to ensure it is being open and transparent to all citizens of the County, staff is recommending the adoption of a formal nominations process that would ensure that all citizens have an opportunity to participate on County Committees as citizen appointees.

Staff is recommending that the proposed application form would require the applicant to provide a brief summary of those elements of their education, employment history, experiences and interests which they feel should be considered in support of their application to a specific committee. This would allow Council to determine the most suitable candidates that would bring the best knowledge or experience to the committee agenda. The application requires that applicants be an eligible elector in the County, such as a resident or property owner, or a person with subject matter expertise and some other strong connection to the County. This will help to ensure that the advisory committees that are providing advice to Council on County services and priorities are made up of people that have a good understanding of the Frontenacs and are directly impacted by those services and priorities. It will also help to promote community involvement and participation at the County level.

Sustainability Implications

As noted in *Directions for our Future*, providing an equal and equitable level of service across the County is a priority and that government decision-making processes are clear, transparent, forward thinking and focused on the longer term.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Management
Townships of Frontenac County
Residents of Frontenac County

Exhibit A to Report 2013-149

Policy: The County shall ensure that the appointment of citizen members to all County of Frontenac Committees is open to all citizens of Frontenac County and is done in way that holds the County of Frontenac accountable and transparent to the public.

Objective: To ensure that all County of Frontenac citizen appointments are done on the basis of public advertisement inviting applications by persons for the appointments and submitted to County Council for consideration and approval.

Procedure: Criteria to serve on a Committee:
Every member of a Committee must be either a member of County Council or a person eligible to be elected as a member of County Council, in accordance with the *Municipal Elections Act*. A non-resident with specific subject matter expertise or experience relevant to a Committee may also be appointed. All appointments to Committees of Council are made at the pleasure of County Council.

Municipal Employees for the County of Frontenac, the Townships of South, Central and North Frontenac and Frontenac Islands cannot be appointed to any Committee as a member.

Application:

The Clerk's Office shall arrange for a public notice to be placed in the newspaper, pursuant to the County's Public Notice By-law, on the County of Frontenac website and on the websites of the Townships of South, Central and North Frontenac and Frontenac Islands in September of a Municipal Election year, or as necessary, advising eligible citizens of the various Committee appointee positions available.

All applicants must complete an application on the standard form (A900-C1200-1 – Application Form) and submit to the Clerk's Office.

Applications from persons who were not appointed during the regular appointment process will be kept on file in the Clerk's Office. If a vacancy occurs on a Committee within its term of appointment, the applicant will be contacted and asked if they are still interested in serving. Names of those who continue to have an interest to serve on the Committee shall be submitted to County Council for consideration to fill the vacancy. The Clerk's Office will also re-advertise the vacancy.

Appointment:

Applications shall be considered at a meeting of the Committee of the Whole. Staff will provide members of the Committee with each application and recommendations as required.

Exhibit A to Report 2013-149

Committee of the Whole shall consider the applications and provide direction to staff as to the appointments to be made by resolution to be presented at the next regular meeting of County Council for approval.

The term of appointments shall be determined by the mandate of the committee in accordance with Schedule B to By-law 2013-0020. Committee members will continue to serve on a committee past the expiration of their term until they are replaced.

Renewed membership on a committee is not automatic; any member of the public who wishes to serve for an additional term must submit the approved application form to be considered for re-appointment;

Notifications:

The Clerk's Office will notify all applicants, in writing, of County Council's decision.

Vacancies:

Where a vacancy occurs as a result of resignation or other reasons, the Clerk shall notify the previous unsuccessful candidates to determine whether they wish to let their names be reconsidered for appointment, and arrange for the public notice and advertisements of vacancies including descriptions of roles and responsibilities of Committee members appointed. The **Appointment** process noted above is then followed.

Exhibit A to Report 2013-149



**Application Form
Appointments to Committees**

Please complete this application form in its entirety. Should this application form not be fully completed, the County of Frontenac reserves the right to reject the application. In addition, the provision of any false or misleading information on this application form will be sufficient reason for the County of Frontenac to reject the application or to terminate an appointment.

Please provide the following information:

Name: _____ Address: _____
 City: _____ Postal Code: _____
 Occupation: _____ Date: _____
 Phone (Bus) _____ Phone (Res) _____
 Email address: _____

Mailing Address (if different than above) _____

Requirements:	Yes	No
Please ✓		
Canadian Citizen		
Minimum 18 Years of Age		
Eligible Municipal Elector in the County of Frontenac		
Subject matter expertise		

Please note that most appointments are for four (4) years in accordance with the term of County Council.

Name of Committee to which you are seeking appointment:
 (if more than one, please list in order of preference)

- 1 _____
- 2 _____
- 3 _____

[illegible]

Signature

Or E-mail to: jamini@frontenacounty.ca



Report 2013-150

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO/Clerk

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

Date prepared: July 28, 2013

Date of meeting: September 18, 2013

Re: **Emergency & Transportation Services – Medical Tiered
Response Program – Wolfe Island District Volunteer Fire
Department**

Recommendation

BE IT RESOLVED THAT Council of the County of Frontenac receive this *Emergency and Transportation Services – Medical Tiered Response Program – Wolfe Island District Volunteer Fire Department* report for information; and

FURTHER THAT Council of the County of Frontenac authorize the Warden and Clerk to execute an agreement with the Township of Frontenac Islands to participate in the County Medical Tiered Response Program according to the terms outlined in this report.

Background

Tiered response is recognized internationally as an effective method of coordinating public and/or private safety agencies to provide rapid first response assistance to the public in the timeliest and most efficient manner possible. Tiered response endeavours to send the closest appropriate emergency response agency, to render assistance at the scene of an emergency incident until the primary response agency can arrive. The term *medical tiered response* grew out of an effort to establish a coordinated systematic approach to a medical emergency. Tiered response, as a program, was first

Administrative Report
Emergency and Transportation Services – Medical Tiered Response Program – Wolfe Island District Volunteer Fire
Department
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documented in the *Fifteen Components of an Emergency Health Service (EHS) System*. This includes the provision for a multi-agency response to life-threatening medical emergencies (Tiered Response). This component has been adopted as, and is recommended as being, one of the principles of an effective emergency health system.

The Emergency Health Services of the Ministry of Health and Long Term Care, Office of the Fire Marshal of the Ministry of Community Safety and Correctional Services, and the Ontario Association of Fire Chiefs support the implementation of formal tiered response agreements between public and/or private safety agencies. Such written agreements provide a framework for cooperation between, and coordination of, emergency services at the local level. A team work approach through the coordination of safety agencies can improve the response to specified emergency situations and the overall level of public safety in the community.

Medical Tiered Response Programs have been in place in this area since the mid 1990s. These agreements were developed and authorized between local response agencies (Township Councils), Kingston Central Ambulance Communications Centre, Southeastern Ontario Base Hospital Program and the Ministry of Health and Long Term Care, Emergency Health Services Branch. It has now become clear that Medical Tiered Response Agreements are part of the provincial land ambulance downloading exercise and the County of Frontenac is expected to become a party to any agreements within its jurisdiction.

The guiding principles of a medical tiered response program are:

- To ensure the timely availability of resources to safely and efficiently mitigate a life threatening/public safety incident; and
- To deploy adequately trained and equipped personnel to the scene of agreed upon life threatening/public safety emergencies.

These principles are supported by Frontenac Paramedic Services (FPS). If the primary agency (FPS) cannot respond within an acceptable timeframe, dependent upon the patient's medical condition then a secondary agency should be deployed to ensure the citizen receives appropriate initial medical attention. However, the criteria by which medical tiered response is initiated and the issue of response times for the primary agency must be practical to local concerns.

Several meetings, in late 2006 and early 2007, of a committee including area Fire Chiefs, representation from the Ontario Fire Marshal's office and Emergency Health Services Branch, the Manager of Ambulance Services and Emergency Programs for the County of Lennox and Addington and the Director of Emergency and Transportation Services/Chief of Paramedic Services for the County of Frontenac took place. The issues that were required to be addressed included:

1. Response criteria
2. Allied agency training competencies and skills retention
3. Medical control for delegated acts

4. Equipment maintenance standards
5. Immunization/Personal Protective Equipment

These issues were addressed and an agreement was reached among the parties as follows:

Response Criteria: Five (5) distinct Code 4 criteria are used only, unless the time to respond is anticipated to be greater than 15 minutes and a clear response time advantage can be attained by the local fire department.

Allied Agency Training Competencies and Skills Retention/Medical Control for Delegated Acts:

The local fire department's participating personnel in charge of patient care must have completed and be certified through an approved Ontario Fire Marshal Emergency First Response Course and have completed and are certified by a Medical Director to perform defibrillation if the department is part of a defibrillation program. Certified confirmation of up-to-date qualifications will be provided to the County by the participating fire department's CAO by January 1st of each year.

Equipment Maintenance Standards: All defibrillation equipment must be certified annually by a certified biomedical service. This certification will be made available upon request by the County.

Immunization/Personal Protective Equipment: The local fire department's participating personnel in charge of patient care must have a valid certificate signed by a physician stating that he/she has been immunized against influenza or that such immunization is contraindicated; or has taken the educational review and has not been, and does not intend to be, immunized against influenza by November 15th of each year. Certified confirmation of valid influenza immunization certificates or alternative documentation will be provided to the County by the participating fire department's CAO by January 1st of each year. Additionally, the local fire department's participating personnel will perform routine practices and take additional precautions for the prevention of the transmission of infectious diseases by wearing Personal Protective Equipment.

Comment

Current agreements, or agreements for areas that have not had an agreement, as is the case for Wolfe Island, must be negotiated between UTMs/DDAs responsible for land ambulance delivery and any public agency wishing to participate in a medical tiered response program.

Meetings between the Chief of Wolfe Island District Fire Department and senior staff of FPS have resulted in a request to sign an agreement. The Council of the Township of Frontenac Islands, at its July 8, 2013 meeting, passed the following resolution:

That the Township of Frontenac Islands enter into an agreement with the County of Frontenac for the County Medical Tiered Response Program for the Wolfe Island District Volunteer Fire Department.

Financial Implications

The agreement addresses the issue of the exchange of disposable equipment only. All other costs for participation in this program by any fire service will be the responsibility of the individual Township.

Organizations, Departments and Individuals Consulted and/or Affected

Tim Hawkins, Fire Chief, Wolfe Island District Fire Department



Report 2013-151

ADMINISTRATIVE REPORT

To: Warden and Council of the County of Frontenac

From: Elizabeth Savill
CAO/Clerk

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

Date Prepared: July 28, 2013

Date of Meeting: September 18, 2013

Re: **Emergency and Transportation Services – 2013 Ontario
Association of Paramedic Chiefs Annual Fall Conference**

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this
*Emergency and Transportation Services – 2013 Ontario Association of Paramedic
Chiefs Annual Fall Conference* report;

AND FURTHER THAT the Council of the County of Frontenac authorize the Deputy
Chief-Operations and one (1) Supervisor-Operations to attend the annual Ontario
Association of Paramedic Chiefs Conference in Richmond Hill, Ontario from September
25 to 27, 2013.

Background

The Deputy Chief-Operations and the Supervisors-Operations are members of the
Ontario Association of Paramedic Chiefs (OAPC). The OAPC is a professional
association of land ambulance management personnel in the Province of Ontario.
OAPC initiates studies and sponsors training for its members to carry out their statutory
and leadership responsibilities.

One of the strategic goals of the OAPC is to support mentoring and education to
facilitate succession planning in Ontario land ambulance services. To that end, the
OAPC recently announced an exciting new education program in collaboration with

Administrative Report
Emergency and Transportation Services – 2013 Ontario Association of Paramedic Chiefs Annual Fall Conference
September 18, 2013

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Conestoga College in Kitchener, Ontario. This certificate program will prepare paramedics for career advancement through the ranks of command.

Each year, OAPC hosts a two day annual conference with educational opportunities and a professional tradeshow which rotates within municipalities in Ontario. This year, the conference is being held at the Sheraton Parkway Hotel in Richmond Hill, starting on September 25th and wrapping up with an Awards Gala on the evening of September 26th.

Comment

The 2013 OAPC Fall Conference theme is “Innovative Collaboration”. The two day event includes one day of workshops with speakers throughout the day presenting on: Reducing Response Times (Chief Norm Barrette); Quality Assurance/Performance Standards Processes (Deputy Chief Andre Turbide); and Research Relevance to EMS (Blair Bingham). Day 2 is the business meeting of the OAPC, with presentations on working groups’ updates to performance standards, EMS leadership development and an important presentation on EMS risk management and investigation by Emergency Health Services Branch staff.

This year’s keynote speaker, Dr. David Patrick Ryan, is a consulting psychologist in aging, organizational behaviour, inter-professional and networked practice, and the knowledge to practice process. He will present his research on “Paramedics & Elders at Risk of Independence Loss (Peril) Initiative” and the “Provincial Geriatrics, Inter-professional Practice” and “Inter-organizational Collaboration (GiiC and GiiCPlus)” initiatives in primary and community-based care.

For the past several years, the Deputy Chiefs and Supervisors-Operations have attended the OAPC Annual Conference. With Council’s direction, at its January 16, 2013 meeting, only Directors/Managers are now able to attend a conference and authorization is required from Council for the Deputy Chief-Operations and one Supervisor-Operations to attend the conference this year.

Sustainability Implications

It is important that staff at the County keep abreast and up to date on issues and emerging trends related to municipal government, land ambulance operations and opportunities for excellence.

Financial Implications

Costs for this conference are included in the 2013 Land Ambulance Training, Travel and Conference Fees budget. The OAPC conference costs for full registration, which includes all conference materials, access to all plenary and workshop sessions, the Awards Gala and all breakfasts and lunches is \$550 per person, with hotel accommodations being approximately an additional \$400.

Organizations, Departments and Individuals Consulted and/or Affected

Colleen Hickey, Human Resources Specialist/Labour Relations
Marian VanBruinessen, Treasurer



REPORT 2013-153

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Marian VanBruinessen
Treasurer

Date Prepared: July 31, 2013

Date of Meeting: September 18, 2013

Re: **Financial Services – 2013 Property Tax Claw Back Threshold**

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the *Financial Services – 2013 Property Tax Clawback Threshold* report;

AND FURTHER a by-law be introduced later in the meeting to establish the percentages by which tax decreases are limited for 2013 in respect of properties in the commercial, industrial and multi-residential classes.

Background

Section 330(1) of the *Municipal Act* states that the council of a municipality other than a lower tier municipality may pass a by-law to establish the percentages by which tax decreases are limited for 2012 in respect of properties in the commercial, industrial and multi-residential classes in order to recover all or part of the revenues foregone as a result of the application of Section 329(1) of the *Municipal Act*.

Comment

The claw back percentage is calculated as the total amount of tax in excess of the 5% cap as a percentage of the total of all reductions in a particular class. For example, if the total tax in excess of the cap is \$25,000, while the total of all reductions equals \$150,000, the claw back percentage is calculated as $\$25,000/\$150,000 \times 100 =$

Administrative Report
Financial Services – 2013 Property Tax Claw Back Threshold
September 18, 2013

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16.6667%.

The claw back percentages under Section 330(1) have been calculated as follows:

Capping Claw Back and Retained Percentages			
	Multi-residential	Commercial	Industrial
Claw Back Percentage	0.0000%	38.0841%	75.8136%
Retained Percentage	100.0000%	61.9159%	24.1864%
Total	100%	100%	100%

Financial Implications

The capping and claw back process for 2013 has resulted in the following adjustments between the lower tier municipalities and the County:

Municipality	Multi-Residential Class	Commercial Class	Industrial Class
Frontenac Islands	\$0	\$5	\$0
South Frontenac	\$0	\$-1,097	\$-1,008
Central Frontenac	\$0	\$1,048	\$0
North Frontenac	\$0	\$16	\$1,008
County of Frontenac	\$0	\$28	\$0

Positive amounts represent payments due from a Township to the County. Negative amounts represent payments due from the County to a municipality.



REPORT 2013-154

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill, CAO

Prepared by: Marian VanBruinessen, Treasurer
Paul Charbonneau, Director of Emergency and Transportation Services and Chief of Paramedics

Date prepared: September 11, 2013

Date of meeting: September 18, 2013

Re: **Financial Services – Robertsville Road Land Ambulance Station Project Award of Contract**

Recommendation

THAT Council of the County of Frontenac receive this *Financial Services – Robertsville Road Land Ambulance Station Project Award of Contract* report;

AND FURTHER THAT Council of the County of Frontenac authorize, subject to the satisfaction of the CAO with the final negotiation of the contract, the execution of an agreement with Argue Construction to build the Ambulance Station in Robertsville;

AND FINALLY THAT Council of the County of Frontenac pass a bylaw later in the meeting to amend the 2013 budget to increase the capital budget by \$221,000 for the North Frontenac Land Ambulance Station and transfer \$221,000 from the County Land Ambulance reserve to cover the increase.

Background

The construction of a land ambulance location in North Frontenac was originally considered as a joint project with the Township of North Frontenac fire station. After two years of investigation, that concept was abandoned. As a result, a stand-alone land ambulance station was approved by Council to proceed.

An Expression of Interest was advertised for available land and County Council approved the purchase of a property at Robertsville Road and Road 509.

Administrative Report
Financial Services – Robertsville Road Land Ambulance Station Project Award of Contract
September 18, 2013

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Comment

Proposals for the construction of a new land ambulance station at Robertsville Road were received from the pre-qualified design-build contractors (pre-qualified at the Expression of Interest stage) by the County on September 5, 2013. Details of the Request for Proposals process are provided below:

- Four firms, Argue Construction, Wemp & Smith, BelCon and Mettko Construction, prequalified through the Expression of Interest process
- The deadline for submitting a response to the Request for Proposals (RFP) was September 5, 2013, 3pm. There were no late submissions.
- Several inquiries were received during the RFP response period resulting in the issuance of four additional contract documents, Addenda No. 1-4.
- A total of four firms submitted a response to the RFP document. Technical details of each firm's proposal were submitted, along with a separate sealed envelope summarizing costs associated with delivering the proposal. Cost envelopes were retained by the County Treasurer and opened following completion of the technical review.
- A Proposal Review Committee was formed for the technical review and evaluation. The members were the Project Manager, the Chief, and the Deputy Chief of Operations. A detailed evaluation matrix was completed for each firm. The evaluation notes will be retained on the project file.
- There are no outstanding issues resulting from the RFP process. Design-build firms who were not successful will be provided with a process debriefing, if requested. All inquiries related to the evaluation process will be directed to the Project Manager.
- A financial summary of project and related costs is attached to this report.

The design-build firm who scored the highest number of points in the evaluation is Argue Construction Ltd. The cost of \$503,650 to implement its proposal was the lowest cost received. The Committee considers that the Argue Construction proposal represents great overall value, delivering the best building for the dollar invested. The next step in the process requires the design-build contractor to prepare and submit final design drawings and specifications, based on its proposal after the negotiations of the contractual documents are complete.

Financial Implications

The low bid results in a project budget of \$670,870 which exceeds the amount provided for in the 2013 budget (\$450,000) by \$220,870. A budget amendment is required to address the difference attributable to the changed requirements and timing of the project.

Organizations, Departments and Individuals Consulted and/or Affected

Patrick Thompson, TCMS

Appendix A

**Financial Summary
Robertsville Road Land Ambulance Station**

COST ITEM	BUDGET COST
Professional Fees	\$81,363
Permits, Municipal Charges, Survey	\$3,950
Construction Cost	\$503,650
Other Costs	\$51,686
Contingency	\$30,219
TOTAL	\$670,868



REPORT 2013-155

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Marian VanBruinessen
Treasurer

Date prepared: July 30, 2013

Date of meeting: September 18, 2013

Re: **Financial Services – Proposed 2014 Budget Format**

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this *Financial Services – Proposed 2014 Budget Format* report;

AND FURTHER THAT Council direct staff to present the 2014 budget in the format proposed.

Background

Particular focus is given to the budget presentation with the intent of making the document as clear and transparent as possible.

In 2013 the budget presentation was amended substantially with the approval of Council. However, the number of queries during 2013 discussions suggests further revisions are necessary.

Comment

During the 2013 budget deliberations additional detail was requested by Council. The proposed 2014 budget format recognizes Council's interest in further information and provides a revised level of detail. A proposed listing is included in Appendix A.

Administrative Report
Financial Services – Proposed 2014 Budget Format
September 18, 2013

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In the proposed format, budget detail pages will provide the revenue and expense for each department/work unit. Summary pages will provide the net impact of each department/work unit and any other external agency data. For Fairmount, a separate budget sheet is provided for each funding envelope.

Similar to 2013, the 2014 budget presentation will also include narrative by department which would include:

- General discussion of the department/service
- General legislative framework
- Funding and revenue streams
- Overview and evaluation of staffing - with rationale for current and any increased complement
- Plans for the coming year(s) - once Council completes a comprehensive Strategic Plan, it too can be addressed
- Risks inherent in the budget numbers
- Analysis of year over year trends - projections, etc.

It is further proposed that the narrative portion of the budget be carried in a separate section that refers to the financial budget detail and the latter will all be published together.

Financial Implications

Changes to the budget format require the allocation of staff resources to ensure the necessary programming is amended and the functionality of the systems are maintained.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Management

Appendix A

Proposed 2014 Budget Detail

OPERATING

REVENUE

Provincial/Federal Funding
Investment Income
User Fees
Other Revenue
City of Kingston Contribution
Recoveries
Internal Transfers

TOTAL REVENUE

Transfer from Reserves

**TOTAL REVENUE AND RESERVE
TRANSFERS**

EXPENSE

Salaries
Benefits
Office Supplies and Repair
Medical Supplies and Repair
Equipment Supplies and Repair
Raw Food

Previously listed with supplies

Advertising

Public Relations

previously summarized

EOWC

Travel

Membership Fees

Training Fees, Accommodation, Travel

previously summarized

Conference Fees, Accommodation, Travel

Health and Safety Training

Books, Periodicals

Audit

Legal and Labour Relations

previously summarized

Contracted services

Insurance

Building Maintenance

Communications Supplies, Service and
Equipment

Vehicle Service and Supplies

Rentals, Leases, Penalties and Interest

Utility Costs

External Transfers

Internal Transfers

Grants

Funded Projects

Econ. Dev.-K&P Trail

Small Events
Federal Gas Tax Projects FGT projects will be itemized
Marketing
Other

County reserve transfers
Depreciation

TOTAL OPERATING EXPENSE

TOTAL OPERATING LESS NON CASH
DEPRECIATION

NET OPERATING EXPENSE

CAPITAL
CAPITAL REVENUE
Provincial/Federal Funding
Ontario Trails
City contribution to capital
Capital Donations
City contribution to capital - prior year
Transfer from Obligatory reserve
Reserve transfer
TOTAL CAPITAL REVENUE AND RESERVE
TRANSFER

TOTAL CAPITAL EXPENSE

NET CAPITAL EXPENSE

NET OPERATING AND CAPITAL LEVY

LONG TERM DEBT

REQUISITION
Hydro/Railway Right of way
Payments in Lieu of Taxation
Supplementary Taxes

TO LEVY



Report 2013-161

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

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

Date prepared: August 16, 2013

Date of meeting: September 18, 2013

Re: Emergency and Transportation Services – 2014 Legislated Response Time Performance Plan

Recommendation

RESOLVED THAT the Council of the County of Frontenac accept this *Emergency and Transportation Services – Legislated Response Time Performance Plan* report;

AND FURTHER THAT Council direct the Clerk to introduce a by-law later in the meeting adopting the response time standards as outlined in this report.

Background

At its meeting on September 19, 2012, County Council passed the following resolution:

*Motion #: 256-12 Moved By: Councillor McDougall
Seconded By: Councillor Davison*

RESOLVED THAT the Council of the County of Frontenac accept the Emergency and Transportation Services – Legislated Response Time Performance Plan report;

AND FURTHER THAT Council direct the Clerk to introduce a by-law later in the meeting adopting the response time standards as outlined in the report.

CARRIED

The County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2013:

For the calendar year of 2013, from January 1 to December 31,

i. Designated Delivery Agent (DDA) - SUDDEN CARDIAC ARREST
48% percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the County of Frontenac will endeavour to have a responder equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.

ii. EMS Designated Delivery Agent - CTAS 1
68% percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the County of Frontenac will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.

iii. EMS Designated Delivery Agent - CTAS 2, 3, 4, 5
The County of Frontenac will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within a period of time determined appropriate by the DDA and noted below in Table 1, or as resources permit (level of effort):

Table 1, CTAS 2, 3, 4, 5 EMS Delivery Agent Commitment

CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	65%
3	10 minutes	65%
4	10 minutes	65%
5	10 minutes	65%

Comment

One small amendment to the County of Frontenac's Response Time Performance Time is recommended for 2014. The change simply reflects the language in Regulation 257/00, as amended, regarding Sudden Cardiac Arrest (SCA) and the arrival of an AED.

It is recommended that the County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2014:

For the calendar year of 2014, from January 1 to December 31,

i. Designated Delivery Agent (DDA) - SUDDEN CARDIAC ARREST
48% percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the County of Frontenac will endeavour to have a **person** equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.

ii. EMS Designated Delivery Agent - CTAS 1

68% percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the County of Frontenac will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.

iii. EMS Designated Delivery Agent - CTAS 2, 3, 4, 5

The County of Frontenac will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within a period of time determined appropriate by the DDA and noted below in Table 1, or as resources permit (level of effort):

Table 1, CTAS 2, 3, 4, 5 EMS Delivery Agent Commitment

CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	65%
3	10 minutes	65%
4	10 minutes	65%
5	10 minutes	65%

Sustainability Implications

Good stewardship of the County's financial resources allows for the most appropriate care of our residents and visitors when in need of paramedic services.

Financial Implications

None at this time.

Organizations, Departments and Individuals Consulted and/or Affected



REPORT 2013-163

ADMINISTRATIVE REPORT

To: WARDEN AND COUNCIL OF THE COUNTY OF FRONTENAC

From: Elizabeth Savill
CAO

Prepared by: Julie Shillington
Administrator of Fairmount

Date prepared: August 30, 2013

Date of meeting: September 18, 2013

Re: Fairmount Home – Conference Reimbursement

Recommendation

That Council of the County of Frontenac receive the *Fairmount Home – Conference Reimbursement Report* for information;

AND FURTHER that the Council of the County of Frontenac authorize the Treasurer to reimburse the Volunteer and Special Events Coordinator for conference expenses in the amount of \$199.34.

Background

Over the past few years the Volunteer and Special Events Coordinator has received a bursary to attend the annual Professional Administrators of Volunteer Resources – Ontario (PAVRO) conference in the late spring. Each year her supervisor authorized her attendance and the home paid her wages and expenditures.

Comment

Earlier in 2013, the Coordinator was notified that she once again received a bursary to attend the PAVRO conference and her supervisor authorized her attendance. Unfortunately approval to attend the conference did not go to Council as there was some misunderstanding about the need for approval given the fact the home was not paying the conference registration fees. It has been clarified with supervisors that all

Administrative Report
Fairmount Home – Conference Reimbursement
September 18, 2013

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conference attendance by Fairmount employees must be first approved by County Council.

The Coordinator is now seeking reimbursement for her expenses at the conference in the amount of \$199.34 as she has received reimbursement each time she attended in the past. Expenses incurred include two meals, GO train fees and accommodation. Since approval to attend the conference was not provided by Council I felt it prudent to bring this oversight forward to Council and request approval from Council to reimburse the Coordinator for her conference expenditures.

Financial Implications

Reimbursement is in the amount of \$199.34 and is in the 2013 budget.

Sustainability Implications

There are no sustainability implications.

Organizations, Departments and Individuals Consulted and/or Affected

CUPE Local 2290
Volunteer & Special Events Coordinator



Report 2013-164

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO/Clerk

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

Date prepared: August 21, 2013

Date of meeting: September 18, 2013

Re: **Emergency & Transportation Services – Township of
Frontenac Islands' Resolution Concerning Waiver of Ferry
Fees**

Recommendation

BE IT RESOLVED THAT Council of the County of Frontenac receive this *Emergency and Transportation Services – Township of Frontenac Islands' Resolution Concerning Waiver of Ferry Fees* report;

AND FURTHER THAT Council direct the Clerk to introduce a by-law later in the meeting adopting the exemption for the Township of Frontenac Islands to the Fees and Fares Bylaw outlined in this report effective January 1, 2013.

Background

At its meeting on February 11, 2013, the Township of Frontenac Islands Council passed the following resolution:

RESOLUTION # 15 by Barbara Springgay and Pat Norris that Council request the County of Frontenac waive the fees for those vehicles transacting business for the Township of Frontenac Islands that they are currently charging us for. CARRIED

Administrative Report
Emergency and Transportation Services – Township of Frontenac Islands' Resolution Concerning Waiver of Ferry
Fees
September 18, 2013

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Comment

Current practice regarding payment of fees and fares to utilize the County operated Howe Islander II vessel exempts emergency vehicles only from payment. County staff regularly receives requests from numerous agencies (i.e. MNR, MOE, St. Elizabeth Visiting Nursing, etc.) for exemption to the fees and fares.

It is estimated that, should an exemption be granted for fees related to Township business, the lost revenue would be approximately \$3,500 per calendar year.

The Township of Frontenac Islands would be solely responsible to identify who is exempt from fees and fares and communicate this information to the County Marine Services Supervisor in a manner and time to be agreed upon by the parties.

The exemption would state:

To exclude all Township of Frontenac Islands' vehicles and any vehicles which, through previous notification, the Township of Frontenac Islands identifies as undertaking Township business.

Financial Implications

There are no financial implications for the County of Frontenac. The Memorandum of Understanding, dated January 1, 2006 between the County of Frontenac and the Township of Frontenac Islands states that "Any shortfall of revenues experienced in any year that cannot be covered by a withdrawal from the County's [Ferry] reserve will be deemed to be a deficit of the Township solely."

Organizations, Departments and Individuals Consulted and/or Affected

George Luhowy, CAO/Clerk, Township of Frontenac Islands
Carol Dwyre, Deputy Clerk, Treasurer, Township of Frontenac Islands
Marian VanBruinessen, Treasurer, County of Frontenac



Report 2013-165

ADMINISTRATIVE REPORT

To: Warden and Council of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared By: Jannette Amini
Deputy Clerk

Date Prepared: August 21, 2013

Date of Meeting: September 18, 2013

Re: Administrative Services – Request for Proposals – County of Frontenac Strategic Plan

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the *Request for Proposals – County of Frontenac Strategic Plan* report for information;

AND FURTHER THAT the Council of the County of Frontenac authorize the CAO/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.

Background

At the July 17, 2013 County Council meeting, County Council approved the follow motion which was adopted as part of the Report of the Committee of the Whole:

*Motion #: 319-13 Moved By: Deputy Warden Clayton
Seconded By: Councillor Davison*

- a) *BE IT RESOLVED THAT Council undertake a Strategic Planning Session, driven and managed by Council, which would incorporate input from the Townships and the public, concurrent with the Service Delivery and Organization Review.*

CARRIED

Administrative Report
Administrative Services – Request for Proposals – County of Frontenac Strategic Plan
September 18, 2013

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Comment

A draft Request for Proposals (RFP) for a Strategic Plan is attached as Exhibit A. As per the direction provided by County Council, the RFP does incorporate the requirement for input from the Townships and the public and sets a timeline that would be concurrent with the County's current Service Delivery and Organization Review project.

Sustainability Implications

As noted in *Directions for our Future*, government decision making processes need to be clear, transparent, forward thinking and focused on the longer term, all of which depend on a strong organizational structure. There is a clear direction for land use planning, economic development, physical, social and cultural infrastructure and investment in community capacity. A service and organizational review will ensure the successful delivery of these functions.

Financial Implications

An amendment to the 2013 Budget, through By-law 2013-0029 passed July 17, 2013, allocated \$50,000 to the 2013 budget for the provisions of a Strategic Plan.

Organizations, Departments and Individuals Consulted and/or Affected



2069 Battersea Road
Glenburnie, ON K0H 1S0
Tel. 613-548-9400
Fax 613-548-8460

Request for Proposals

County Strategic Plan

1 Scope of the Request for Proposals (RFP)

The County of Frontenac (hereinafter the "County") requires the services of a consultant to undertake a County Strategic Plan (hereinafter the "Project"). The Project would involve: (1) reviewing relevant strategic and key County documents; (2) leading Council members through a day-long strategic planning session supported by Senior Staff; (3) consulting with the Townships and the public; and (4) presenting a final report to Council by the end of the year.

2 Background Information

The County of Frontenac ("County") is a rural upper tier municipality located in Eastern Ontario extending from the islands south of the City of Kingston to north of Highway 7. The total population of the County is approximately 26,655 with an area of 3,200 square kilometres, including the Townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands. The population density ranges from 19 residents per square kilometre along the urban fringe of the City of Kingston to 1.7 residents per square kilometre in North Frontenac, which is more than 160 km north of the City. The northern part of the County is accessible via Highway 38 from Kingston or via Highway 7 from Ottawa or Peterborough. The southern part of the County has easy access to the 401 and is approximately 250 km from the City of Toronto. The County is also accessible via Highway 41 from the Trans-Canada Highway at Pembroke.

The County manages the operations of Fairmount Home, Frontenac Paramedic Services and the Frontenac-Howe Islander Ferry. Others services it provides include land use planning, economic development, trail development, public health, libraries, etc. The latter two activities are delivered through KFL&A Public Health and the Kingston Frontenac Public Library respectively. The County also has the responsibility to liaise and work with the City of Kingston for the provision of Social Services, Social Housing, Child Care and Provincial Offences in the County. The County employs approximately 400 people under three different union contracts.

The County is governed by an 8-member Council with the Warden being the head of Council.

The Council has undertaken several strategic planning exercises since its restructuring in 1998. The first document *Strategic Directions to 2003* is dated October 25, 2000. A second exercise was undertaken through 2005 which included a gathering of all of the municipal councillors and senior staff over two days to consider how best to position themselves for the future. The resulting reports: *Frontenac County Strategic Planning 2005* followed by *Frontenac County Municipalities Strategic Positioning 2005 Summary Report* and *Frontenac County Municipalities Opportunities for Co-operation and Collaboration* were produced with a 5-year timeframe. Staff picked up the challenge, and the County and Townships' senior staff met in February 2006 resulting in *A Framework for Frontenac Development*. At the same time, *Strategic Plan 2006-2008 for the County of Frontenac Corporate Offices* was completed in February 2006. All internal parts of the organization have undertaken strategic planning activities also.

Most recently, County Council established Priorities in February 2011, immediately following the 2010 municipal election. It also adopted Mission and Vision Statements in 2013.

Other significant planning activities have taken place and continue in Frontenac. Beginning in 2005, the County began its Integrated Community Sustainability Planning process culminating with the approval of a community plan in 2009, *Directions for Our Future*, which engaged community members extensively. Its companion document, *Sustainable Actions*, is an annually produced report detailing the community's sustainability priorities.

The County is also developing a County Official Plan which currently at the draft stage and receiving public comment. Other planning studies include (but are not limited to): an initial Homelessness Study; a Housing Strategy completed in 2011 with the City of Kingston (CMSM); a Seniors Housing Study which is nearing completion; and a further homelessness project is just now commencing with the City. Another important report entitled *Population, Housing and Employment Projections for the Frontenacs* was also produced in 2011. In addition, a Trails Master Plan was completed in September 2009.

Finally, the County has been an active member of the Eastern Ontario Wardens Caucus since its inception. A number of reports have been published over the years, the most recent of which is *Facing Our Fiscal Challenges – A Report on the Financial Sustainability of Local Government in Eastern Ontario*.

3 Scope of the Proposal

The Project shall be delivered in a series of reports:

3.1 Background Research

The consultant should comprehensively review the background information identified above as a minimum to ensure an understanding of the community. In addition, an overall appreciation of the provincial and global influences impacting municipalities should be shared. Information should be solicited from participants of the planning session, both elected and appointed, beforehand. All of these findings should be summarized for use at the Planning Session.

3.2 Planning Session

The consultant will conduct a day-long strategic planning session anticipating outcomes to include: confirmation of the mission and vision statements, values, goals, objectives, and reporting/monitoring considerations.

3.3 Consultation

The County expects consultation with the Townships' Councils and to have one or more public meetings held across the County to gain input from the community prior to the completion of the draft report.

3.4 Deliverables

Based on the work detailed in this document, the consultant will produce the following reports:

- Background Report
- Draft County Strategic Plan 2014-2018
- Final County Strategic Plan 2014-2018

3.5 Timing

The Project would commence immediately. The Project would be complete by December 18, 2013.

4 Requirements

4.1 Proposal Content Requirements

The County is seeking proposals from proponents who are both interested in and capable of undertaking the Project. The onus is on the proponent to demonstrate its knowledge, understanding and capacity to conduct the Project. The detail and clarity of the written submission will be indicative of the proponent's expertise and competence.

The proponent shall provide the following information:

4.2 Proponent Information

The proponent shall provide the following information:

- a) Name, mailing address, phone number, fax number, e-mail address of the organization submitting the proposal
- b) A proposed organizational chart
- c) The name and title of the contact person for the organization
- d) The number of years in operation
- e) A description of the services to be provided
- f) A list of any sub-contractors required to complete the Project, detailing the extent of their involvement and the information identified in a) to e) above for each

4.3 Acknowledgment of Addenda

The proponent shall complete and submit all addenda that have been issued.

4.4 Project Understanding

The proponent shall include a narrative that demonstrates their understanding of the requirements of this RFP.

4.5 Approach/Methodology

The proponent shall provide a detailed approach/methodology of how they would provide services to the County.

4.6 Work Plan

The proponent shall provide a proposed work plan with associated schedules to meet the requirements of the RFP. Included shall be a time/task matrix indicating personnel and hours required to complete key components of the work plan.

4.7 Applicable Expertise and Resources

The proponent shall provide a description of the expertise being offered to complete the Project by outlining both formal and informal training that can be used to implement this Project with specific reference to:

- Extensive experience in strategic planning
- Experience in working on projects with municipal council members
- Experience in effectively facilitating meetings

- Understanding of the context of the County of Frontenac, its local Townships, and the nature of communities found within the County
- Demonstrated project management skills and results orientation

4.8 Project Experience

The proponent shall provide examples of recent projects, which are similar in nature and size.

4.9 Project Management and Staff

The proponent shall identify its project manager and all other staff who would be working on the Project through an organizational chart. The proponent shall append curriculum vitae for project team staff.

4.10 Project References

Provide a list of references (preferably three), who may be contacted, complete with telephone numbers and e-mail addresses.

4.11 Budget

A budget summary shall be provided and shall include all costs associated with the project including an estimate for expenses/disbursements. The budget shall include a maximum amount that cannot be exceeded. The successful candidate will be asked to sign a **Maximum Upset Limit** type contract and will report to the County of Frontenac on a monthly basis to advise on expenditures to date. Hourly charge rates for individuals, which shall apply for the duration of the contract, must be provided as part of the Budget proposal.

4.12 Other Documentation

The following additional pieces of documentation shall be submitted at the time of submission of the prose proposal:

- a) A valid and current certificate of clearance from the WSIB
- b) Proof of insurance

4.13 County Support

The County will provide support to the successful consultant in the follow forms:

- General guidance and direction throughout the completion of the assignment
- The provision of background studies, policies and reports relevant to the completion of the assignment
- Access to the County's digital mapping if desired

5.0 Proposal Process

5.1 Timeline

The proposed schedule for preparation, receipt, and review of proposals and selection of the successful consultant is anticipated to be as follows:

Request for Proposals Issued	September 21, 2013
Closing Date and Time for Receipt of Proposals	3:00 p.m. on October 9, 2013
Interviews of Short Listed Consultants	October 17, 2013

County of Frontenac – RFP for a County Strategic Plan
Closes: Wednesday, October 9, 2013 at 3:00 p.m.

Page 4 of 8

Award of the Assignment
Completion of Work

October 30, 2013
December 18, 2013

Although every attempt will be made to meet all dates, the County reserves the right to modify any and/or all dates at its sole discretion

5.2 Date and Place for Receiving Proposals

- a) Proposals will be received until 3:00 pm local time on **Wednesday, October 9, 2013**

Documents can be sent by email in PDF FORMAT to the attention of Susan Brant, Deputy Treasurer, at ap@frontenacounty.ca. It is the responsibility of the proponent to ensure that the email has been received by Ms. Brant before the closing time and date. The County server does restrict the receipt of attachments exceeding 5.5Mb.

Note that proposals received after 3:00 p.m. local time on Wednesday, October 9, 2013 will be returned unopened.

- b) Proposals must be addressed to:

**County of Frontenac
Attention: Susan Brant, Deputy Treasurer
2069 Battersea Road
Glenburnie ON K0H 1S0**

The envelope containing the proposal must be clearly marked: **Request for Proposal – County Strategic Planning Project**

- c) Before being officially received, the proposal envelope will be marked by the Office of the County Clerk, with the time and the date that the envelope was received in the office.
- d) All proposal submissions are appreciated. However, the County will be contacting only those selected for an interview/presentation.

5.3 Documentation

- a) **One (1) copy** of the proposal is required
- b) All proposals must be legible and typewritten

5.4 Interview /Presentation

It is anticipated that an interview will be necessary to assist in the evaluation process. Short-listed proponents will be advised and may be required to attend an interview on **Thursday, October 17, 2013**.

Please ensure your firm is available on October 17, 2013 for a possible interview. It can be conducted remotely.

5.5 Negotiations

The County retains the right to negotiate the scope, work plan, payment schedule and fees of the preferred proponent prior to award and execution of the contract.

5.6 Communications

All requests for information and/or clarification as well as questions regarding the interpretation of the terms set out in this document should be referred to Susan Brant, Deputy Treasurer, at ap@frontenacounty.ca.

The County reserves the right to distribute any or all questions and answers to the other proponents.

5.7 Withdrawal or Substitution of Submission

A proponent may withdraw or substitute all or part of his/her proposal at any time up to the official closing time by submitting a letter bearing the signature as in the proposal to Angelique Tamblin, Executive Assistant, who will mark thereon the time and date of receipt. No telegrams or telephone calls or telephone transmissions by facsimile copies will be considered. The last proposal received shall supersede and invalidate all proposals previously submitted by that proponent for this proposal.

5.8 Alterations or Variations

No alterations or variations of this document shall be valid or binding upon the County unless authorized in writing in accordance with the procedure set out above in Communications 5.6.

5.9 Oral Explanation or Interpretation

No oral explanation or interpretation shall modify any of the documents or provisions of the County's request for proposal documents.

6 Proposal Evaluation

6.1 Qualification evaluations

Proposals will be evaluated based on the following criteria:

1.	Applicable expertise and resources	20%
2.	Similar project experience	30%
3.	Proposed approach/work plan	40%
4.	Cost factor	10%
Total:		100%

Proposals will be evaluated on the basis of all information provided by the proponent(s). Each proposal will be reviewed to determine if the proposal is responsive to the submission requirements outlined in the RFP. Failure to comply with these requirements may deem the proposal non-responsive.

The County reserves the right to accept or reject any or all proposals, for any reason whatsoever, and to accept or reject any proposal, if considered best for the interests of the County. The lowest bid or any proposal will not necessarily be accepted.

6.2 Contract

The successful Proponent(s) will be required to enter into a formal Contract with the County. The completed Request for Proposal will form part of the Agreement. The County will prepare the Contract document for execution by both parties. The County will not accept a Contract document prepared by the Proponent(s) or a third party.

During the term of the Contract, the successful proponent(s) shall maintain in full force and effect, professional liability insurance with a minimum limit of \$2,000,000 and shall provide the County with proof of insurance. Proof of WSIB coverage and a valid and up to date Clearance

County of Frontenac – RFP for a County Strategic Plan
Closes: Wednesday, October 9, 2013 at 3:00 p.m.

Page 6 of 8

Certificate must also be provided to the County. The Clearance Certificate must be kept up to date for the balance of the Contract.

Failure to execute the contract and to file all documentation, as required herein, within the specified time period shall be just cause for the cancellation of the contract.

The County shall then have the right to award the Contract to any other proponent or re-issue the Request for Proposals.

7 General Conditions

7.1 Confidentiality

The Proposal must not be restricted by any statement, covering letter or alteration by the Proponent(s) in respect of confidential or proprietary information. The County will treat all quotes as confidential. The County will comply with the *Municipal Freedom of Information and Protection of Privacy Act*, and its retention by-law pursuant to the *Municipal Act*, in respect of all quotes.

7.2 Errors and Omissions

The County shall not be held liable for any errors or omissions in any part of this Request for Proposals. While the County has used considerable effort to ensure an accurate representation of information in this Tender, the information contained in the Tender is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the County, nor is it necessarily comprehensive or exhaustive.

7.3 Acceptance of Tenders

The County is not obliged to accept the lowest or any tender.

7.4 Cancellation of Tenders

The County reserves the right to cancel this bid document at any time up to the award of the contract

7.5 Laws, Notices, Permits and Fees

All Proponents and proposals must comply with any law, including all legislation and regulations, which may be applicable to the services provided subsequent to the RFP.

Please be advised that a condition of the agreement will be a requirement that the successful proponent comply with the applicable laws of Ontario and Canada, including the:

Occupational Health and Safety Act (Ontario)
Ontario Human Rights Code
Pay Equity Act (Ontario)

Any agreement that results from this RFP will be subject to the laws of the Province of Ontario and Canada.

7.6 Indemnification

The successful Proponent(s) agrees to indemnify and save harmless the County from and against all actions, claims, and demands of any nature which may be made by any person or entity arising from or in connection with the services provided including all bodily injury, death, property damage, losses, charges, costs and expenses which the County, its employees,

officers or agents may incur or be liable for in consequence of any such claims, demands or actions or in consequence of damages sustained to the County property or facilities.

7.7 Payment

Payment for work completed shall be invoiced on a monthly basis, with supporting documentation or invoices to the satisfaction of the County.

7.8 Incurred Costs

The County shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent(s) prior or subsequent to or by reason of the acceptance or non-acceptance by the County of any proposal by reason of any delay in the acceptance of a proposal.



Report 2013-170

ADMINISTRATIVE REPORT

To: Warden and Council of the County of Frontenac

From: Elizabeth Savill
CAO/Clerk

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

Date Prepared: September 4, 2013

Date of Meeting: September 18, 2013

**Re: Emergency and Transportation Services – Paramedic Chief's
of Canada Representation at the National Association of
Emergency Medical Services Physicians Annual Meeting on
January 16 and 17, 2014**

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this *Emergency and Transportation Services – Paramedic Chief's of Canada Representation at the National Association of Emergency Medical Services Physicians Annual Meeting on January 16 and 17, 2014* report;

AND FURTHER THAT the Council of the County of Frontenac authorize the Chief of Paramedic Services to attend the National Association of Emergency Medical Services Physicians Annual Meeting in Tucson AZ, on January 16 and 17, 2014, as the designated representative of the Paramedic Chiefs of Canada (PCC) with all travel costs to be covered by PCC.

Background

At its meeting of May 15, 2013 County Council passed the following motion:

*Motion #: 247-12 Moved By: Councillor Purdon
Seconded By: Deputy Warden Clayton*

Administrative Report
Emergency and Transportation Services – Paramedic Chief's of Canada Representation at the National Association
of Emergency Medical Services Physicians Annual Meeting on January 16 and 17, 2014
September 18, 2013

Page 1 of 2

RESOLVED THAT the Council of the County of Frontenac accept the Emergency and Transportation Services – Election to Paramedic Chiefs of Canada (PCC) Board of Directors Executive of the Chief of Paramedic Services report for information;

AND FURTHER the Council of the County of Frontenac support the Chief of Paramedic Services' election to the Executive of the Paramedic Chiefs of Canada for the period of June 14, 2013 to June 20, 2014.

CARRIED

Comment

The Chief of Paramedic Services did attend the PCC Annual General Meeting in St. John NB in June 2013 and was elected, to the renamed position, of Vice-President of the PCC.

The PCC Executive Committee met in late August 2013 and reviewed the various conferences and meetings that require representation by Executive members on behalf of the PCC.

The Chief of Paramedic Services has been requested to represent the PCC at the National Association of Emergency Medical Services Physicians (NAEMSP®) Annual Meeting in Tucson AZ, on January 16 and 17, 2014.

Since its inception in 1984, the NAEMSP® membership has grown from a handful of dedicated founders to over 1,100 physicians, paramedics, nurses, administrators, educators, researchers and key EMS personnel. The membership continues to increase as the NAEMSP® represents the out-of-hospital emergency medical care community. As part of its ongoing commitment to improving out-of-hospital emergency medical care, the NAEMSP® promotes meetings, publications and products that connect, serve and educate its members. In addition, the Association acts as a resource and advocate of EMS related decisions in cooperation with organizations throughout the country and the community at large.

Sustainability Implications

Being active in and having influence with the PCC allows staff to provide first person reporting back to County Council on developments within the industry provincially and nationally, thereby enhancing quality service provided to the community.

Financial Implications

There will be no travel costs associated with this trip to represent the PCC at the NAEMSP® Annual Meeting. PCC will cover all travel costs for work undertaken on its behalf.



Report 2013-172

ADMINISTRATIVE REPORT

To: WARDEN AND COUNCIL OF THE COUNTY OF FRONTENAC

From: Elizabeth Savill
CAO

Prepared By: Jannette Amini
Deputy Clerk

Date Prepared: September 6, 2013

Date of Meeting: September 18, 2013

Re: **Administrative Services – Code of Conduct for County Council and Committee Members**

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive this *Administrative Services – Code of Conduct for County Council and Committee Members* report;

AND FURTHER THAT the Council of the County of Frontenac adopt the Code of Conduct for County Council and Committee Members, attached as Exhibit A to this report;

AND FINALLY THAT County Council authorize staff to proceed with the issuance of a Request for Expressions of Interest for the appointment of an Integrity Commissioner to be approved by Council.

Background

County Council was presented with Report 2013-094, Code of Conduct for County Council and Committee Members, at its June 19, 2013 regular meeting at which time it was deferred to the September 4, 2013 Committee of the Whole meeting.

Administrative Report
Administrative Services – Code of Conduct for County Council and Committee Members
September 18, 2013

Page 1 of 7

Comment

At the September 4, 2013 Committee of the Whole meeting, members of County Council received an educational presentation by Mr. Nigel Bellchamber of Amberly Gavel Ltd. on Codes of Conduct. Mr. Bellchamber provided the Committee with an overview of his background and subject matter expertise which included various municipal positions of Clerk, Treasurer, Commissioner of Finance and Administration, and Chief Administrative Officer in single, upper and lower tier municipalities. Mr. Bellchamber has also worked with numerous municipalities, local boards and provincial organizations on topics including organizational review, asset management, strategic planning, senior staff recruitment, governance, and financial management and is a member a member of the Association of Municipalities of Ontario councillor education and training team.

At that meeting, Mr. Bellchamber provided the Committee with an overview of the purpose and intent of Codes of Conduct and offered his suggestions and proposed amendments to the draft Code of Conduct which was referred to the Committee. The Committee supported the changes suggested by Mr. Bellchamber and Committee passed the following resolution:

Motion #: COW26-13

Moved By:

Councillor Doyle

Seconded By:

Warden Gutowski

BE IT RESOLVED THAT Report 2013-094, Code of Conduct for County Council and Committee Members be referred back to staff to include the suggested amendments by Mr. Bellchamber and brought forward to the September 18, 2013 County Council meeting.

CARRIED

As per the suggestions made by Mr. Bellchamber and the resolution of the Committee, the following changes have been made to the draft Code of Conduct:

1. Add new Section 1.0 – Statement of Intent

Those who are covered by this Code must adhere to these specific behaviours:

- To act with honesty and integrity
- To treat people with dignity and respect
- Not to abuse the special powers and authority elected official are granted
- To act in a manner that does not discredit or undermine public confidence in Frontenac County services

Re-number sections accordingly.

2. Section 4.0 – County Assets and Gifts

▪ Add 4.1 – Definitions:

- a) “benefit” means anything (other than a gift) given that confers an advantage, including but not limited to discounted or free services food or beverages for immediate consumption, activities or event tickets, unless payment in any

form, including the exchange of goods or services, of equal or greater value is received by the individual or entity giving the benefit;

b) "gift" means any real or personal property given, including but not limited to artwork, clothing, money, gift certificates or gift cards that exceeds \$50, unless payment in any form, including the exchange of goods or services, of equal or greater value is received by the individual or entity giving the gift;

c) "token value" means any gift received whose value does not exceed \$100.

- To address the issue of Disclosure, add 4.4:

If a member of Council or member of the public appointed to a committee receives a gift or benefit and the value of the gift or benefit exceeds \$100, or if the total value received from anyone source during the course of a calendar year exceeds \$100, the member of County Council shall within 30 days of receipt of the gift or benefit or of reaching the annual limit, file a disclosure statement with the CAO/Clerk. The disclosure statement must indicate:

- a) the nature of the gift or benefit;
- b) its source and date of receipt;
- c) the circumstances under which it was given or received;

Any disclosure statement made under subsection 4.4 will be a matter of public record.

3. Section 7.0 – Compliance with the Code – Complaint

- Amend subsection 7.2 to remove the words, "or Members of Council" to address Mr. Bellchamber's comments that the purpose of the complaint process is to provide the opportunity for vulnerable individuals and members of the public to file a complaint.

4. Section 8.0 - Formal Complaint Procedure - Integrity Commissioner

- As per the above comments, amend subsection 8.1 to remove Member of Council.

5. Section 14.0 – Non-Compliance

To address Mr. Bellchamber's support on the use of an Integrity Commissioner and to bring enforcement in line with the *Municipal Act*:

- Re-word subsection 14.1 to read, "The following enforcement measures may be instituted by County Council and applied to any member of Council under Section 223.4(5) of the *Municipal Act* if the Integrity Commissioner reports to the municipality that, in his or her opinion, the member has contravened the code of conduct."

- Re-word 14.1 i. to read, “censure including removal from appointment to an Advisory Committee of Council.”

6. Addendum A – Fairmount Home

To address the differences between the *Municipal Conflict of Interest Act* and the LHIN L-SAA Agreement, Mr. Bellchamber suggests an Addendum be added to the Code of Conduct that Council must adhere to when sitting as the Board of Directors of Fairmount Home. The Addendum is attached to this report as Exhibit A.

Further to the presentation and suggestions formally made by Mr. Bellchamber, Council may also wish to consider the follow additions to the Code that may have been touched on at the Committee of the Whole session on September 4, 2013. These have been subsequently identified as items Council may want to include:

1. Section 4.0 – County Assets and Gifts

- Add subsection 4.4:

“For the purposes of subsection 4, a gift or benefit given with the member of Council's knowledge to their family member that is connected directly or indirectly to the performance of their duties in office is deemed to be a gift or benefit to that member of Council.

- Add subsection 4.5:

The following are exceptions to subsection 4.4 and 4.5:

- a. Such gifts or benefits that normally accompany the duties of office and are received as an incident of protocol or social obligation;
- b. Admission to a widely attended event, such as a convention, conference, symposium, forum, panel discussion, dinner, viewing, reception or similar event, offered by the organization responsible for and presenting the event and unsolicited by the member of Council, if attending or participating in their official capacity, including:
 - (i) participation in an event as a speaker or panel participant by presenting information related to County matters;
 - (ii) performance of a ceremonial function appropriate to the member of Council's office;
 - (iii) attendance at an event that is appropriate to the official capacity of the member of Council.
- c. Admission to a charity or community organization event offered by the charity or community organization for whose benefit the event is being held and unsolicited by the member of Council;

- d. Admission to a training or education program, including meals and refreshments furnished to all attendees, if such training or education is related to the member of Council's duties in office and in the interest of the County;
- e. A suitable memento of a function honouring the member of Council.

Sustainability Implications

Good governance is critical to the sustainability of a community. As stated in *Directions for Our Future* government decision-making processes are clear, transparent, forward thinking and focused on the longer term.

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

Addendum A to the Code of Conduct

1.0 Background

In 2013, the LHIN L-SAA Agreement executed following Council's direction at the regular Council meeting in April requires a code of conduct to be in place covering Fairmount's directors. Council is, under the Long Term Care Act, the board of directors for Fairmount. The provisions set out in LHIN L-SAA Agreements were proclaimed and came into force on January 1, 2008 and while Council is sitting as the Board of Management for Fairmount Home, it must confine to these rules:

2.0 Definitions

"Board" means in respect of an HSP that is:

- (i) A corporation, the board of directors;
- (ii) A First Nation, the band council;
- (iii) A municipality, the committee of management;
- (iv) A board of management established by one or more municipalities or by one or more First Nations' band councils, the members of the board of management;
- (v) A partnership, the partners;
- (vi) A sole proprietorship, the sole proprietor.

"Conflict of Interest" in respect of an HSP, includes any situation or circumstance where: in relation to the performance of its obligations under the LHIN L-SAA agreement:

- (i) The HSP;
- (ii) A member of the HSP's Board, or
- (iii) Any person employed by the HSP who has the capacity to influence the HSP's decision,

has other commitments, relationships or financial interest that:

- (iv) Could or could be seen to interfere with the HSP's objective, unbiased and impartial exercise of its judgement; or
- (v) Could or could be seen to compromise, impair or be incompatible with the effective performance of its obligations under the LHIN L-SAA Agreement.

"HSP's Personnel" is defined as the controlling shareholders (if any), directors, officers, employees, agents, volunteers and other representatives of the HSP. In addition to the foregoing HSP's Personnel shall include the contractors and subcontractors and their respective shareholders, directors, officers, employees, agents, volunteers or other representatives.

3.0 Conflict of Interest

The HSP will use the Funding, provide the Services and otherwise fulfil its obligations under the LHIN L-SAA Agreement without an actual, potential or perceived Conflict of Interest. The HSP will disclose to the LHIN without delay any situation that a reasonable person would interpret as an actual, potential or perceived Conflict of Interest and comply with any requirements prescribed by the LHIN to resolve any Conflict of Interest.

4.0 Confidential Information

Members of County Council will treat confidential information as confidential and will not disclose confidential information except with the consent of the disclosing party or as permitted or required under FIPPA, the Municipal Freedom of Information and Protection of Privacy Act, the Act, court order, subpoena or other applicable law.

Signature

The undersigned hereby acknowledges that they have read, understood and accept this Code of Conduct.

Signature of Member

Date

Printed Name of Member



DRAFT
County of Frontenac
Code of Conduct for Members of County Council and Committees
Draft 2: September 18, 2013

1.0 Statement of Intent

Those who are covered by this Code must adhere to these specific behaviours:

- To act with honesty and integrity
- To treat people with dignity and respect
- Not to abuse the special powers and authority elected officials are granted
- To act in a manner that does not discredit or undermine public confidence in Frontenac County services

1.02.0 Application

1.1 This Code of Conduct applies to all Members of Council, being the Warden and each Councillor. It also applies to all members of the public appointed to committees by Council.

1.2 As Council Chair, the Warden has additional responsibilities and, accordingly, must:

- i. uphold and promote the purposes of the municipality;
- ii. promote public involvement in the municipality's activities;
- iii. act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
- iv. participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents

The principles set out in this Code of Conduct apply to the distinct role of the Warden as the context requires.

1.3 All Members of Council and members of the public appointed to a County committee are expected to follow this Code, the Council Procedural Bylaw and other sources of applicable procedural law. They are also subject to other sources of law such as:

- Municipal Act, 2001
- Municipal Conflict of Interest Act
- Municipal Elections Act
- Municipal Freedom of Information and Protection of Privacy Act
- The Criminal Code of Canada

2.03.0 Responsibilities of Council, the Warden and Councillors

2.1 Council as a whole has the authority to approve budget, policy or processes, including the structures and procedures for committees. Authority to act on behalf of Council, including through a committee, can only be delegated by Council or through law.

2.2 Council is responsible for and dedicated to providing good and effective government for the public in an open, accountable and transparent manner.

2.3 A fiduciary relationship exists between the Council and inhabitants of the municipality.

2.4 Members of Council:

- i. when appointed to committees and other bodies as part of their duties must make every effort to participate actively in these bodies with good faith and care,
- ii. must uphold the law and conduct themselves with the highest degree of ethical behaviour and integrity,

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- iii. must avoid conflict of interest,
- iv. must seek to advance the public interest with honesty and treat members of the public with dignity, understanding and respect, and
- v. may not make statements known to be false or make a statement with the intent to mislead Council or the public.

3.04.0 Members of Council and the Role of Staff

- 3.1 Mutual respect and cooperation are required to achieve the Council's corporate goals and implement the Council's strategies through the work of staff. The role of Council is to lead through setting policy and budget. It is not to manage or administer.
- 3.2 Staff members serve Council and work for the municipal corporation under the direction of the chief administrative officer. Council directs staff through its decisions as recorded in the minutes and resolutions of Council. Members of Council have no individual capacity to direct members of staff to carry out particular functions.
- 3.3 Inquiries of staff from Members of Council should be directed to the chief administrative officer or the appropriate senior staff as directed by the chief administrative officer.
- 3.4 Members of Council must respect that:
 - i. staff provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations. They must not willfully injure the reputation, impugn the integrity or question the capabilities or performance of staff in a manner that is inappropriate.
 - ii. staff undertake their duties based on political neutrality without undue influence. Members may not invite or pressure any member of staff to engage in partisan political activities.

4.05.0 County Assets and Gifts

4.1 Definitions:

- a) "benefit" means anything (other than a gift) given that confers an advantage, including but not limited to discounted or free services including food or beverages for immediate consumption, activities or event tickets, unless payment in any form, including the exchange of goods or services, of equal or greater value is received by the individual or entity giving the benefit;
- b) "gift" means any real or personal property given, including but not limited to art work, clothing, money, gift certificates or gift cards that exceeds \$50, unless payment in any form, including the exchange of goods or services, of equal or greater value is received by the individual or entity giving the gift;
- c) "token value" means and gift received whose value does not exceed \$100.

- 4.2 Council is the custodian of the assets of the municipality. The community places its trust in Council and those it appoints to make decisions for the public good in relation to these assets.

- 4.23 Members of Council and members of the public appointed to committees must not use municipal assets for personal convenience, for profit or to assist during an election or in

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relation to a nomination, except where such privileges are granted to the public or provided by law.

- 4.34 Members of Council and members of the public appointed to committees must not accept gifts and benefits except as provided for under law and in the course of their duties. They may accept gifts of token value only but should be aware that even these may place them in a position where their actions are open to serious question.

4.5 If a member of Council or member of the public appointed to a committee receives a gift or benefit and the value of the gift or benefit exceeds \$100, or if the total value received from anyone source during the course of a calendar year exceeds \$100, the member of County Council shall within 30 days of receipt of the gift or benefit or of reaching the annual limit, file a disclosure statement with the CAO/Clerk. The disclosure statement must indicate:

- a) the nature of the gift or benefit;
- b) its source and date of receipt;
- c) the circumstances under which it was given or received.

Any disclosure statement made under subsection 4.4 will be a matter of public record.

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5.06.0 Confidentiality

- 5.1 Members of Council have a duty to hold information received at closed meetings in strict confidence for as long and as broadly as the confidence applies. They must not, either directly or indirectly, release, make public or in any way divulge any such information or any confidential aspect of the closed deliberations to anyone, unless authorized by Council or required by law.
- 5.2 Members of Council must not disclose, use or release information in contravention of applicable privacy law. They are only entitled to information in the possession of the municipality that is relevant to matters before the Council or a committee. Otherwise, they enjoy the same level of access rights to information as any other member of the community and must follow the same processes as any private citizen.
- 5.3 Members of Council must not release information subject to solicitor-client privilege, unless expressly authorized by Council or required by law.

6.07.0 Committees and Members of Committees

- 6.1 Members of the public appointed to committees are appointed at the pleasure of Council. They do not hold office as elected officials nor do they represent either Council or the committee unless mandated to do so. Members of the public appointed to committees must respect both the word and spirit of this Code as it applies to them and also as it applies to Members of Council.
- 6.2 Committees operate only within meetings for which proper notice has been given or as a matter duly added to an agenda.
- 6.3 Committee work often depends on the specific expertise of members of the public appointed to committees, including their employment or business interests. Interests relating to expertise, knowledge or acquaintance of a topic or an individual does not necessarily constitute a pecuniary interest. Such an interest should still be declared, however, for the purposes of openness.

- 6.4 If a pecuniary interest or an appearance of such arises in relation to any matter, members of the public appointed to a Committee must declare the pecuniary interest in a matter being discussed. The member may participate in the discussion but may not vote on the matter.
- 6.5 Committee work is part of the public record. Committees must ensure that their recommendations are sufficiently detailed and recorded clearly so that they can be relied upon by Council or the standing committee acting upon them.
- 6.6 The minutes of a committee meeting must record when any member has declared an interest or a pecuniary interest well as the circumstances in which the member left the room, the times at which the person left and returned to the meeting.
- 6.7 In addition to the recording of minutes as required by section 6.6, where a member of a committee has declared a pecuniary interest, the declaration as well as the nature of the pecuniary interest must be recorded as part of the recommendation to Council so that Council may be aware of the declaration when making its decision.

7.08.0 Compliance with the Code – Complaint

- 7.1 Where an alleged contravention of any provision of this Code of Conduct occurs, the following procedures will be adhered to.
- 7.2 Individuals (i.e. Municipal employees, members of the public ~~or Members of Council~~) or organizations who believe they have identified or witnessed behaviour or an activity by a Member of Council that they believe is in contravention of the Code of Conduct for Members of Council, may wish to address the prohibited behaviour or activity themselves as follows:
 - i. advise the Member of Council that the behaviour or activity contravenes the Code of Conduct;
 - ii. encourage the Member of Council to stop the prohibited behaviour or activity;
 - iii. keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information;
 - iv. advise someone else (for example, another Member of Council or a senior staff member of the Municipality) about their concern, their comments to the Member of Council and the response of the Member of Council;
 - v. if applicable, confirm to the Member of Council their satisfaction with the response of the Member of Council or, if applicable, advise the Member of Council of their dissatisfaction with the response; and
 - vi. consider the need to pursue the matter in accordance with the formal complaint procedure outlined in Part B, or in accordance with an applicable judicial or quasijudicial process.

Individuals and organizations are encouraged to initially pursue this informal complaint procedure as a means of stopping and remedying a behaviour or activity that they believe to be prohibited by the Code of Conduct. However, it is not a precondition or a prerequisite that they pursue the informal complaint procedure prior to pursuing the formal complaint procedure in 8.2.

8.0 Formal Complaint Procedure - Integrity Commissioner

8.1 A ~~Member of Council~~, Municipal staff or member of the public who has reasonable and probable grounds to believe that a member of Council has contravened the Code of Conduct for Members of Council, may request that the matter, or complaint be reviewed.

8.2 The complaint shall be in writing and shall be signed by the complainant(s).

8.3 A complaint shall set out the grounds for the belief and the contravention alleged and include a supporting affidavit that sets out the evidence in support of the complaint.

For example, facts should include the name of the alleged violator, the provision allegedly contravened, facts constituting the alleged contravention, the names and contact information of witnesses, and contact information respecting the complainant during normal business hours.

9.0 Initial Classification by Integrity Commissioner

9.1 The complaint shall be filed with the Chief Administrative Officer/Clerk who shall forward the matter to the Integrity Commissioner for initial classification to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code of Conduct and not covered by other legislation or other Council policies.

9.2 If the complaint does not include a supporting affidavit, the Integrity Commissioner may defer the classification until an affidavit is received.

9.3 If the complaint, including any supporting affidavit, is not, on its face, a complaint with respect to non-compliance with the Code of Conduct or the complaint is covered by other legislation or a complaint procedure under another Council policy, the Integrity Commissioner shall advise the complainant in writing as follows:

- i. if the complaint on its face is an allegation of a criminal nature consistent with the *Criminal Code of Canada*, the complainant shall be advised that if the complainant wishes to pursue any such allegation, the complainant must pursue it with the Ontario Provincial Police or ~~the~~ other appropriate law enforcement agency;
- ii. if the complaint on its face is with respect to non-compliance with the *Municipal Conflict of Interest Act*, the complainant shall be advised to review the matter with the complainant's own legal counsel;
- iii. if the complaint on its face is with respect to non-compliance with the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter will be referred to the Privacy Commissioner for review;
- iv. if the complaint on its face is with respect to non-compliance with a more specific Council policy with a separate complaint procedure, the complainant shall be advised that the matter will be processed under that procedure; and
- v. in other cases, the complainant shall be advised that the matter, or part of the matter, is not within the jurisdiction of the Integrity Commissioner to process, with any additional reasons and referrals as the Integrity Commissioner considers appropriate.

10 Integrity Commissioner Investigation

10.1 If a complaint has been classified as being within the Integrity Commissioner's jurisdiction, the Commissioner shall investigate and may attempt to settle the complaint.

10.2 The Integrity Commissioner will proceed as follows:

- i. serve the complaint and supporting material upon the member whose conduct is in question with a request that a written response to the allegation be filed within ten days; and
 - ii. serve a copy of the response provided upon the complainant with a request for a written reply within ten days.
- 10.3 If necessary, after reviewing the written materials, the Integrity Commissioner may speak to anyone relevant to the complaint, examine any other documents relevant to the complaint and may enter any County office relevant to the complaint for the purposes of investigation and settlement.
- 10.4 The Integrity Commissioner may make interim reports to Council as required to address any instances of interference, obstruction or retaliation encountered during the investigation.
- 10.5 The Integrity Commissioner shall submit a final report on the complaint to Council, no later than 90 days after the making of the complaint, outlining the findings, the terms of any settlement, or recommended corrective action.
- 10.6 Any recommended corrective action must be permitted in law and shall be designed to ensure that the inappropriate behaviour or activity does not continue.
- 11.0 Refusal to conduct inquiry**
- 11.1 If the Integrity Commissioner is of the opinion that the referral of a matter to him or her is frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for an inquiry, the Integrity Commissioner shall not conduct an inquiry and shall state the reasons for not doing so in the report.
- 11.2 If the Integrity Commissioner determines that there has been no contravention of the Code of Conduct or that a contravention occurred although the Member took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgment made in good faith, the Integrity Commissioner shall so state in the report and shall recommend that no penalty be imposed.
- 12.0 Reporting**
- 12.1 The Integrity Commissioner shall file a copy of the final report with Chief Administrative Officer who will then provide a copy of the report to the complainant and the Member of Council whose conduct is concerned.
- 12.2 The Chief Administrative Officer shall process the report to the next meeting of Council.
- 12.3 Council shall consider and respond to the report within 90 days after the day the report is laid before it.
- 12.4 The Integrity Commissioner shall report annually to Council on complaints affecting the Council of the County of Frontenac, filed with the Integrity Commissioner.
- 13.0 Municipal Support for Members of Council**

- 13.1 In the case of a Formal Complaint, the municipality will provide up to \$1,000 to the Council member to obtain professional advice or assistance. Reimbursement will be made upon provision of original invoices marked paid in full to the Chief Administrative Officer, and processed through regular accounts payable procedures.

14.0 Non-Compliance

- 14.1 ~~The following measures may be instituted and applied to any member of Council under Section 223.4(5) of the Municipal Act. The following enforcement measures may be instituted by County Council and applied to any member of Council under Section 223.4(5) of the Municipal Act if the Integrity Commissioner reports to the municipality that, in his or her opinion, the member has contravened the code of conduct.~~

- i. a reprimand;
- ii. suspension of the remuneration paid to the member in respect of his or her services as a member of Council or the local board, as the case may be, for a period of up to ninety (90) days, and/or
- iii. censure including removal from ~~appointed appointment to an Advisory Committee of Council s. Boards and/or liaison roles.~~

Signature

The undersigned hereby acknowledges that they have read, understood and accept this Code of Conduct.

Signature of Member

Date

Printed Name of Member

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Addendum A – Fairmount Home

1.0 Background

In 2013, the LHIN L-SAA Agreement executed following Council's direction at the regular Council meeting in April requires a code of conduct to be in place covering Fairmount's directors. Council is, under the Long Term Care Act, the board of directors for Fairmount. The provisions set out in LHIN L-SAA Agreements were proclaimed and came into force on January 1, 2008 and while Council is sitting as the Board of Management for Fairmount Home, it must confine to these rules:

2.0 Definitions

"Board" means in respect of an HSP that is:

- (i) A corporation, the board of directors;
- (ii) A First Nation, the band council;
- (iii) A municipality, the committee of management;
- (iv) A board of management established by one or more municipalities or by one or more First Nations' band councils, the members of the board of management;
- (v) A partnership, the partners;
- (vi) A sole proprietorship, the sole proprietor.

"Conflict of Interest" in respect of an HSP, includes any situation or circumstance where: in relation to the performance of its obligations under the LHIN L-SAA agreement:

- (i) The HSP;
- (ii) A member of the HSP's Board, or
- (iii) Any person employed by the HSP who has the capacity to influence the HSP's decision.

has other commitments, relationships or financial interest that:

- (iv) Could or could be seen to interfere with the HSP's objective, unbiased and impartial exercise of its judgement; or
- (v) Could or could be seen to compromise, impair or be incompatible with the effective performance of its obligations under the LHIN L-SAA Agreement.

"HSP's Personnel" is defined as the controlling shareholders (if any), directors, officers, employees, agents, volunteers and other representatives of the HSP. In addition to the foregoing HSP's Personnel shall include the contractors and subcontractors and their respective shareholders, directors, officers, employees, agents, volunteers or other representatives.

3.0 Conflict of Interest

The HSP will use the Funding, provide the Services and otherwise fulfil its obligations under the LHIN L-SAA Agreement without an actual, potential or perceived Conflict of Interest. The HSP will disclose to the LHIN without delay any situation that a reasonable person would interpret as an actual, potential or perceived Conflict of Interest and comply with any requirements prescribed by the LHIN to resolve any Conflict of Interest.

4.0 Confidential Information

Members of County Council will treat confidential information as confidential and will not disclose confidential information except with the consent of the disclosing party or as permitted or required under FIPPA, the Municipal Freedom of Information and Protection of Privacy Act, the Act, court order, subpoena or other applicable law.

Signature

The undersigned hereby acknowledges that they have read, understood and accept this Code of Conduct.

Signature of Member

Date

Printed Name of Member

Appendix A-B – Integrity Commissioner

Duties of the Integrity Commissioner

1.0 The Integrity Commissioner shall:

- 1.1 Conduct inquiries and investigations into alleged contraventions of the Code of Conduct for Members of Council.
- 1.2 Make the decisions, including the imposition of penalties with regards to the alleged contraventions of the Code of Conduct for Council Members. Penalties may include, but are not limited to:
 - i. Reprimand in Open Council (Censure)
 - ii. Suspension of office for a period of not more than 90 business days;
 - iii. Suspension of honorariums for a period of not more than 90 business days;
 - iv. Removal from committees of Council;
 - v. Any combination of the above.

A penalty imposed by the Integrity Commissioner takes effect immediately upon the receipt by Council of the report of the Integrity Commissioner regarding the alleged contravention.

- 1.3 Prepare and deliver an annual report to Council containing a summary of the activities of the office of the Integrity Commissioner during the calendar year.
- 1.4 Detailed responsibilities of the office of the Integrity Commissioner will be outlined with the appointment of the position.

2.0 The Integrity Commissioner may, at the request of Council:

- i. Prepare written materials for distribution to and use by members of Council regarding the role of the Integrity Commissioner and ethical obligations and responsibilities of members of Council under the Code of Conduct for Members of Council and any other procedures, rules or policies governing their ethical behaviour.
- ii. Prepare written materials for distribution to and use by the public to aid in their understanding of the role of Integrity Commissioner and ethical obligations and responsibilities of members of Council under the Code of Conduct for Members of Council and any other procedures, rules or policies governing their ethical behaviour.
- iii. Deliver an oral presentation to members of Council regarding their ethical obligations and responsibilities of members of Council and any other procedures, rules or policies governing their ethical behaviour.
- iv. Provide advice and recommendations to Council regarding amendments to the Code of Conduct for Members of Council and in respect of any other procedures, rules or policies governing their ethical behaviour.

3.0 Procedure to Submit a Complaint to the Integrity Commissioner

- i. Council members, employees or members of the public may submit complaints to the Integrity Commissioner relating to compliance with the Code of Conduct for Members of Council.
- ii. All complaints will be treated as confidential at all times.
- iii. Complaints shall be submitted on the established Complaint Request Review Form, attached hereto. The Complaint Review Request Form is also available on the County website or from the Clerk's office.
- iv. All complaints must contain the following information:
 - a. Name of Municipality;
 - b. Complainant's name, mailing address, telephone number and e-mail address (if applicable);
 - c. Nature and background of the complaint;
 - d. Any activities undertaken (if any) to resolve the concern;
 - e. Any other relevant information;
 - f. Original Signature; and a
 - g. Cheque in the amount of \$125.00 made payable to the County of Frontenac.
- v. The Complaint Review Request form, accompanied by the prescribed fee, shall be dated and submitted to the Clerk by mail or personal delivery.
- vi. Upon receipt of a complete Complaint Review Request the Clerk shall prepare a package to be forwarded to the Integrity Commissioner that will include the following:
 - a. The Complaint Review Request Form;
 - b. A certified true copy of the Code of Conduct for Members of Council; and
 - c. Any and all such other information or documentation supplied by the complainant that is deemed relevant.
- vii. The information package referred to above shall be forwarded to the Integrity Commissioner in hard copy format by courier or regular mail, whichever is deemed appropriate.

Appendix B-C – Code of Conduct Complaint Form

County of Frontenac
 Integrity Commissioner Complaint Review Request Form
 Section 223 – *Municipal Act, 2001, as amended*

COMPLAINANT NAME			
ADDRESS			
TELEPHONE	HOME		WORK
E-MAIL			

PLEASE NOTE: PERSONAL INFORMATION IS COLLECTED UNDER THE AUTHORITY OF SECTION 239 OF THE *MUNICIPAL ACT* AND WILL BE USED BY THE INTEGRITY INVESTIGATOR TO CARRY OUT AN INVESTIGATION UNDER THE ACT.

BACKGROUND	This should provide as much information as is required to explain the nature and background of the particular occurrence. (i.e.) timing, contact and explanation. Please attach applicable documents. Attach additional sheets as needed.

ACTION	Activities that the complainant has undertaken to resolve the matter; if applicable. Attach additional sheets as needed.

SUMMARY / COMMENTS
Attach additional sheets as needed.

 Date of Signature

 Signature of Complainant



Report 2013-173

ADMINISTRATIVE REPORT

To: Warden and Council of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared By: Jannette Amini
Deputy Clerk

Date Prepared: July 22, 2013

Date of Meeting: September 18, 2013

Re: **Administrative Services – Integrated Accessibility Policy**

Recommendation

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

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

Background

In 2013, with the implementation of the new Integrated Accessibility Standards, 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 Integrated Accessibility Standards Regulation (IASR).

Comment

The purpose of this report is for the County of Frontenac to adopt an Integrated Accessibility Policy for the County. A copy of the Policy is attached to this report as Exhibit A. As part of the requirements under the IASR, municipalities were required to develop, implement and maintain policies governing how it would achieve or will achieve

Administrative Report
Administrative Services – Integrated Accessibility Policy
September 18, 2013

Page 1 of 3

accessibility through meeting its requirements referred to in the Regulation. Large organizations, including the County of Frontenac, were required to meet this section of the Standard by January 2013. As of January 2013, the County has developed its Multi-Year Plan, and the Policy regarding the procuring or acquiring goods, services or facilities was formally adopted by County Council at its March 20, 2013 meeting.

There are four Standards within the IASR:

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

The proposed Integrated Accessibility Policy encompasses all requirements of the new IASR, the next of which are required by January 2014, including the Employment Standard which requires policies regarding recruitment, information for employees and processes to accommodate employees, and IASR training for all employees, volunteers and members of Council.

The policy statement and objectives set out the County's commitment to treating all people in a way that allows them to maintain their dignity and independence and ensures that all aspects of the Integrated Accessibility Standards Regulation.

It should be noted that although the County has no obligated requirement under the new Transportation Standard, it has been identified in the policy that the County will encourage private transportation providers to meet the requirements of the Transportation Standard.

The draft Policy was presented to the Joint Frontenac Accessibility Advisory Committee at its September 9, 2013 meeting for comments and feedback, at which time, the following motion was made:

Moved By: Ms. Arsenault
Seconded By: Mr. Allen

THAT the Frontenac Accessibility Advisory Committee support the County of Frontenac Integrated Accessibility Standards Regulation (IASR) policy presented as Appendix A to report 2013-159, Accessibility Progress Report 3rd Quarter Update.

CARRIED

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

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. However the County has established the FRC – Ontarians with Disabilities Reserve to provide for the retrofits and other mandated expenditures required under the AODA legislation. These can include structural changes as well as adjustments in Information Technology (IT) and furnishings. \$10,000 is allocated to this reserve annually.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac Accessibility Advisory Committee
Susan Brant, Deputy Treasurer
Krista Vandewal, Human Resources Generalist/Researcher



REPORT 2013-174

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Peter Young
Community Planner

Date prepared: September 13, 2013

Date of meeting: September 18, 2013

Re: **Sustainability – Review of Ontario’s Long-Term Energy Plan**

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Sustainability – Review of Ontario’s Long-Term Energy Plan* report;

AND FURTHER THAT the Council of the County of Frontenac direct staff to submit comments to the Minister of Energy as contained in this report.

Background

The Ministry of Energy is currently reviewing its Long-Term Energy Plan, looking at a variety of issues such as energy supply mix, conservation targets, natural gas pipelines, transmission projects and other energy-related issues. A summary of the main points for consideration is available at <http://www.energy.gov.on.ca/en/ltep/>. A presentation with a summary of the main issues has been attached as Appendix B. The Ministry has asked for energy stakeholders to submit comments on the plan.

Comment

Many of the issues under discussion are high level or more appropriate for comments from specific expertise in energy, however there are a number of issues that could be commented on by Council that would support previous priorities identified by Council and/or the community. The proposed submission in the form of a letter to the Minister is attached as Appendix A for Council’s review.

Administrative Report
Sustainability – Review of Ontario’s Long-Term Energy Plan
September 13, 2013

Page 1 of 3

Sustainability Implications

This project supports the Energy and Infrastructure focus areas adopted in *Directions for Our Future* and projects such as “Expansion of Hydro Transmission Capacity” and “Expansion of Natural Gas Service” are directly identified in *Sustainable Actions 2012*. Increased investment in energy infrastructure in the County would promote economic growth in the Frontenacs.

Financial Implications

There are no direct financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Ministry of Energy

Appendix A

**Review of Ontario's Long-Term Energy Plan
Proposed Response to the Minister of Energy**

Thank you for the opportunity to comment on the review of the province's Long-Term Energy Plan. The County of Frontenac consists of four Townships with a combined population of 26,375 and is located to the north and south of Kingston. The review of the province's energy plan is timely, as new energy infrastructure investment and policy direction from the Ministry of Energy could be an important tool to help support future economic development in the County.

The County supports the continued involvement of the Ontario government in promoting renewable energy, including the FIT and microFIT programs. These programs should continue to provide competitive rates to encourage residents and businesses to invest in green energy, and the government should increase the share of renewable energy in the province's supply mix. Many FIT projects have been controversial; in this regard, the County supports the reduction of red tape for low-impact projects such as rooftop solar, but also would seek greater municipal involvement for large-scale developments.

The County of Frontenac has been a strong supporter of green energy projects, but has had difficulty attracting investment from energy developers. Proponents of FIT and microFIT projects in the County have run into roadblocks due to a lack of grid capacity within Frontenac County, while surrounding areas such as Lanark, Lennox and Addington, and Leeds and Grenville Counties have seen major projects move forward. The County supports the development of transmission upgrade projects and increased grid capacity as tools to support economic development and increase the share of renewable energy in the province's supply mix.

The County of Frontenac also supports the involvement of the government working with industry to expand natural gas supply to new communities. Frontenac County and many of the surrounding communities in the Frontenac Arch are some of the only large sections of Southern Ontario without access to natural gas. Rising energy costs have had a large impact on County residents due to lower income and employment levels than urban areas. Natural gas would offer significant savings over the electric, oil, and propane heating sources many currently are using in the County. The community has also identified the need for natural gas service as part of the County's Integrated Community Sustainability Plan, *Directions for Our Future*, and involvement from the province would offer significant weight to any efforts by the County and townships.

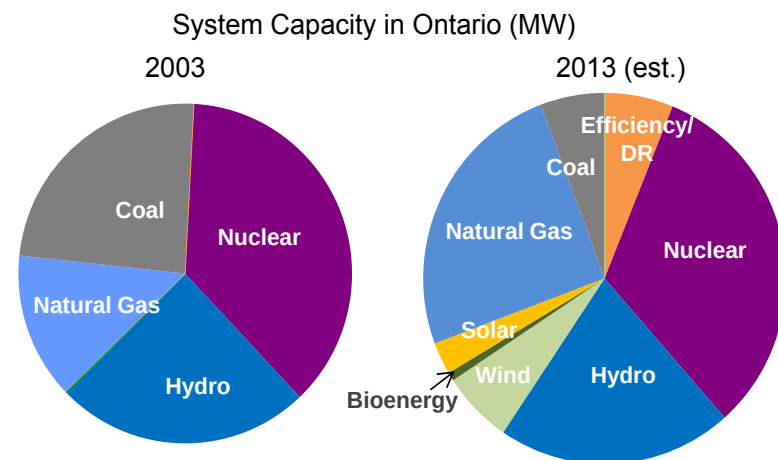
Thank you again for the opportunity to comment on the review of the Long-Term Energy Plan.



Status, Outlook and Options for Electricity Service

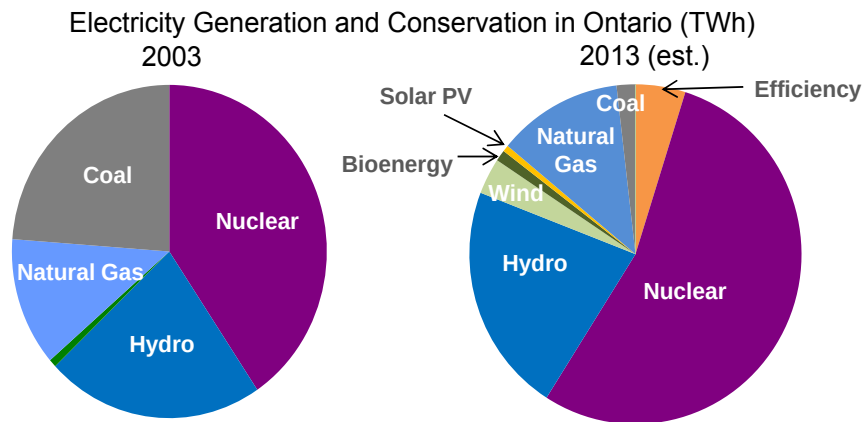
In Support of the 2013 LTEP Consultation

Ontario's supply mix has changed over the years



<u>Installed Capacity</u>	2003		2013 (est.)	
Nuclear	11,600 MW	37%	12,900 MW	32%
Hydro	7,700 MW	25%	8,400 MW	21%
Wind	--	--	2,500 MW	6%
Bioenergy	70 MW	<1%	300 MW	1%
Solar PV	--	--	1,100 MW	3%
Natural Gas	4,400 MW	14%	10,000 MW	25%
Coal	7,500 MW	24%	2,300 MW	6%
Efficiency/DR	0 MW	0%	2,600 MW	6%
Total	31,300 MW	100%	40,100 MW	100%

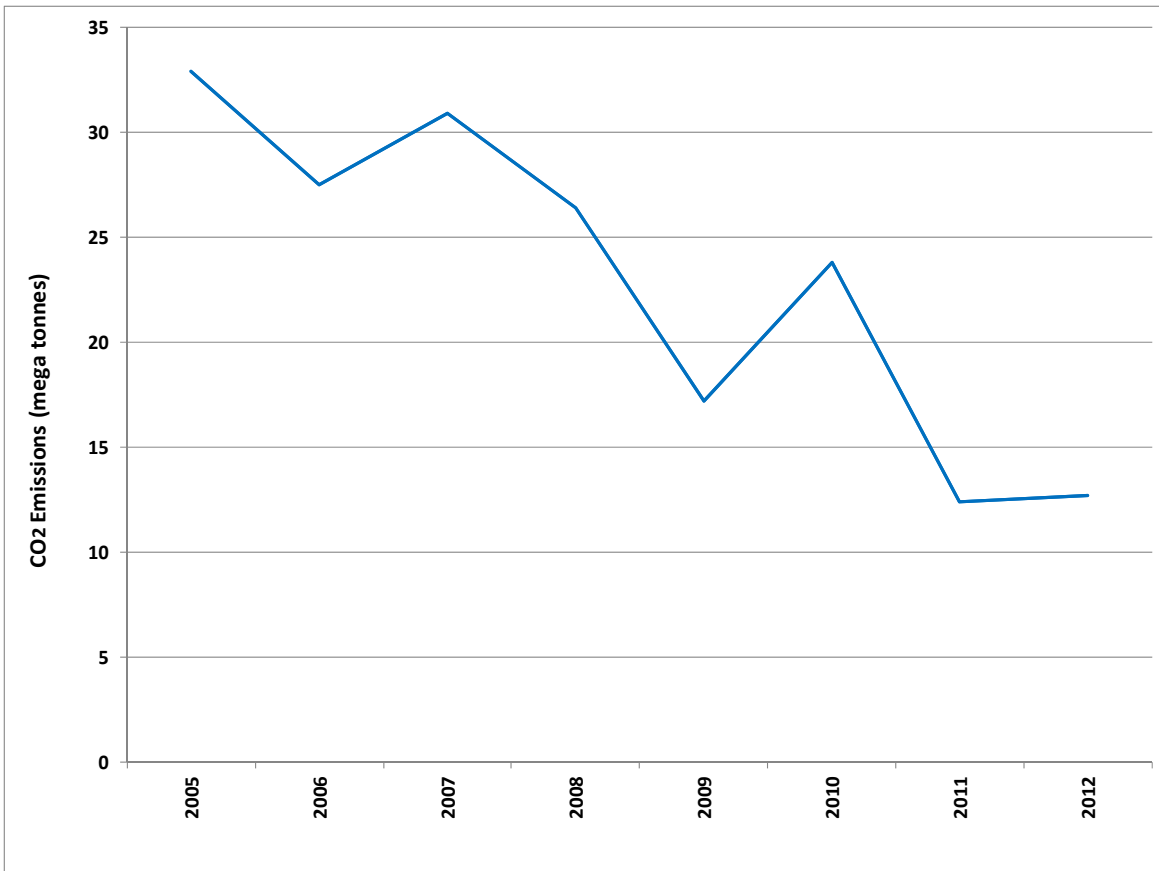
As the portfolio evolved, the amount of energy produced from different sources has also changed



<u>Energy</u>	2003		2013 (est.)	
Nuclear	63 TWh	43%	89 TWh	54%
Hydro	35 TWh	23%	36 TWh	22%
Wind	--	--	6 TWh	3%
Bioenergy	1 TWh	<1%	2 TWh	1%
Solar PV	--	--	1 TWh	<1%
Natural Gas	12 TWh	8%	20 TWh	12%
Coal	37 TWh	25%	3 TWh	2%
Efficiency	0 TWh	0%	8 TWh	5%
Total	148 TWh	100%	164 TWh	100%
Imports	7 TWh		3 TWh	
Exports	4 TWh		16 TWh	



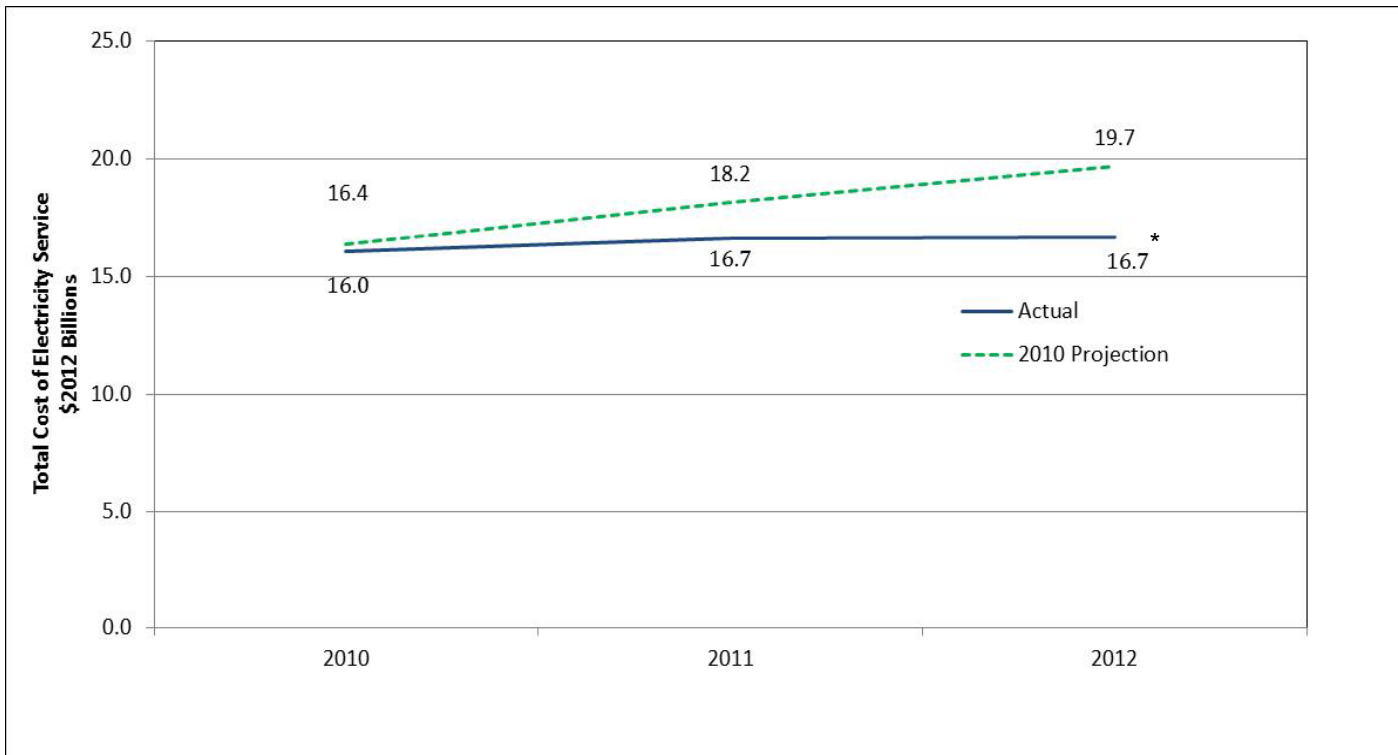
Carbon emissions from the electricity system have declined in recent years; future level of carbon emissions depends on choices subject of this consultation



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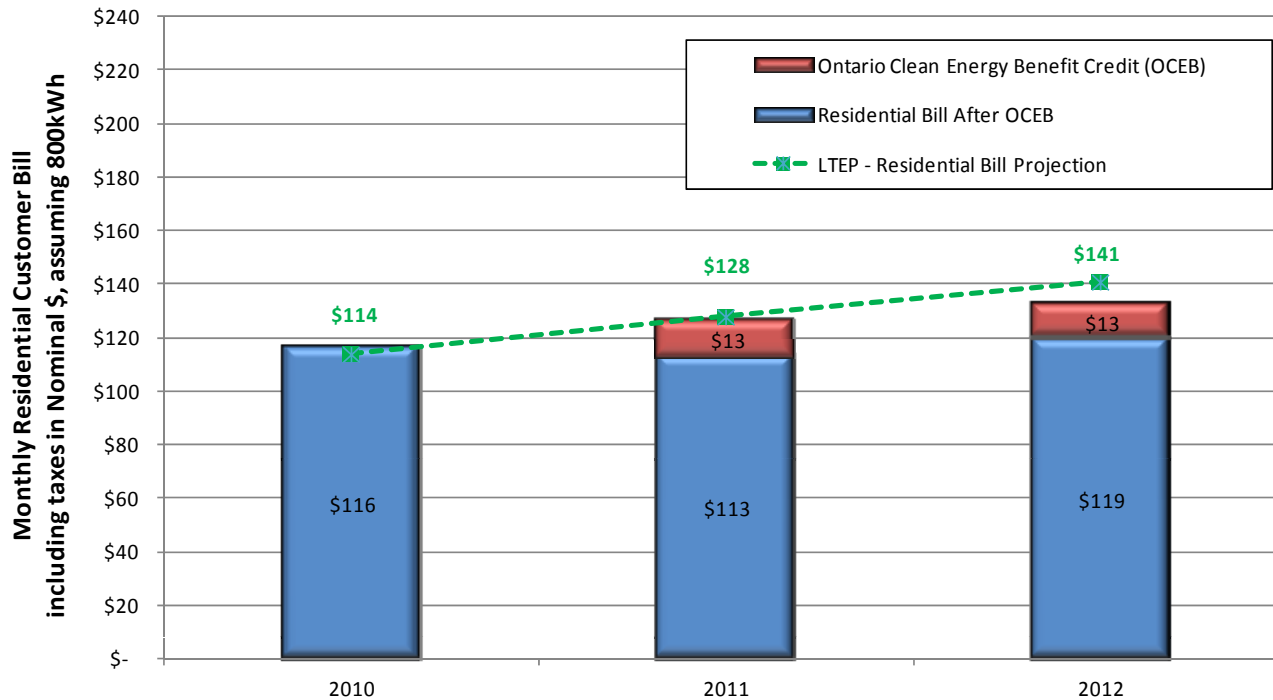


Total costs for electricity service in Ontario have increased, but less than projected in 2010; future costs depend on choices subject of this consultation



*Distribution component is an estimate

Customer bills for electricity have increased for residential customers but less than projected in LTEP 2010*



*LTEP representative bill largely based on Toronto Hydro rates, bills for customers of other utilities will be different.

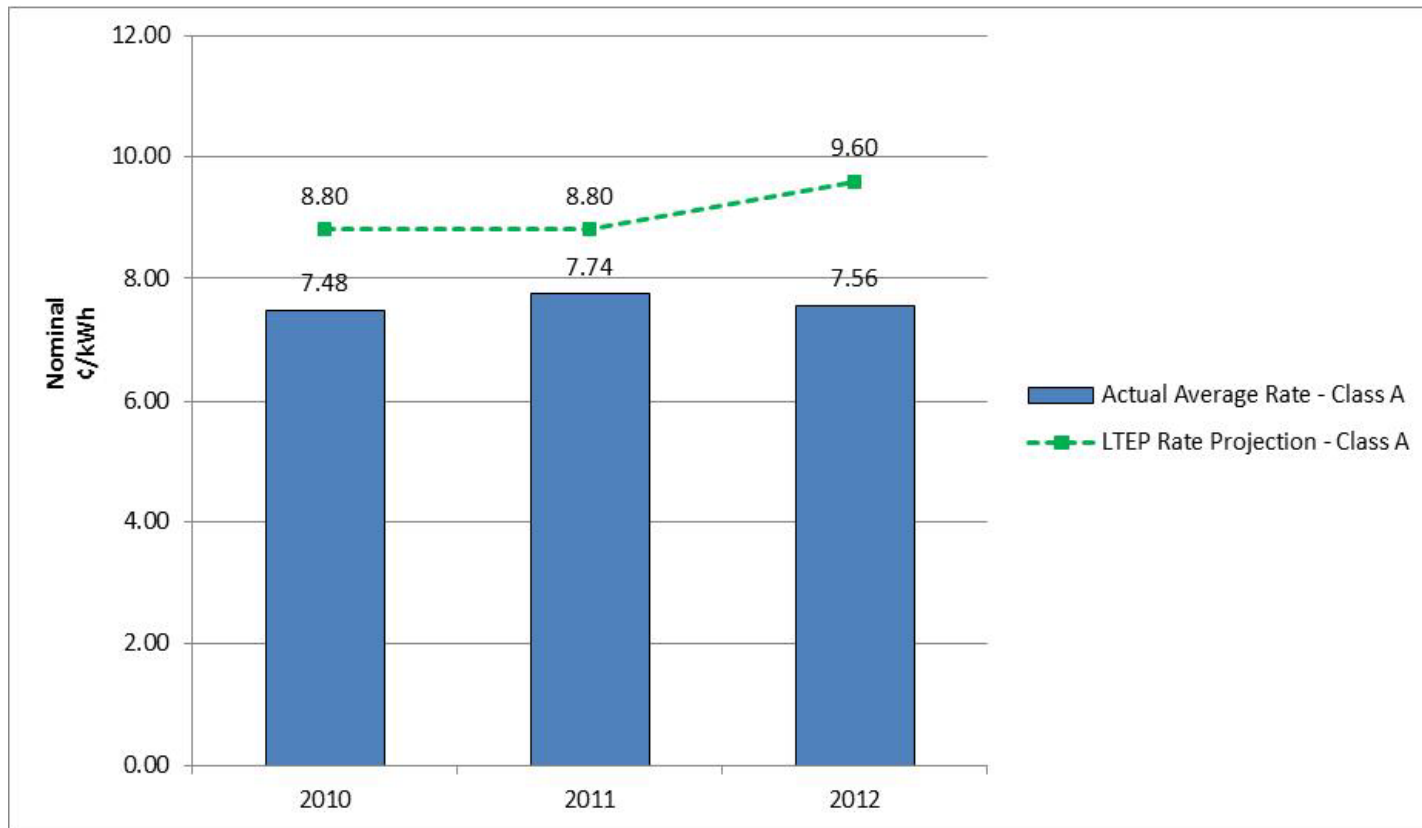
For information pertaining to historical bill impacts for other LDCs refer to the following OEB links:

http://www.ontarioenergyboard.ca/OEB/Documents/2013EDR/bill_impacts_2013.pdf

http://www.ontarioenergyboard.ca/OEB/Documents/2012EDR/bill_impacts_2012.pdf

http://www.ontarioenergyboard.ca/OEB/Documents/2011EDR/bill_impacts_2011.pdf

Large industrial electricity rates have declined



Note: Class A consumers are customers with a monthly peak demand over 5 MW.

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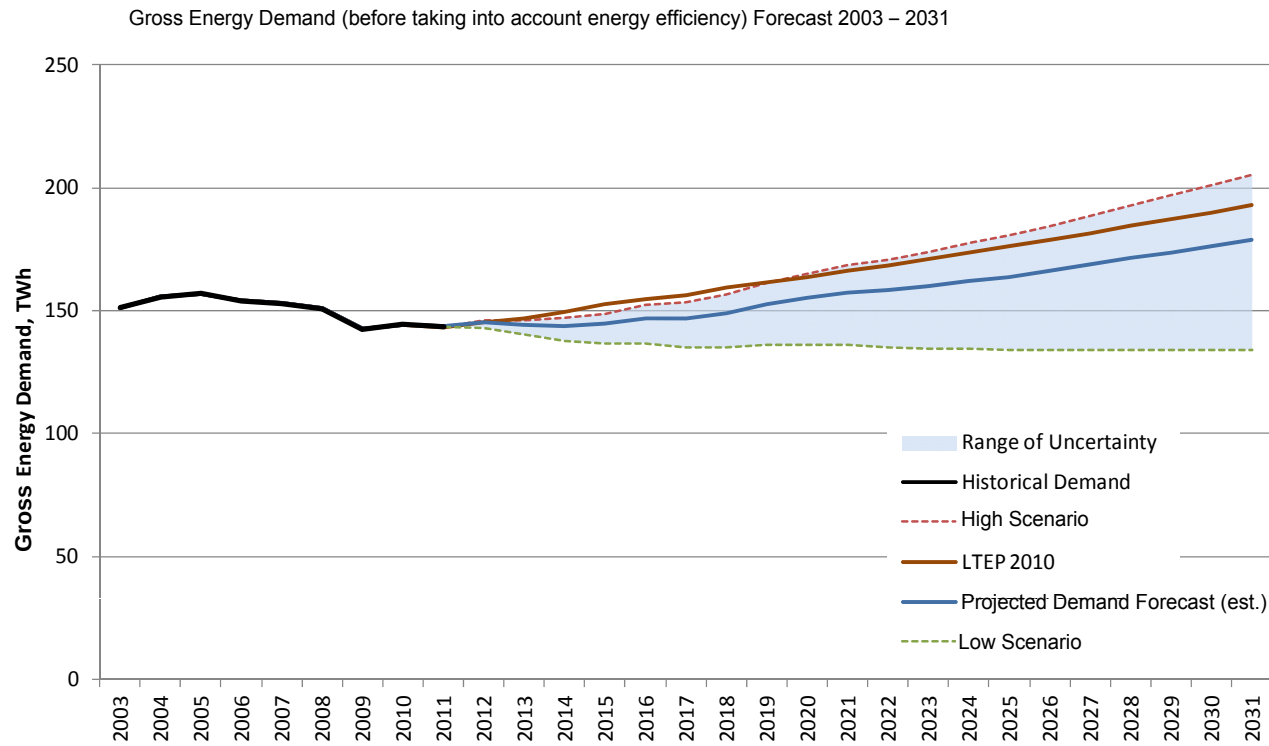
Demand forecasting is all about imagining what Ontario will look like five or ten years out

- How many people will be in Ontario, where will they live, and what will they be producing
- The nature of industrial output in Ontario (commodities, Canadian dollar, economy, U.S. markets)
- Electricity efficiency gains (consumer choices as influenced by technology, prices, market transformation, utility programs, codes and standards)
- “New”, yet to be identified, uses of electricity (transportation, home/office, carbon reduction)
- Role of electricity in the carbon strategy: substitution of electricity by other fuels or the other way around

Assumptions associated with gross demand forecast (before efficiency)

- 1 Growth in households and commercial floor space will be slower than in the last decade
- 2 The economy is forecast to grow about 2% per year
- 3 Price increases for electricity will put downward pressure on demand
- 4 Electric vehicles are assumed to gain market share in the next decade
- 5 Mining developments in the Northwest are taken into consideration

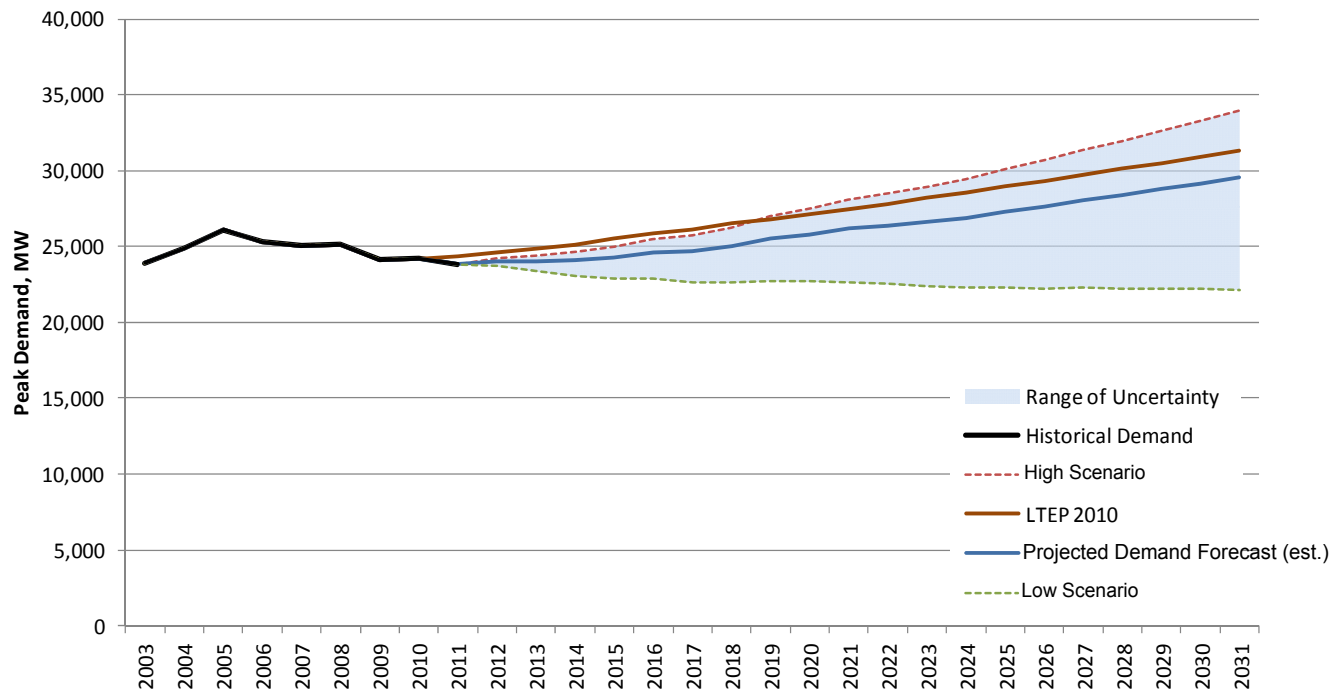
Energy demand is expected to grow slower than forecast in 2010, efficiency in end-use will reduce growth even further



Notes:
Values are presented in Appendix A.

Peak demand is lower than projected in 2010, efficiency and demand reduction measures will reduce it even further

Gross Peak Demand Forecast 2003 – 2031



Notes:
Values are presented in Appendix A.

A number of factors could raise or lower the amount of electricity demand

Factors that raise demand:

- lower than expected response to prices resulting in less natural efficiency
- less conservation than anticipated
- additional mining/smelting and/or chemical growth
- “new” as yet unidentified uses of electricity
- commercial data farm/server growth greater than expected
- adoption of grow lights in agricultural applications

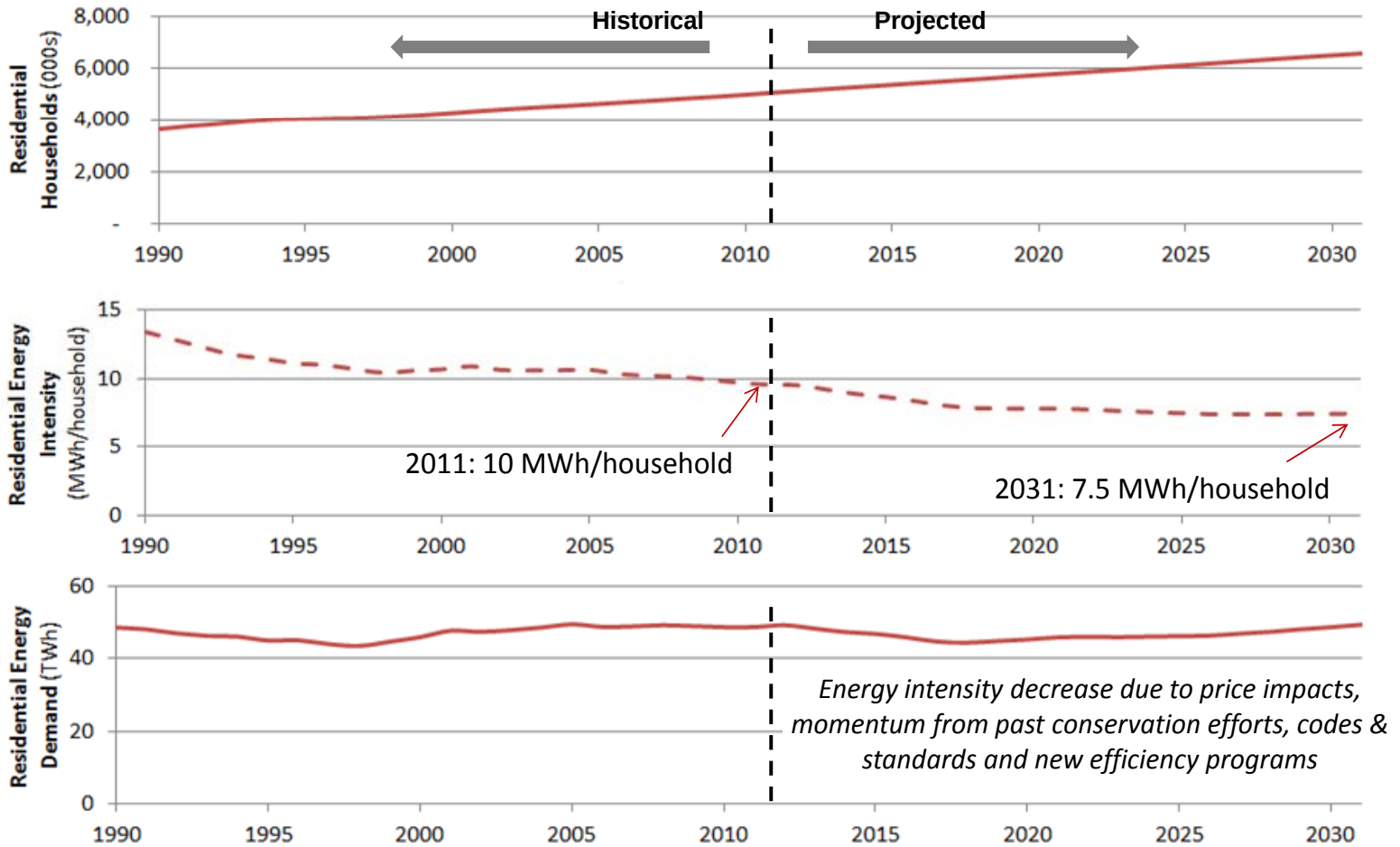
Factors that reduce demand:

- greater than expected response to higher electricity prices leading to greater efficiency uptake
- greater than expected response to higher electricity prices leading to manufacturing slowdown
- impact of continued high Canadian dollar on the manufacturing sector
- dramatic cost decrease of new efficient technologies increases penetration of these uses
- more conservation than anticipated
- less than expected mining/smelting and/or growth in chemical sector

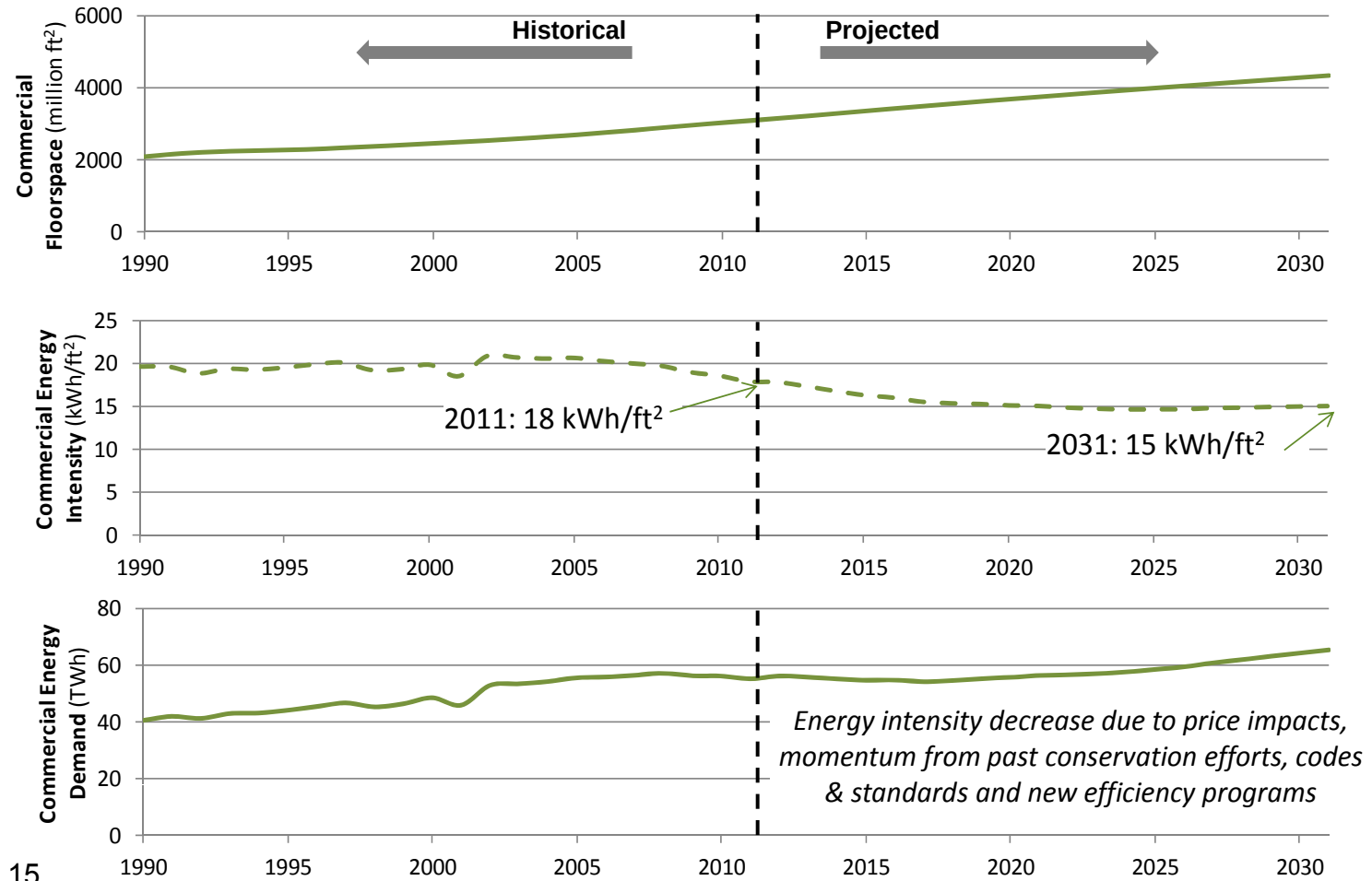
Efficiency in the use of electricity reduces need for supply

- Investments in efficiency are cost effective when they are lower in costs than alternative supply.
- Efficiency can reduce supply costs including not just generation, but also emissions, reserves, losses, transmission and distribution.
- The value of efficiency is location specific: highest in dense urban areas.
- Efficiency requires an investment by participating consumers. That investment is the major cost of efficiency measures. The incentives provided are intended to encourage customers to adopt efficiency but do not cover all the costs.
- Regulators typically adopt a set of economic assessments, now common in many jurisdictions, to evaluate the cost effectiveness of efficiency programs.
- Efficiency in end use is best projected together with the load forecast.
- These considerations illustrate the value of integrated planning.

Households are increasing, energy efficiency is increasing

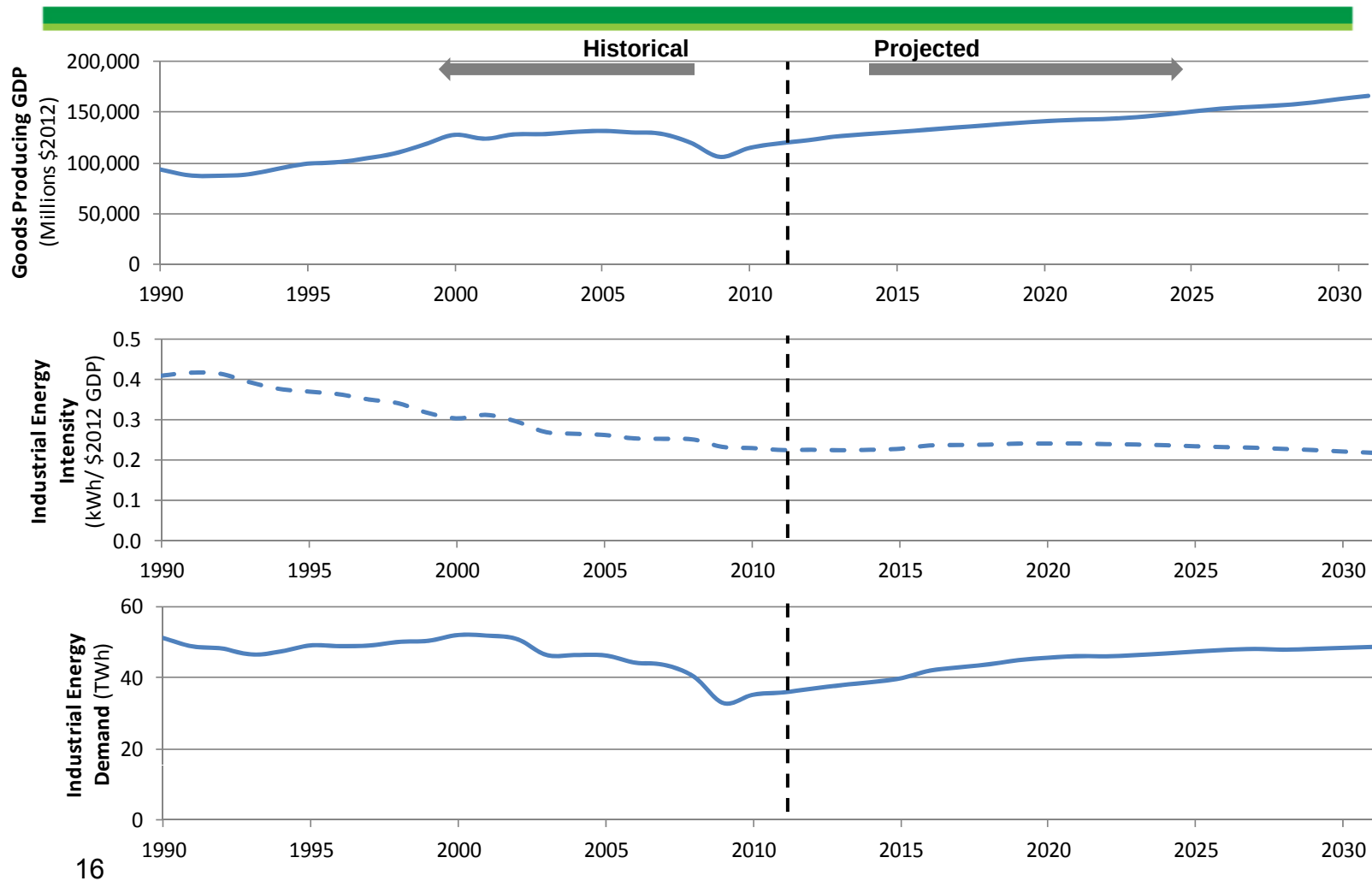


Commercial floor spaces are growing, energy efficiency is increasing



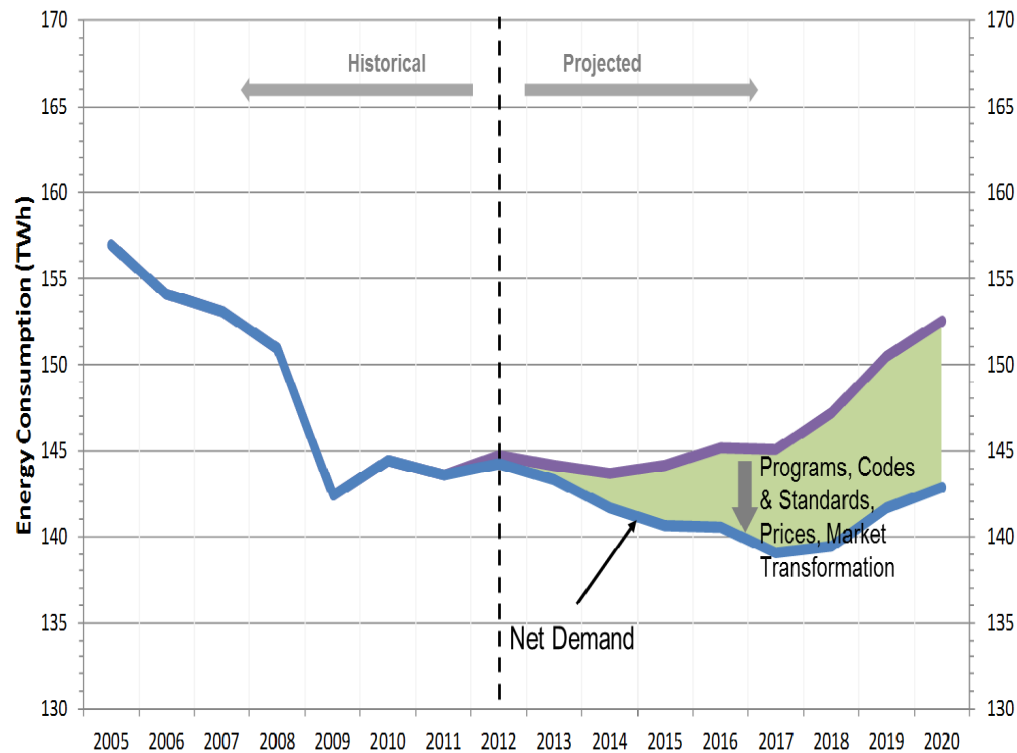
15

Industrial energy intensity has improved since 1990

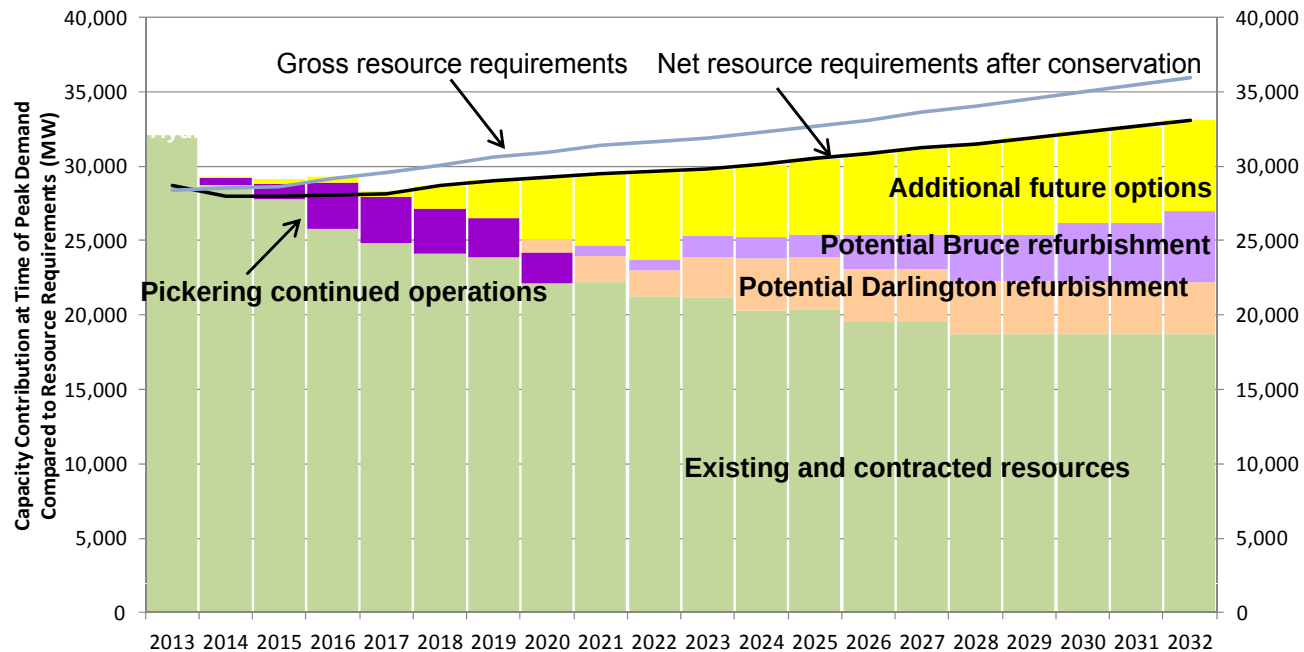


16

The assumptions about efficiency reduce the expectations for demand of electricity - how best to achieve this efficiency is subject of this consultation



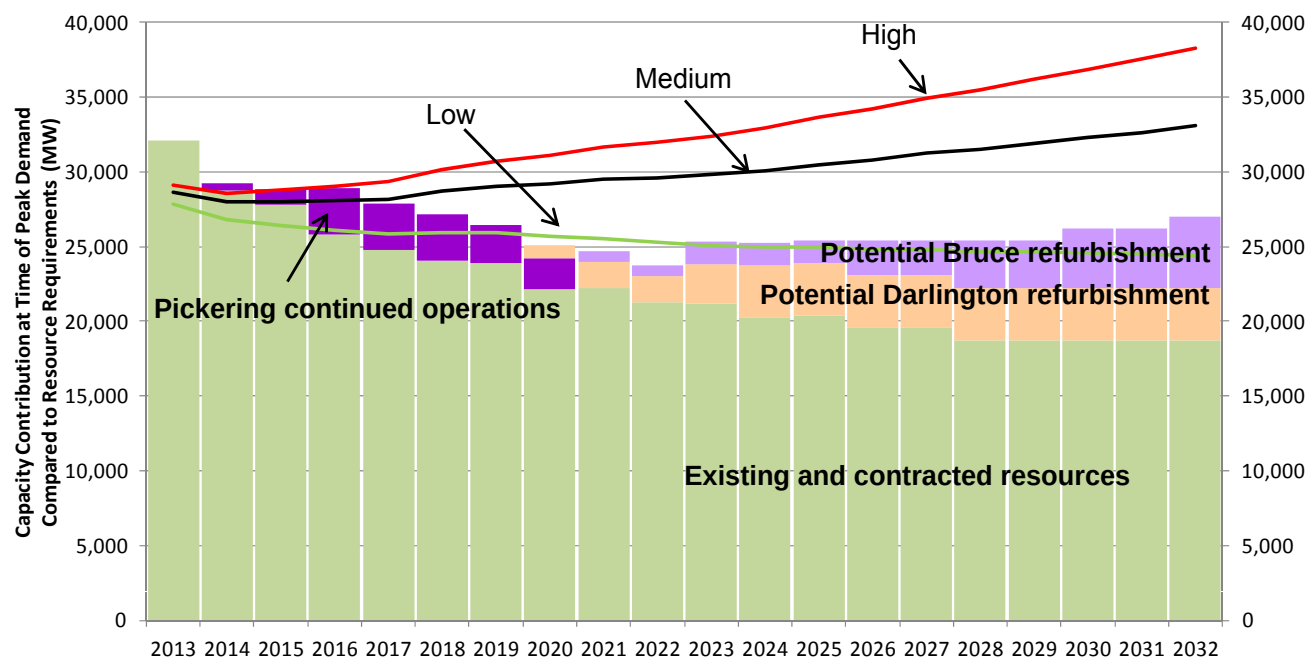
Ontario has surplus generation in the near term, needs begin to emerge in 2018; options are part of this consultation



Notes:

Resource requirements is comprised of demand plus planning reserve as required by reliability standards.
Contracted resources include contracted renewables and contracted natural gas.
Values are presented in Appendix B.

Different scenarios may unfold that result in different electricity demands and consequent infrastructure needs



Notes:

Resource requirements under low, medium and high scenarios are comprised of demand plus planning reserve as required by reliability standards.
Contracted resources include contracted renewables and contracted natural gas.
Values are presented in Appendix B.

Options work together in an integrated fashion to meet customer needs

System needs and resource attributes must be taken into account when making supply decisions:

Efficiency

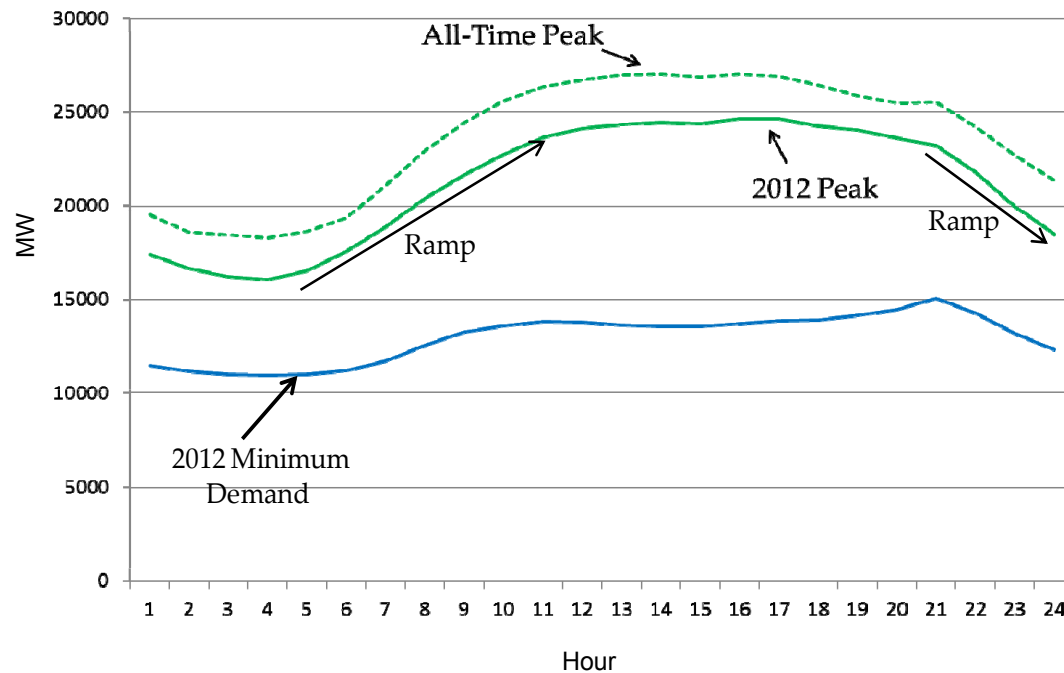
Energy

Capacity

System Quality

Openness

Resources must reliably and efficiently be available to balance supply and demand:



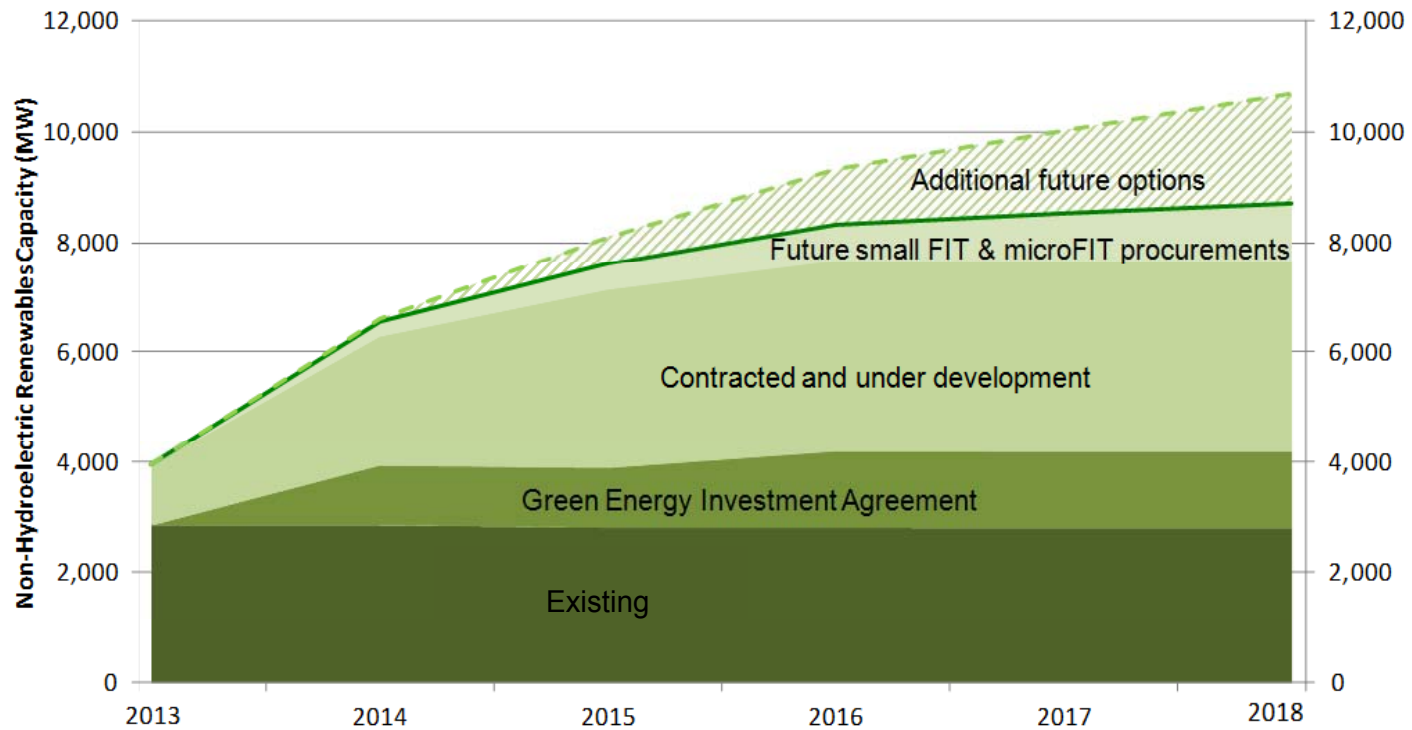
20



The extent and pace of further increases to hydroelectric is subject of this consultation

- Current hydroelectric fleet provides value to the electricity system
- Investments by OPG over the last decade increased capability of current fleet
 - Upgrades to existing facilities are a major contributor to improvements in hydroelectric capability
- Large projects are primarily in northern Ontario are distant, challenging to develop and require transmission upgrades
- Small projects are being explored throughout the province

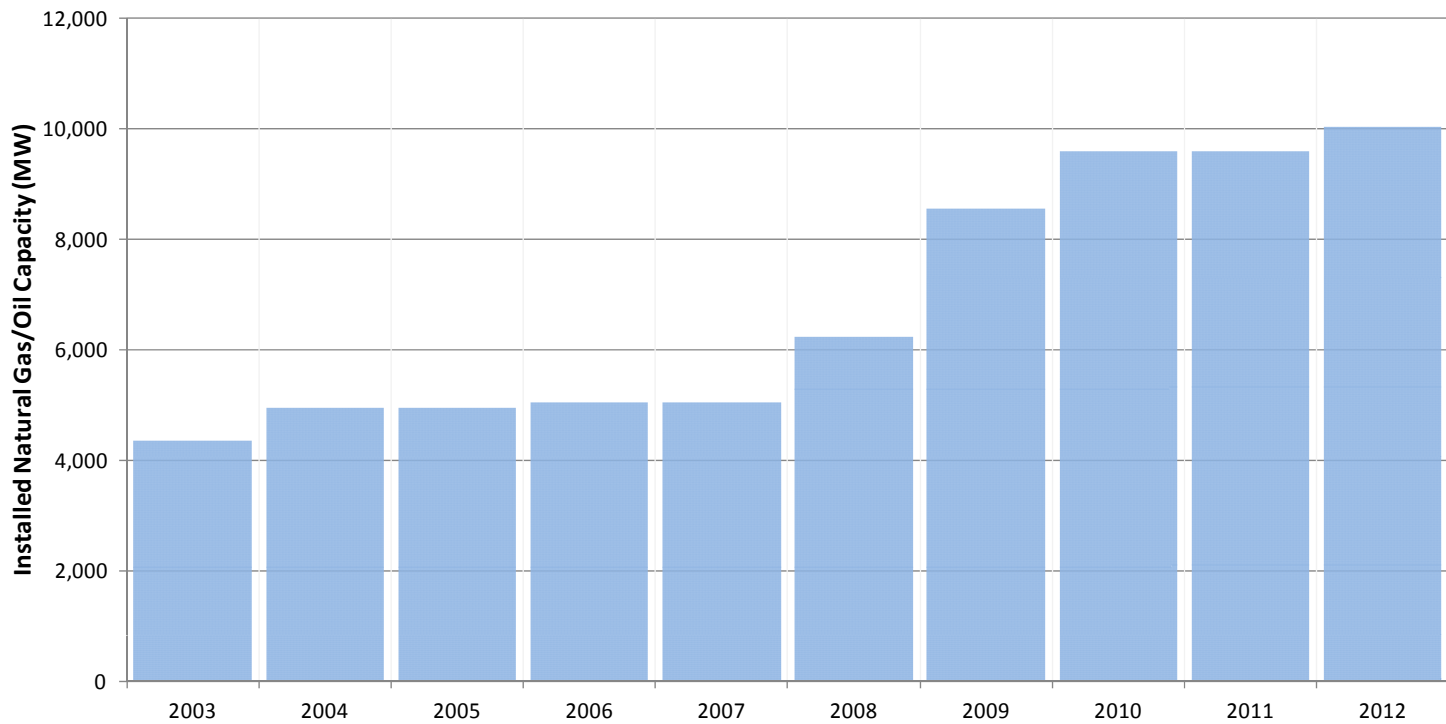
The extent and pace of further increases to wind, solar, and bioenergy resources is subject of this consultation



Notes:

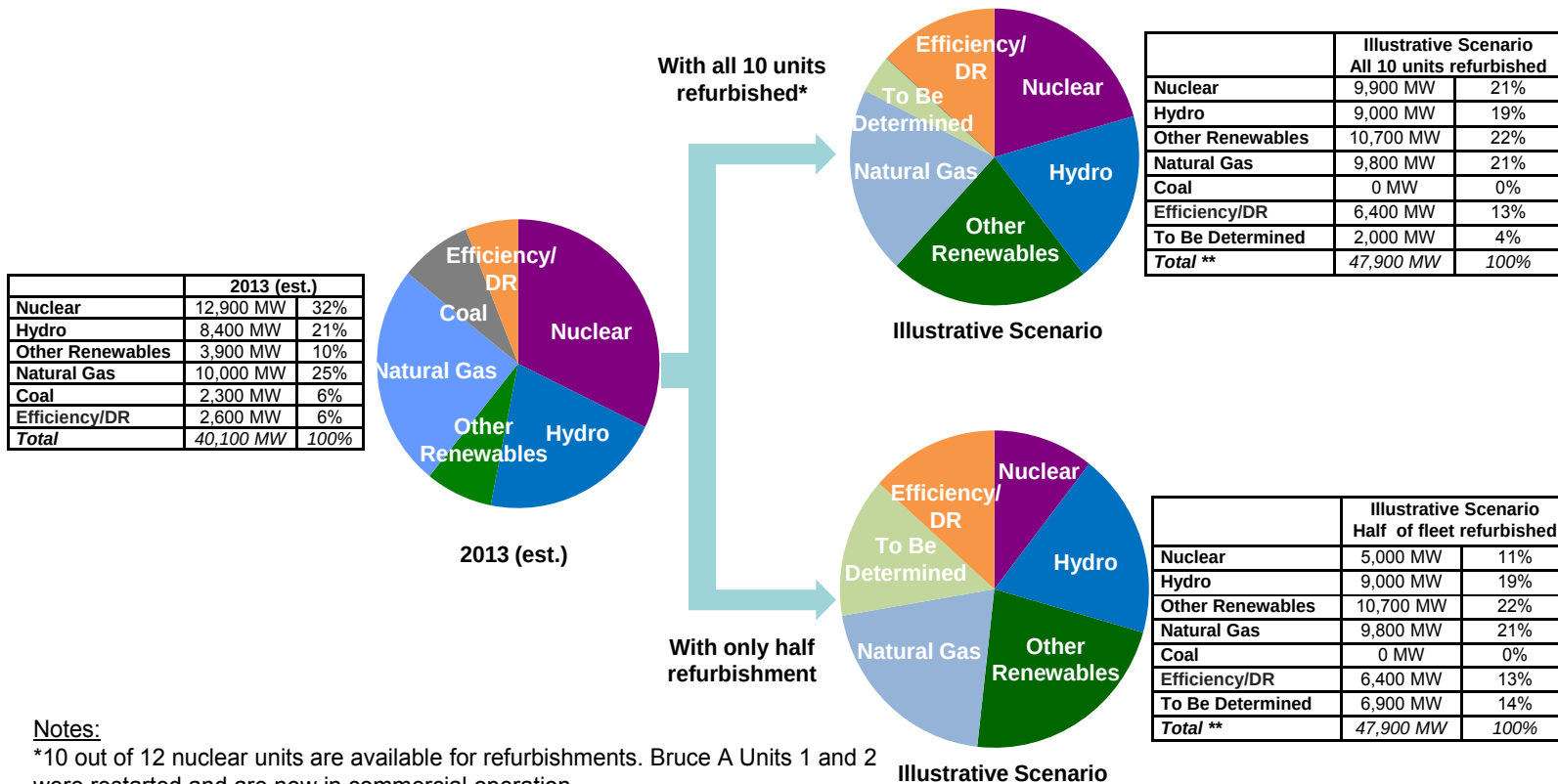
This diagram illustrates the components of non-hydroelectric renewables. The pace of development depends on how each of these categories evolves. Values are presented in Appendix C.

Natural gas-fired generation increased; further role of natural gas is subject of this consultation



Nuclear will continue to have a large contribution to the portfolio, the outlook for nuclear depends on extent of refurbishments and new build; plans for nuclear are subject of this consultation

Illustration of how the supply mix differs with extent of nuclear refurbishments

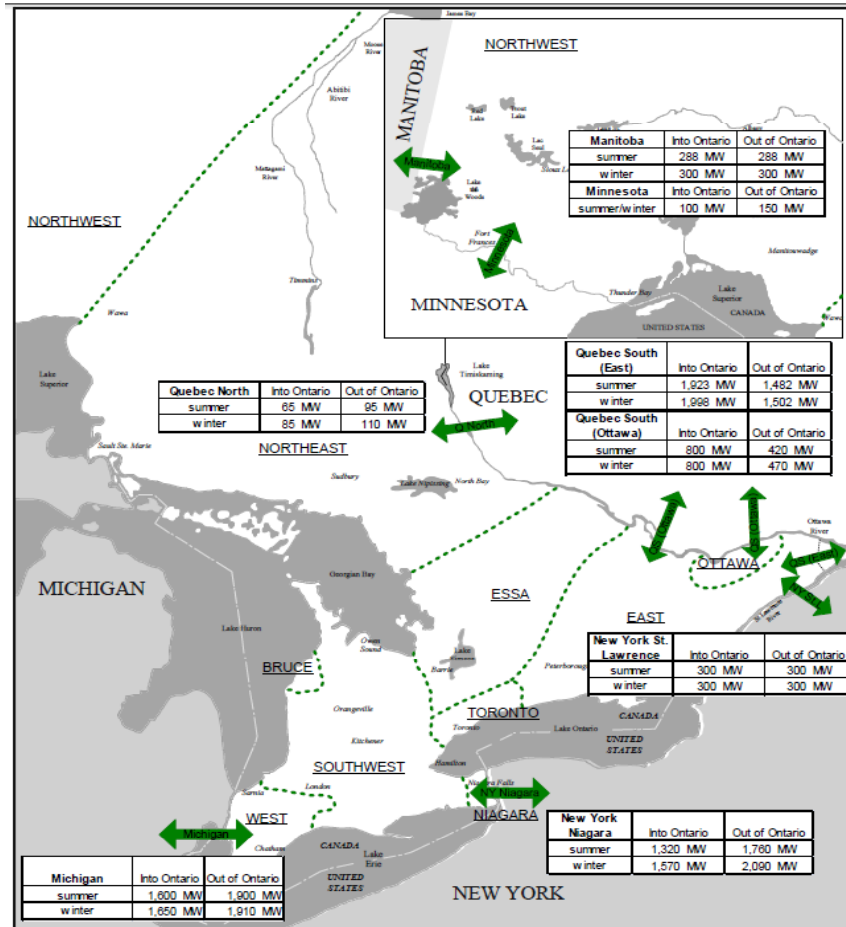


Notes:

*10 out of 12 nuclear units are available for refurbishments. Bruce A Units 1 and 2 were restarted and are now in commercial operation.

** Variations in MW and percentages may occur due to rounding.

Ontario is part of a larger electricity market that actively trades electricity



Ontario's Points of Interconnection with Neighbouring Areas

Note: Interchange capacity shown is representative of capability as of 2012

Source:

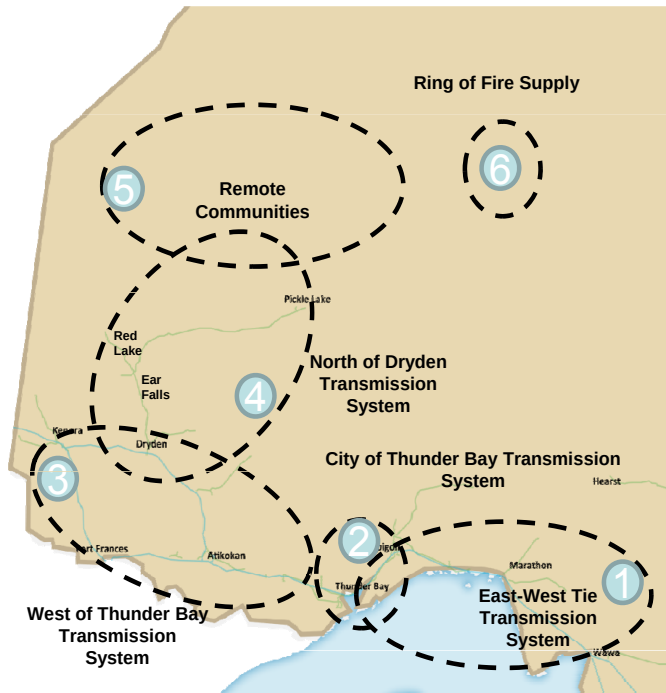
http://ieso.ca/imoweb/pubs/marketReports/OntTxSystem_2012nov.pdf



Integrated solutions offer value to various regions – regional planning has a growing relevance

- Local Distributors are at different points in the infrastructure renewal cycle
- Areas requiring investments beyond sustaining assets typically are:
 - Experiencing growth in demand
 - Planning improvements to levels of service
 - Replacing aging infrastructure
- OPA works with IESO, LDCs, and transmitters to review short, medium, and long-term needs and options
 - Integrated review of conservation, generation and wires opportunities
- Seven regional plans are underway:
 - Northwest
 - Three in southern Ontario
 - Three around GTA

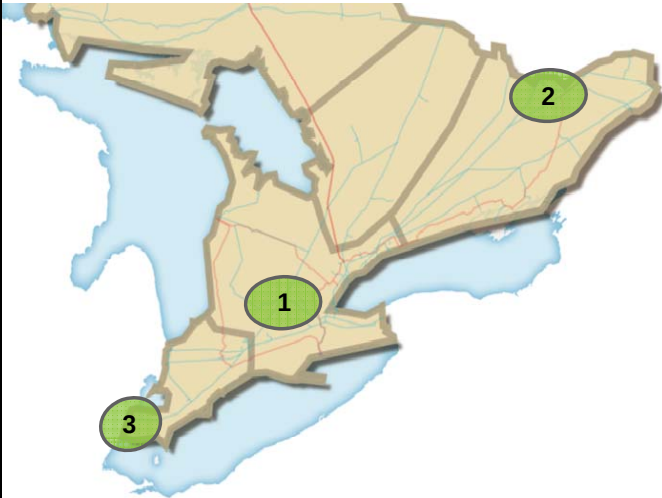
Six areas will require focus and integration within the Northwest



Area		Status and Outcomes To-Date
1	East-West Tie	- Need for transmission development was identified as a priority project in the 2010 LTEP and a report was submitted to the OEB - The OEB is conducting a process to designate a transmitter
2	City of Thunder Bay	A Thunder Bay area regional plan will be initiated later this year
3	West of Thunder Bay	Need is being assessed and options are being developed
4	North of Dryden	- Regional Plan nearing final draft - Generation and transmission options assessed - Stakeholder engagement underway
5	Remote Communities	- Draft Remote Community Connection Plan Released August 2012 to the Northwest Ontario First Nations Transmission Planning Committee - Recommends connection of 20-21 communities - Community engagement almost complete - Report expected to be finalized in late 2013
6	Ring of Fire	- Supply options are detailed in Draft North of Dryden Regional Plan - Generation and transmission options assessed - Stakeholder engagement underway

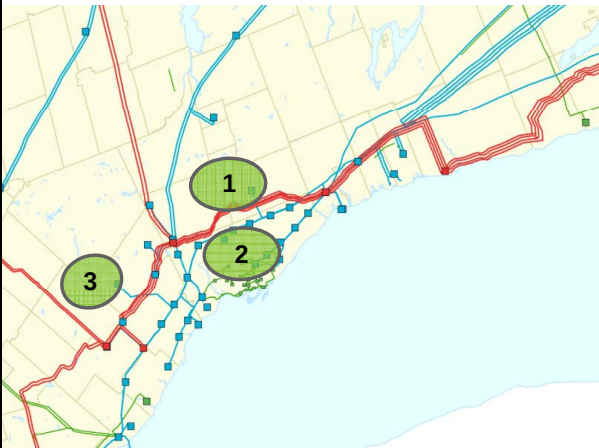
Three Southern Ontario Regions are in Focus

Area		Status and Outcomes To-Date
(From more advanced to less advanced)		
1	Kitchener-Waterloo - Cambridge-Guelph ("KWCG")	• Engineering and approval work is proceeding on two near-term projects in the KWCG area: 1) The Guelph Area Transmission Refurbishment (GATR) Project 2) Installation of a second 230/115 kV autotransformer at Preston TS • These facilities will address the near-term needs in the region and provide a substantial improvement to the reliability of supply over the longer term
2	Ottawa	• Three near-term projects have been identified: 1) Replacement of two 230/115 kV autotransformers at Hawthorne TS (in progress) 2) Installation of an in-line breaker at Almonte TS 3) Transmission refurbishment to supply downtown Ottawa • A plan addressing regional supply needs for the area, as well as capacity and reliability needs for three sub-areas, is nearing completion
3	Windsor-Essex	• The OPA is updating the 2011 study, incorporating revised load forecast information and updated DG projections



Three others around the Greater Toronto Area

Area		Status and Outcomes To-Date
1	York Region	Near-term projects have been identified to address load growth in this area
2	Central-Downtown Toronto	- Examining service standards for downtown core, - accounting for reinvestments in existing infrastructure, - Highlighting the significant value of efficiency measures - Exploring long-term transmission reinforcement options - Assessing potential for in city generation to enhance resiliency
3	Northwest GTA	- Early stages of initiating a regional planning process for Brampton, Halton Hills, Milton and South Caledon, involving four LDCs - High growth area with potential bulk system and regional supply capacity needs - Opportunities to coordinate long-term electrical and transportation infrastructure planning with potential for a joint use corridor



Reference documents are available for further reading

- OPA's Supply Mix Advice report, 2005: <http://www.powerauthority.on.ca/integrated-power-system-plan/supply-mix-advice>
- Canadian Electricity Association's Electricity 101, 2012: <http://www.electricity.ca/media/Electricity101/Electricity101.pdf>
- National Renewable Energy Laboratory's Cost and Performance Assumptions for Modeling Electricity Generation Technologies, 2010: <http://www.nrel.gov/docs/fy11osti/48595.pdf>
- International Energy Agency's Tackling Investment Challenges in Power Generation, 2007: http://www.iea.org/publications/freepublications/publication/tackling_investment.pdf
- U.S. Energy Information Administration's The U.S. Energy Future, 2012: http://www.eia.gov/pressroom/presentations/howard_04262012.pdf
- U.S. Energy Information Administration's Annual Energy Outlook 2013: [http://www.eia.gov/forecasts/aeo/pdf/0383\(2013\).pdf](http://www.eia.gov/forecasts/aeo/pdf/0383(2013).pdf)

More information related to reviewing and updating Ontario's Long-Term Energy Plan is available

To learn more about reviewing Ontario's Long-Term Energy Plan, refer to the following resources:

- Ontario Ministry of Energy's website: <http://www.energy.gov.on.ca/en/ltep/>
- Ontario Ministry of Energy's "Making Choices" document: <http://www.energy.gov.on.ca/en/ltep/making-choices/>
- Ontario Ministry of Energy's "Conservation First" document: <http://www.energy.gov.on.ca/en/conservation-first/>

Appendix A: Energy Demand and Peak Demand Forecasts

Gross Energy Demand Forecast 2011 – 2031

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Energy Demand (TWh)	143.6	145.0	144.1	143.9	144.6	146.9	146.9	149.1	152.4	155.0	157.1
High Scenario (TWh)	143.6	146.0	146.1	147.0	148.7	152.1	153.2	156.6	161.2	165.1	168.4
Low Scenario (TWh)	143.6	142.9	140.0	137.8	136.5	136.7	134.8	134.8	135.9	136.2	136.0
LTEP 2010 (TWh)	143.3	145.0	147.0	149.4	152.6	154.4	156.5	159.4	161.5	163.6	166.0
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	
Energy Demand (TWh)	158.2	159.7	162.0	163.8	166.0	168.7	171.3	173.5	176.1	178.7	
High Scenario (TWh)	170.9	173.7	177.4	180.6	184.4	188.7	192.9	196.7	201.2	205.5	
Low Scenario (TWh)	135.1	134.4	134.4	133.9	133.8	134.0	134.1	133.9	134.0	134.0	
LTEP 2010 (TWh)	168.5	171.0	173.7	176.1	178.8	181.7	184.5	187.3	190.1	193.2	

Peak Demand Forecast 2011 – 2031

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Peak Demand (MW)	23,837	24,028	24,042	24,097	24,275	24,579	24,665	25,024	25,511	25,805	26,174
High Scenario (MW)	23,837	24,197	24,381	24,607	24,964	25,453	25,722	26,278	26,978	27,480	28,068
Low Scenario (MW)	23,837	23,685	23,361	23,079	22,918	22,873	22,626	22,627	22,738	22,671	22,667
LTEP 2010 (MW)	24,351	24,582	24,829	25,138	25,559	25,819	26,110	26,508	26,801	27,093	27,451
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	
Peak Demand (MW)	26,368	26,607	26,907	27,259	27,596	28,041	28,367	28,766	29,167	29,539	
High Scenario (MW)	28,475	28,934	29,466	30,061	30,646	31,358	31,946	32,621	33,309	33,970	
Low Scenario (MW)	22,510	22,389	22,318	22,287	22,240	22,276	22,214	22,204	22,192	22,155	
LTEP 2010 (MW)	27,830	28,195	28,586	28,939	29,330	29,729	30,124	30,509	30,893	31,312	

Appendix B: Capacity Contributions at Peak Demand

Capacity Contributions at Time of Peak Demand and Resource Requirements (MW) 2013-2032

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Existing and contracted resources	32,075	28,742	27,780	25,806	24,815	24,093	23,900	22,151	22,190	21,250
Pickering continued operations	-	516	1,032	3,094	3,094	3,094	2,578	2,062	-	-
Potential Darlington refurbishment	-	-	-	-	-	-	-	878	1,756	1,756
Potential Bruce refurbishment	-	-	-	-	-	-	-	-	750	750
Additional future options	-	5	327	396	459	1,493	2,581	4,144	4,820	5,869
Gross resource requirements	28,418	28,507	28,645	29,151	29,599	30,029	30,613	30,966	31,409	31,642
Net resource requirements after conservation	28,679	27,993	27,994	28,074	28,179	28,680	29,059	29,235	29,516	29,625
Low resource requirements	27,866	26,811	26,428	26,126	25,849	25,933	25,900	25,685	25,561	25,290
High resource requirements	29,083	28,586	28,787	29,072	29,386	30,118	30,730	31,133	31,652	31,992
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing and contracted resources	21,213	20,262	20,389	19,563	19,563	18,741	18,741	18,729	18,726	18,685
Pickering continued operations	-	-	-	-	-	-	-	-	-	-
Potential Darlington refurbishment	2,634	3,512	3,512	3,512	3,512	3,512	3,512	3,512	3,512	3,512
Potential Bruce refurbishment	1,500	1,500	1,500	2,322	2,322	3,144	3,144	3,966	3,966	4,788
Additional future options	4,459	4,824	5,098	5,431	5,834	6,109	6,516	6,083	6,455	6,112
Gross resource requirements	31,928	32,289	32,711	33,115	33,649	34,041	34,519	35,001	35,447	35,933
Net resource requirements after conservation	29,806	30,098	30,499	30,828	31,231	31,506	31,913	32,290	32,659	33,097
Low resource requirements	25,081	24,965	24,936	24,845	24,811	24,671	24,634	24,569	24,494	24,425
High resource requirements	32,413	32,960	33,633	34,235	34,926	35,480	36,191	36,875	37,558	38,260

* The Bruce and Darlington nuclear refurbishment schedule assumed is illustrative and is used for modeling purposes only.

Appendix C: Non-Hydroelectric Renewables Capacity Forecast

Wind, Solar, and Bioenergy Forecast (MW) 2013 – 2018

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Existing	2,854	2,854	2,810	2,810	2,805	2,805
Green Energy Investment Agreement	-	1,069	1,069	1,369	1,369	1,369
Contracted and under development	1,084	2,351	3,247	3,477	3,477	3,477
Future small FIT & microFIT procurements	13	268	478	678	878	1,053
Additional future options	-	50	500	1,000	1,500	1,997
Total	3,951	6,591	8,103	9,333	10,028	10,700

Notes:

Additional future options presents a scenario with additional future renewable options to achieve the target of 10,700 MW by 2018.



REPORT 2013-152

ADMINISTRATIVE REPORT

To: WARDEN AND COUNCIL OF THE COUNTY OF FRONTENAC

From: Elizabeth Savill
CAO

Prepared by: Julie Shillington
Administrator of Fairmount

Date prepared: August 30, 2013

Date of meeting: September 18, 2013

Re: Fairmount Home – Quality Improvement Activities Update

Recommendation

That Council of the County of Frontenac receive the *Fairmount Home – Quality Improvement Activities Update* report for information only.

Background

As set out in the *Long-Term Care Homes Act*, every long-term care home must have a comprehensive quality improvement program that includes mechanisms for evaluation and reporting.

Comment

Part of the home's quality improvement program involves the documentation of quality improvement activities through project charters. This allows the team responsible for the activity to measure its progress. The following are the formal quality improvement activities that we are documenting to date in 2013 through project charters.

Name of Project	Description
Performance Appraisals	We are trialling a new performance appraisal document at Fairmount before implementing it across the other departments in the County.
Ethics Policy	Through Accreditation, it was identified that our ethics policy

Administrative Report
Fairmount Home – 2013 Quality Improvement Activities Update
September 18, 2013

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	was not user-friendly. We have revised the policy and are tracking its use.
Tai Chi	Tai Chi was being offered for 15 minutes once per week. It was successful and the program continues.
Ante UP Program	The original program was a 16-week Restorative Nursing program to increase resident exercise with the hopes of increasing the residents' ROM and strength, maintain their current level of activities of daily living and decrease their pain. Outcome was positive. This program was a 12-week program with more sessions each week and the introduction of weights at 8 weeks.
Dietary Workflow	There are a variety of initiatives that are underway as a result of the workflow. We are measuring dietary staff satisfaction with an aim of reaching 75% of shifts being graded as good or great. We have implemented the use of different garbage bags in the serveries to reduce breakage. We trialled making toast on demand at breakfast instead of in advance which is proving successful. Staff has used 5S methodology to reorganize the serveries on both floors. We are now using process mapping to identify all the tasks assigned to each work routine.

Financial Implications

There are no financial implications.

Sustainability Implications

The Health and Social Services Vision Statement from *Directions for Our Future* reads:

Residents (both permanent and seasonal) are able to access high quality health care and professional social services through a network of care facilities and programs in the Frontenacs. The County fosters the network of health care and social service providers through development, maintenance, attraction and retention programs. It also advocates for a strong health and social services system, supported through effective service delivery agreements.

Our quality improvement program will help us to ensure high quality services are provided to our residents.

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Management Team
Staff
Residents
Volunteers

Administrative Report
Fairmount Home – 2013 Quality Improvement Activities Update
September 18, 2013

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Report 2013-162

ADMINISTRATIVE REPORT

To: Warden and Council of the County of Frontenac

From: Elizabeth Savill
CAO/Clerk

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

Date Prepared: August 28, 2013

Date of Meeting: September 18, 2013

Re: Emergency and Transportation Services – 2013 Legislated Response Time Standard Update

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Emergency and Transportation Services – Legislated Response Time Standard Update* for information only.

Background

At its meeting on September 12th, 2012, County Council passed the following resolution:

*Motion #: 256-12 Moved By: Councillor McDougall
Seconded By: Councillor Davison*

RESOLVED THAT the Council of the County of Frontenac accept the Emergency and Transportation Services – Legislated Response Time Performance Plan report;

AND FURTHER THAT Council direct the Clerk to introduce a by-law later in the meeting adopting the response time standards as outlined in the report.

CARRIED

Administrative Report
Emergency and Transportation Services – 2013 Legislated Response Time Standard Update
September 18, 2013

Page 1 of 7

Comment

The County of Frontenac is meeting and in fact exceeding all of its **paramedic** response time standards for CTAS 1, 2, 3, 4, and 5 calls.

We are not meeting the stated response time standard for CTAS SCA (Sudden Cardiac Arrest). This standard is not a paramedic driven standard but a standard reflecting when any “person” with an Automatic External Defibrillator (AED) is at the patient’s side in less than six (6) minutes.



Several factors influence this standard’s performance; it may well be that we are meeting or surpassing the set standard, however, we do not have all the data. We do not have access to allied agency data, such as when fire or police respond and place an AED on a patient. It is forecasted that this information will be obtainable when future technological updates become available in the Computer Aided Dispatch (CAD) between Ambulance/Fire/Police dispatch centres.

As well, this standard is influenced by the presence of a robust Public Access Defibrillator (PAD) program in the municipality. The County of Frontenac has had a PAD program through its member townships for several years and has participated in each funding “round” available through the Ontario Heart and Stroke Foundation.

The City of Kingston does not participate in a PAD program outside of its owned or leased facilities. We are aware of numerous AED locations within the City of Kingston boundaries (see Appendix A). In the first round of the Ontario Defibrillator Access

Administrative Report

Emergency and Transportation Services – 2013 Legislated Response Time Standard Update
September 18, 2013

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Initiative in late 2012/early 2013, the County did agree to oversee AED distribution within the City of Kingston for specific school locations with the Limestone District School Board and the Algonquin and Lakeshore Catholic District School Board to ensure these sites received these important tools.

Sustainability Implications

Good stewardship of the County's financial resources allows for the most appropriate care of our residents and visitors when in need of paramedic services.

Financial Implications

None at this time.

Organizations, Departments and Individuals Consulted and/or Affected

Appendix A

AED Location	Address
Ambassador Hotel	1550 Princess Street, Kingston, ON
Archbishop O'Sullivan Catholic School	974 Pembridge Cres., Kingston, Ontario, K7P 1A3
Arden Legion Hall	5967 Arden Road, Arden, ON K0H 2P0
Artillery Park Aquatic & Fitness Centre	76 Ordinance St, Kingston, ON
Assurant Solutions	1287 Gardiners Road, Kingston, ON
Barrie Community Centre	14225 41 Hwy, Cloyne, ON K0H 1K0
Barrie Community Hall	14225 Hwy 41, Cloyne, ON K0H 1B0
Bayridge Public School	1066 Hudson Drive, Kingston Ontario, K7M 5K8
Bayridge Secondary School	1059 Taylor-Kidd Blvd., Kingston, Ontario, K7M 6J9
Cataraqui Community Center & Kinsman	1030 Sunnyside Rd., Kingston, ON
Cataraqui Town Centre	945 Gardiners Road, Kingston, ON
Cataraqui Woods Elementary School	1255 Birchwood Drive, Kingston, Ontario, K7P 2G6
Centennial Public School	120 Norman Rogers Drive, Kingston, Ontario, K7M 2R2
Center 70 Arena	100 Days Road, Kingston, ON
City of Kingston (Emergency Mgmt)	500 O'Connor Drive, Kingston, ON
Clarendon Central Public School	7356 Highway 506, Plevna, Ontario, K0H 2M0
Clar-Mill Community Hall (not confirmed)	6598 Buckshot Lake Road, Plevna, ON K0H 2M0
Cloyne Fire Hall Response Truck	14833 Highway 41, Cloyne, ON K0H 1B0
Collins Bay Public School	4075 Bath Road, Kingston, Ontario, K7M 4Y6
Communications & Electronics Museum	95 Craftsman's Blvd (CFB), Kingston, ON
Confederation Basin Marina	53 Yonge Street, Kingston, ON
DND 1 Wing HQ	65 Craftsman Blvd (CFB), Kingston, ON
Ecole e.s. Publique Madelene-de-Roybon/Mille-Iles	72 Gilmour Ave., Kingston, Ontario, K7M 9G6
Four Points Sheraton	285 King Street East, Kingston, ON
Frontenac Secondary School	1789 Bath Road, Kingston, Ontario, K7M 4Y3
Grand Theatre	218 Princess Street, Kingston, ON
Green Acres Inn	2480 Princess Street, Kingston, ON
Harlowe Community Hall	1047 Gull Lake Road, Harlow, ON K0H 1K0
Holy Cross Catholic Secondary School	1085 Woodbine Rd, Kingston, Ontario, K7P 2S4
Homestead Land Holdings Ltd.	80 Johnson Street, Kingston, ON
Howe Island Municipal Office	Baseline Road- RR#4, Gananoque, ON K7G 2V6
Invista Centre	1350 Gardiners Rd. & Fortune Cresc., Kingston, ON
Invista Centre	1350 Gardiners Rd. & Fortune Cresc., Kingston, ON
Invista Centre	1350 Gardiners Rd. & Fortune Cresc., Kingston, ON
JE Horton Public School/Sir John A MacDonald	529 Saint Martha Street, Kingston, Ontario, K7K 7C2
JR Henderson Public School	361 Roosevelt Drive, Kingston, Ontario, K7M 4A8
KCVI Community Education Centre	130 Queen Street, Kingston, Ontario K7K 1A7
Kennebeck Community Hall - CF	5998 Arden Rd., Arden, Ontario, K0H 1B0
Kincor Holdings (Investors Group)	1000 Gardiners Rd., Kingston, ON
Kingston Collegiate Vocational Institute	235 Frontenac St Kingston, Ontario, K7L 3S7

Administrative Report
 Emergency and Transportation Services – 2013 Legislated Response Time Standard Update
 September 18, 2013

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AED Location	Address
Kingston Community Credit Union	795 Gardiners Rd, Kingston, ON
Kingston Community Credit Union	18 Market St, Kingston, ON
Kingston District Shrine Club	3260 Princess Street, Kingston, ON
Kingston Masonic Centre	954 Hudson Drive, Kingston, ON
Kingston Memorial Arena	303 York St., Kingston, ON
Kingston Tennis Club	45 Napier Street , Kingston, ON
Knights of Columbus Basketball League	ST. Patrick School - 158 Patrick St. N, Kingston, ON
Knights of Columbus Basketball League	Ecole Catholique Cathedrale - 301 Johnson St., Kingston, ON
KROCK Centre	1 Barrack Street, Suite 300, Kingston, ON
KROCK Centre	1 Barrack Street, Suite 300, Kingston, ON
Lancaster Drive Public School	1020 Lancaster Drive, Kingston, Ontario, K7P 2R7
Land o' Lakes Public School	1447 Mountain Grove Road, Mountain Grove, Ontario, K0H 2E0
LaSalle Secondary School	773 Highway 15, Kingston, Ontario, K7L 5H6
Leo Lafleur Memorial Outdoor Pool	303 York St., Kingston, ON
Limestone Education Centre	164 Van Order Drive, Kingston, Ontario, K7M 1C1
Limestone Health Physiotherapy	541 Days Road 2nd floor, Kingston, ON
Loughborough Public School	4330 Wheatley Street, Sydenham, Ontario, K0H 2T0
Loyalist Collegiate Vocational Institute	153 Van Order Drive, Kingston, ON Canada K7M 1B9
Martha's Table Community Program	623 Princess Street, Kingston, ON
Marysville Public School	53 Victoria Street, Wolfe Island, Ontario, K0H 2Y0
Marysville School	53 Victoria Street, Wolfe Island, ON K0H 2Y0
Ministry of Natural Resources	51 Heakes Lane, Kingston, ON
Mother Teresa Catholic School	1044 Lancaster Dr. Kingston, Ontario K7P 2L6
North Frontenac Telephone Co.	1019 Winwood Dr, Sharbot Lake, ON K0H 2P0
North Kingston Community Health Centre	400 Elliot Ave, Kingston, ON
North of 7 Restaurant/Plevna Market	7325 Hwy. 506, Plevna, ON K0H 2M0
Olden Community Centre _ CF	1495 Mtn Grove Rd., Olden, Ontario K0H 1B0
Ompah Community Hall	10200 Road 509, Ompah, ON K0H 2J0
Ongwanada	191 Portsmouth Ave, Kingston, ON
Our Lady of Lourdes Catholic School	20 Cranbrook St., Kinston, Ontario L7M 4M9
Picadilli Hall - CF	1025 Oakflats Rd., Godfrey, Ontario K0H 1K0
Pine Grove Community Church	3592 Pine Grove Road, Kingston, ON
Polson Park Public School	165 Robert Wallace Drive, Kingston, Ontario, K7M 1Y3
Prescribed Exercise Clinic	702 Arlington Park Place, Kingston, ON
Prince Charles Public School	6875 Hwy. 38, Verona, Ontario, K0H 2W0
Public Works Office - Keeley Road	2490 Keeley Road, Sydenham, ON K0H 2T0
QECVI Community Education Centre	66 Harvey St., Kingston, Ontario K7K 1A7
Queen Elizabeth Collegiate and Vocational Institute	145 Kirkpatrick St. Kingston, Ontario, K7K 2P4
Queen's University	99 University Ave, Kingston, ON
Regiopolis Notre Dame Catholic High School	130 Russell St. Kingston, Ontario, K7K 2E9
Rideau Heights Public School	77 MacCauley Street, Kingston, Ontario, K7K 2V8
Rideau Public School	9 Dundas Street, Kingston, Ontario, K7L 1N2

AED Location	Address
Royal Kingston Curling Club	130 Days Road, Kingston, ON
Sacred Heart School	#57, Road 95, Wolfe Island, ON K0H 2Y0
Sharbot Lake High School	14432 Road 38, Sharbot Lake, Ontario, K0H 2P0
Sharbot Lake Legion Hall	Box 8, Sharbot Lake, ON K0H 2P0
Sharbot Lake Medical Centre	1005 Medical Centre Road, Sharbot Lake, ON K0H 2P0
Sharbot Lake Public School	1083 Garrett Street, Sharbot Lake, Ontario, K0H 2P0
Snow Road Community Centre	14073 Road 509, Snow Road, Ontario K0H 2R0
Soldiers Memorial Hall - CF	1107 Garrett St., Sharbot Lake, Ontario, K0H 2P0
South Frontenac Municipal office	4432 George Street, Sydenham, ON K0H 2T0
St. Lawrence College	100 Portsmouth Ave, Kingston, ON
St. Lawrence College	100 Portsmouth Ave, Kingston, ON
St. Lawrence College	100 Portsmouth Ave, Kingston, ON
St. Marguerite Catholic School	355 Waterloo Dr. Kingston, Ontario, K7M 8P5
St. Martha Catholic School	455 St. Martha Street, Kingston, Ontario K7K 7C2
St. Philomena's Hall	1739 Howe Island Drive, Howe Island, ON K0G 2V6
StarTek Kingston 1 Location	100 Innovation Drive, Kingston, ON
Storrington Public School	4576 Battersea Road, Battersea, Ontario, K0H 1H0
Sydenham High School	2860 Rutledge Road, Sydenham, Ontario, K0H 2T0
Sydenham Legion Hall	4362 Amelia Street, Sydenham, ON K0H 2T0
Sydenham Rural Vision Centre	4419 George Street, Sydenham, ON K0H 2T0
Truedell Public School	641 Truedell Road, Kingston, Ontario, K7M 6W6
Verona Lions Club	4504 Verona Sands Road, Verona, ON
Welborne Ave Public School	190 Welborne Avenue, Kingston, Ontario, K7M 4G3
Winston Churchill Public School	530 Earl Street, Kingston, Ontario, K7L 2K3
Wolfe Island Municipal Office	Box 130, Wolfe Island, ON K0H 2Y0
YMCA St. Lawrence	100 Portsmouth Ave, Kingston, ON
YMCA Wright Crescent	100 Wright Crescent, Kingston, ON



REPORT 2013-167

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Anne Marie Young
Manager of Economic Sustainability

Date prepared: September 10, 2013

Date of meeting: September 18, 2013

Re: Sustainability – Frontenac K&P Trail Update

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive this *Sustainability – Frontenac K&P Trail Update* report for information.

Background

The unopened portion of the K&P rail bed, acquired by the County of Frontenac in 2008, runs through the Township of South Frontenac and part of the Township of Central Frontenac. The County's acquisition of the land was undertaken as part of its economic stimulation efforts. The development of this multi-use trail offers an alternative transportation network for our residents and visitors, links us into the Trans Canada Trail system, connects our communities, and provides healthy lifestyle and recreational opportunities. County Council adopted the implementation of the Frontenac K&P Trail at its October 2009 regular meeting.

Comment

Trans Canada Trail approved the County of Frontenac for funding up to the amount of \$228,000, which is \$157,000 more than first anticipated for the 2013 budget. A breakdown explaining the use of these funds can be found in the Trail Advisory Committee Workplan Update of August 1, 2013, Report 2013-146 (Appendix A). The report can be viewed at <https://frontenac.civicweb.net/Documents/DocumentList.aspx?ID=39349>

Administrative Report
Sustainability – Frontenac K&P Trail Update
September 18, 2013

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Work continues on the Harwood Creek Bridge located south of Bellrock Road. The abutments have been re-mortared in preparation for the superstructure. The engineering company of Greer Galloway Group Inc. is overseeing the construction work. The bridge is to be completed by October 31, 2013.

A Request for Quotations was advertised for the development of Phase 2 of the trail. The development will be accomplished in two stages: Stage 1 is from Boyce Road to the south end of Verona Street and Stage 2 is from the north end of Verona Street to where it intersects the South Frontenac Township Road 38 north of Verona across from Craig Road. The stages are to be completed by November 15th and November 30th respectively. In addition there will be a refresh of the Frontenac K&P Trail from the Cataraqui/K&P split to Boyce Road. This section was completed in 2008 as a test strip and needs to be brought up to the standards that were approved in the 2009 implementation plan. South Frontenac Public Works is overseeing the construction work. The total development length will be approximately 9.2 km.

Staff has met with interested parties to investigate the possibility of re-opening the old Wolfe Island Canal. The canal has a historic connection to the Frontenac K&P Trail which is documented in the implementation plan.

Sustainability Implications

This project supports a number of focus areas adopted in *Directions for Our Future* and is directly identified in *Sustainable Actions 2012* under the economic pillar of sustainability as Trail Network Development. The project supports the development of a network of trails in the County facilitating recreation and transportation networks and promoting active lifestyles.

Financial Implications

Provision for this phase of the Frontenac K&P Trail Implementation Plan is included in the 2013 budget.

Organizations, Departments and Individuals Consulted and/or Affected

Township of South Frontenac
Trans Canada Trail
Quinte Region Conservation Authority
Township of South Frontenac
Greer Galloway Group Inc.
Doornekamp Construction
Residents of County of Frontenac



REPORT 2013-168

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Marian VanBruinessen
Treasurer

Date Prepared: September 11, 2013

Date of Meeting: September 18, 2013

Re: **Financial Services – 2013 Eastern Ontario Wardens' Caucus
Financial Sustainability White Papers on Municipal
Affordability and Municipal Infrastructure**

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the *Financial Services – 2013 Eastern Ontario Wardens' Caucus Financial Sustainability White Papers on Municipal Affordability and Municipal Infrastructure* report for information.

Background

The Eastern Ontario Warden's Caucus (EOWC) released its report *Facing our Fiscal Challenges*, an analysis of the overall financial sustainability of local governments in Eastern Ontario in February 2012. From that work the EOWC identified five priority areas for further review: Municipal Affordability, Municipal Infrastructure, Ratepayer Affordability, Social Housing and Environmental Services.

Comment

The first two white papers, Municipal Affordability, attached as Appendix A, and Municipal Infrastructure, attached as Appendix B, were drafted for the EOWC under the direction of its Financial Sustainability Steering Committee of which the County CAO and Treasurer are active members.

Administrative Report
Financial Services – 2013 Eastern Ontario Wardens' Caucus Financial Sustainability White Papers on Municipal
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The Municipal Affordability and the Municipal Infrastructure White Papers have been presented to the Premier and Ministers of the provincial government and other elected and appointed provincial representatives during the Association of Municipalities of Ontario Annual Conference in Ottawa earlier in August.

Municipal Affordability White Paper

The Municipal Affordability paper outlines that operating expenditures have grown faster than the region's household or population growth and, in four major areas, Transportation services, Protection Services, Environmental Services and Health and Emergency Services have all risen by more than 80% since 2000.

This paper speaks to the region's limited ability to stimulate development and tax revenues due to the vast amount of Crown land and lands protected under the farm land tax program and forest tax program.

Key recommendations are provided for the EOWC and constituent municipalities, as well as the Province to attempt to change the direction of both service delivery costs and revenues to support those costs.

The recommendations can be fully reviewed in the attached report, but the EOWC is encouraged to consider additional collaboration to make best use of regional resources and shared information is highlighted. The Province is requested to review assessment constraints in Eastern Ontario amongst other proposals.

Municipal Infrastructure White Paper

The Municipal Infrastructure White Paper addresses the challenge of meeting the requirements of upfront investments and ongoing maintenance of infrastructure, noting the variable nature of the capital investment across rural Eastern Ontario. The Capital Infrastructure deficit for the region is estimated at \$3.74 billion.

This paper reviews the various funding options, from taxation, from reserves and from debt financing, with the conclusion that "Rural municipalities have an ongoing revenue challenge, which is particularly acute for capital infrastructure investment".

Again the paper provides recommendations to the EOWC and constituent municipalities as well as the Province to start to address the infrastructure challenge.

Appendix B provides the full report. The EOWC is encouraged to continue to pursue its regional economic development strategy and further to investigate a regional infrastructure task force to investigate possible costs savings through best practices and collaboration. The Province is asked to consider an infrastructure fund for small, rural and remote areas that is predictable and permanent.

The final three papers will be complete in the fall as census data becomes available and information gathering is completed.

Financial Implications

The County makes an annual financial contribution of \$5,000 to support the work and activities of the EOWC.

Sustainability Implications

Working collaboratively with the EOWC will assist the County to achieve the vision from *Directions for our Future* that “Services and economic activity in the County of Frontenac are supported by good quality, well maintained and well managed public, commercial, industrial and residential infrastructure, with life-cycle cost and environmental considerations”.

Organizations, Departments and Individuals Consulted and/or Affected

EOWC Financial Sustainability Steering Committee



Municipal Affordability

One of a Series of White Papers

on the

Financial Sustainability of Local Governments in Eastern Ontario

Produced by

The Eastern Ontario Wardens' Caucus

August 2013

Prepared by

Kathryn Wood

Natural Capital Resources Inc.

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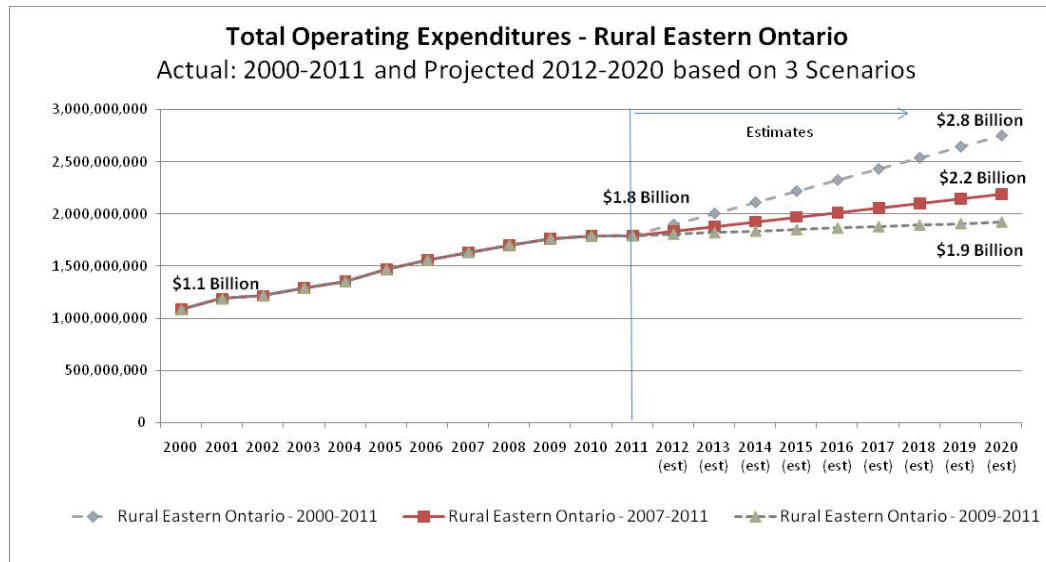
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1. Executive Summary

Total operating expenditures for local governments in Rural Eastern Ontario (including upper, single and lower tier municipal governments) rose dramatically in the 2000-2011 period, increasing by 65% and reaching \$1.84 billion a year. At this rate, total operating expenditures will reach **\$2.8 billion** by 2020. The rate of increase slowed somewhat in the 2007-2011 period compared to earlier in the decade. However, even at the slower rates of growth, total annual operating expenditures are projected to reach **\$2.24 billion** by 2020, up by **\$440 million** from 2011. This means that each and every year through to the end of the decade, operating budgets for local governments in the region's rural areas will rise by roughly \$50 million.

Expenditures for four major services (Transportation Services, Protection Services, Environmental Services, and Health and Emergency Services) all rose by more than **80%** since 2000 – several more than doubled in that timeframe. The uploading of a larger share of costs for Social Services has flattened the growth curve for expenditures related to Social and Family Services and is providing roughly **\$100 million** in annual budget flexibility for municipalities – about 5% of total expenditures. Given that continued increases in other areas of services totalling at least **\$690 million** a year are expected by 2020, the much-appreciated upload may assist with 15-20% of the anticipated increases.

Operating expenditures have grown faster than the region's household or population growth (11.3% and 13.5% respectively since 2000). Roughly 15-20% of expenditure growth (roughly a quarter of the total growth) could have been driven by population/household growth: at least 80% of expenditure growth is from other sources. Comparing increased expenditures to the Consumer Price Index, it appears that either the cost of goods and services required to deliver municipal services has increased by more than the CPI or there are other factors driving costs. These could be changing service levels or eligibility conditions, changes in the costs of materials, supplies and wages (above the CPI), or regulatory, reporting or other administrative changes.

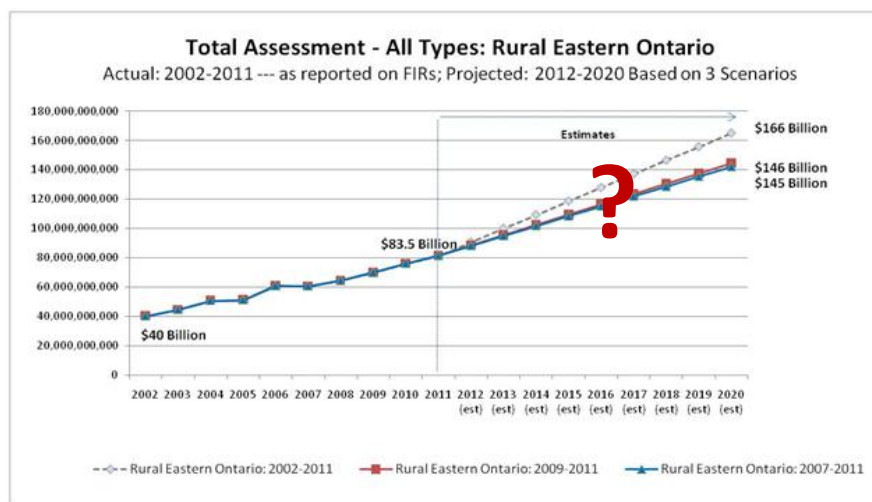


On a **per-household basis**, combined single/upper and lower tier expenditures average **\$4,848**; this number is expected to rise to at least **\$5,478** by 2020 (based on the 2007-2011 growth pattern). If the 2000-2011 pattern prevails, expenditures will be \$6,879 per household. This measure is not the same as property taxes per household but is considered an indicator of the major role that local governments have in direct delivery of mandated public services.

Five services (Transportation Services, Protection Services, Environmental Services, Health and Emergency Services, and Social and Family Services) account for expected to account for 88% of all municipal expenditures by 2020. Two of those services – **Transportation Services and Protection Services** – are likely to account for **more than half** (53%) of municipal expenditures by the end of the decade.

Locally-generated “Own Purpose Revenues” (property taxes and user fees/charges) have been rising faster than the Consumer Price Index since 2000, with property tax revenues up by 92% – well above the 22% rise in the CPI in a similar timeframe. Own Purpose Revenues come primarily from local property taxes (75%) with user fees and charges accounting for the remaining 25%. Own Purpose Revenues are expected to reach at least **\$1.57 billion** by 2020 with property tax revenues increasing to **\$1.18 billion**.

Rural Eastern Ontario had **37% of the region's taxable assessment** within its boundaries in 2011 (according to municipal Financial Information Returns filed in that year), with a **79% increase** projected through to 2020. It appears that **real growth in the assessment base of Rural Ontario averages 2% – or less – each year**, and accounts for **at most 20% of the total growth** in assessment value over the past decade. The majority of the increase in the tax base (80-85%) comes from rising property values, reflected in regular reassessments by the Municipal Property Assessment Corporation (MPAC). It is not clear if either property values will continue to rise or if real growth will continue at 2% a year.



One reason for the modest gains in real assessment growth is the limited ability of municipalities in Rural Eastern Ontario to stimulate development and generate tax revenues from most of the land area in the region. The presence of large tracts of Crown land, lands that are part of the farm land tax program or the forest tax program, or that are protected because they are waterways, provincially-significant wetlands, or areas designated for species at risk, means that local governments are only able to obtain **full assessment value from less than 25% of the rural region's 45,000 square kilometres**. Crown lands alone are estimated to represent foregone income of \$145 million a year in local property tax income.

The tax base available to local governments is heavily reliant on residential assessment; nearly **90% of the region's assessment is residential** and this is projected to increase to nearly 92% by 2020. Since residential property taxes are paid out of personal incomes – and if incomes do not rise at the same rate as property taxes – the cost of municipal services will be an increasingly heavy burden for residential ratepayers. Keeping municipal government services affordable will therefore be a continuing and increasingly acute challenge in Rural Eastern Ontario.

Recommendations

Affordable municipal government will require local governments to change the trajectory of both service delivery costs and the revenues available to pay for these services. The following recommendations cover some actions that local governments might take on their own or through the EOWC, as well as those which might be undertaken in partnership with upper levels of government.

Recommendations for EOWC and Constituent Municipalities:

E-1: It is proposed that the EOWC explore mechanism(s) for additional shared procurement of bulk products or materials.

E-2: It is proposed that the EOWC continue to encourage EORN to explore the development of a mechanism for shared information, communications and technology (ICT) services, starting with management of servers for municipal administration. (For example, local governments could ultimately create a “cloud” for local governments in Rural Eastern Ontario). These opportunities would be evaluated on the basis of their potential for reducing costs without negatively affecting customer service.

E-3: It is proposed that the EOWC continue to encourage EORN to investigate and provide leadership to deployment of new, internet-based technologies that would contain or reduce municipal costs in services areas experiencing significant annual increases in operating costs (example: health and emergency services).

E-4: It is proposed that the EOWC provide leadership in the development and implementation of a region-wide program to assist local governments in rural areas with evaluation and introduction of measures to control operating costs for provision of transportation services (examples: advanced approaches to maintenance of transportation systems, use of remote monitoring technologies, additional inter-municipal agreements on winter control). *[See related recommendation on a transportation infrastructure renewal network in Municipal Infrastructure White Paper]*

E-5: It is proposed that the EOWC provide leadership in exploring whether there is a business case for having some administrative, technical or other similar municipal services delivered by a (third party) service body acting on behalf of multiple municipalities.

E-6: It is proposed that the EOWC continue to actively support the development of a region-wide economic development strategy with the long-term objective of stimulating growth as well as jobs across the region, which will in turn stimulate growth in the region’s tax base. The ultimate goal is to increase total assessment as well as the proportion of assessment from industrial, commercial and institutional operations. *(This same recommendation is found in the Municipal Infrastructure White Paper).*

E-7: It is proposed that the EOWC continue to work cooperatively with provincial and federal authorities to obtain an agreement related to the Algonquin land claim. Once an agreement is in place, it is proposed that the EOWC work collaboratively within the Algonquin Nation to identify and pursue opportunities for economic development benefiting the Algonquins and the region as a whole.

Recommendations for the Province of Ontario:

U-1: It is proposed that the Province of Ontario continue to implement the social services upload to the original end date of 2018.

U-2: It is proposed that the Province of Ontario provide Eastern Ontario municipalities that have significant Crown lands or other lands with assessment constraints (e.g. managed forests, farmland, aggregate sites etc.) in their jurisdictions with compensation reflecting these property-based limitations. The compensation could be a Payment-in-Lieu or an annual share of revenues accruing to the Province from these lands (e.g. royalties from stumpage fees). This compensation would be in recognition of the service provided by municipalities in building and maintaining roads and bridges, and providing emergency services for these tax-exempt lands. [This same recommendation is found in the *Municipal Infrastructure White Paper*]

U-3: It is proposed that the Province of Ontario be encouraged to leave as-is the provision of Regulation 284-09 regarding exclusion of depreciation expenses from annual budget processes.

U-4: It is proposed that the EOWC work in partnership with the Province of Ontario to design and implement as soon as possible a permanent, predictable non-competitive, infrastructure fund designed specifically for small, rural areas. While intended to increase access to capital for infrastructure investments, the EOWC anticipates this funding will have multiple positive impacts on operating budgets as well. [See *Municipal Infrastructure White Paper* for recommended design parameters for the proposed fund.]

U-5: It is proposed that the EOWC encourage and support the Province of Ontario in its continued efforts to contain the growth in program and service delivery costs, including those that are mandated to municipal government (examples: joint and several liability, interest arbitration).

U-6: It is proposed that the EOWC encourage the Province of Ontario to simplify and increase the predictability associated with funding formulae for services mandated to municipal governments. The EOWC further recommends that the formula for funding long term care be the first formula to be reviewed.

U-7: It is proposed that the EOWC support the efforts of the Regional CAOs and Treasurers' Group to bring forward recommendations to the Province of Ontario regarding streamlining provincial accountability reporting requirements. It is further recommended that the EOWC provide input to those recommendations from the perspective of small rural municipalities. The objective of such advocacy is to reduce the number, frequency and level of detail in reports submitted to the Province while still meeting regulatory accountability requirements. These changes are expected to reduce municipal costs or free up staff time to focus on managing and delivering services for local ratepayers.

U-8: It is proposed that the EOWC work with AMO and the Province of Ontario to develop a strategy which would allow and encourage local governments to introduce non-tax-based revenue generating measures to make their municipalities more financially sustainable. The first priority could be an examination of ways to leverage existing municipal assets to provide new revenue streams (examples: outstanding POA monies; per-ton charge for aggregates).

U-9: It is proposed that the Province of Ontario broaden its commitment to work with municipalities on renewable energy development to include determination of appropriate property tax rates for all types of renewable energy, not just wind turbine towers. This is an essential companion to the proposed changes to the Feed-in-Tariff (FIT Program) which are intended to engage municipalities and Aboriginal communities in location and siting decisions, and providing new energy-related economic development and revenue opportunities for municipalities and public sector entities.

U-10: It is proposed that the Province of Ontario modify the terms of the Provincial Gas Tax funding program to broaden the definition of transit to include alternatives to municipally-owned transit, where the municipality has oversight for the alternative approach. Examples would be private or not-for-profit services that operate on a fixed schedule and which are supported by the municipality, or volunteer services that provide scheduled service for appointments or meetings at health or social service organizations. These volunteer services must also be supported by the municipality.

U-11: It is proposed that the EOWC work with AMO and the Province of Ontario to determine if there are alternative, cost-effective ways to deliver services at the local level, and seek opportunities for pilot programs through which these alternatives might be tested on a cost-shared basis in Rural Eastern Ontario.

2. Introduction

Following the completion of the landmark analysis of the [overall financial sustainability](#) of local governments in Eastern Ontario in February 2012, the Eastern Ontario Wardens Caucus commissioned several follow-up projects to:

- Examine selected priority areas in greater detail, and
- Update key variables so the work would remain current and could be used with confidence as a support to future EOWC work.

The EOWC identified five priority areas for further attention, each of which is being addressed using a White Paper format:

- *Municipal Affordability* – an examination of operating conditions for municipalities
- *Ratepayer Affordability* – an examination of the financial circumstances of local economies and the rural residents who bear most of the cost of service delivery
- *Municipal Infrastructure* – an examination of the conditions influencing the overall state of municipal infrastructure and municipalities' ability to invest in and maintain these assets
- *Social Housing* – an examination of the financial circumstances of upper/single tier municipalities in addressing these community needs, both in terms of local demand for service and the financial implications of associated capital infrastructure requirements
- *Environmental Services* – an examination of the financial circumstances of single/lower tier municipalities in addressing these responsibilities, on both the operating and capital fronts.

The White Papers on Municipal Affordability and Municipal Infrastructure are being released in the late summer of 2013 while the Papers on Ratepayer Affordability, Social Housing and Environmental Services will be released in the fall of 2013.

Each of these White Papers has two new features not included in the original financial sustainability analysis. First, the White Papers have added *financial projections* to allow the EOWC and other stakeholders to understand what the financial future holds in the year 2020 if recent trends continue. Second, the White Papers contain *recommendations* for action to address the challenges envisaged as a result of the projections.

Methodology: Projections have been made based on simple straight-line extrapolation from the actual experience in three time periods: 2000-2011, 2007-2009 and 2009-2011. Most data is from the annual municipal Financial Information Returns (FIRs).

Figure 1 - For the purposes of the White Papers, "Eastern Ontario" was defined as the area bounded by the 13 member governments of the Eastern Ontario Wardens Caucus and the 90 lower tier municipalities within those boundaries. The 10 Separated Cities (and Towns) within or adjacent to those governments, and the City of Ottawa are not included in these analyses.



3. Rural Municipal Operating Expenditures Could Exceed \$2 Billion A Year

3.1 Dramatic Increases in Operating Expenditures in Past Decade, Slowing More Recently

Total operating expenditures for local governments in **Rural Eastern Ontario** (including upper, single and lower tier municipal governments) increased by roughly **65%** over the last decade (2000-2011), reaching **\$1.84 billion** by 2011. (On a compound annual growth rate basis (CAGR), the annual rate of increase was roughly 4.7% a year over the entire period , slowing to less than 1% a year in the 2007-2011 and 2009-2011 periods.)

3.2 Operating Expenditures Have Grown Far Faster than Household or Population Growth

Compared to operating expenditure growth of 65% over the 2000-2011 period, the increase in the number of *households* in Rural Eastern Ontario has been 11.3% (according to municipalities' Financial Information Returns) in the same period. Just over 370,000 households supported municipal expenditures in 2011, up from 333,000 in 2000. Similarly, the *population* in Rural Eastern Ontario has grown by 13.5% since 2000 – from roughly 636,000 to 721,000 (2011 census).

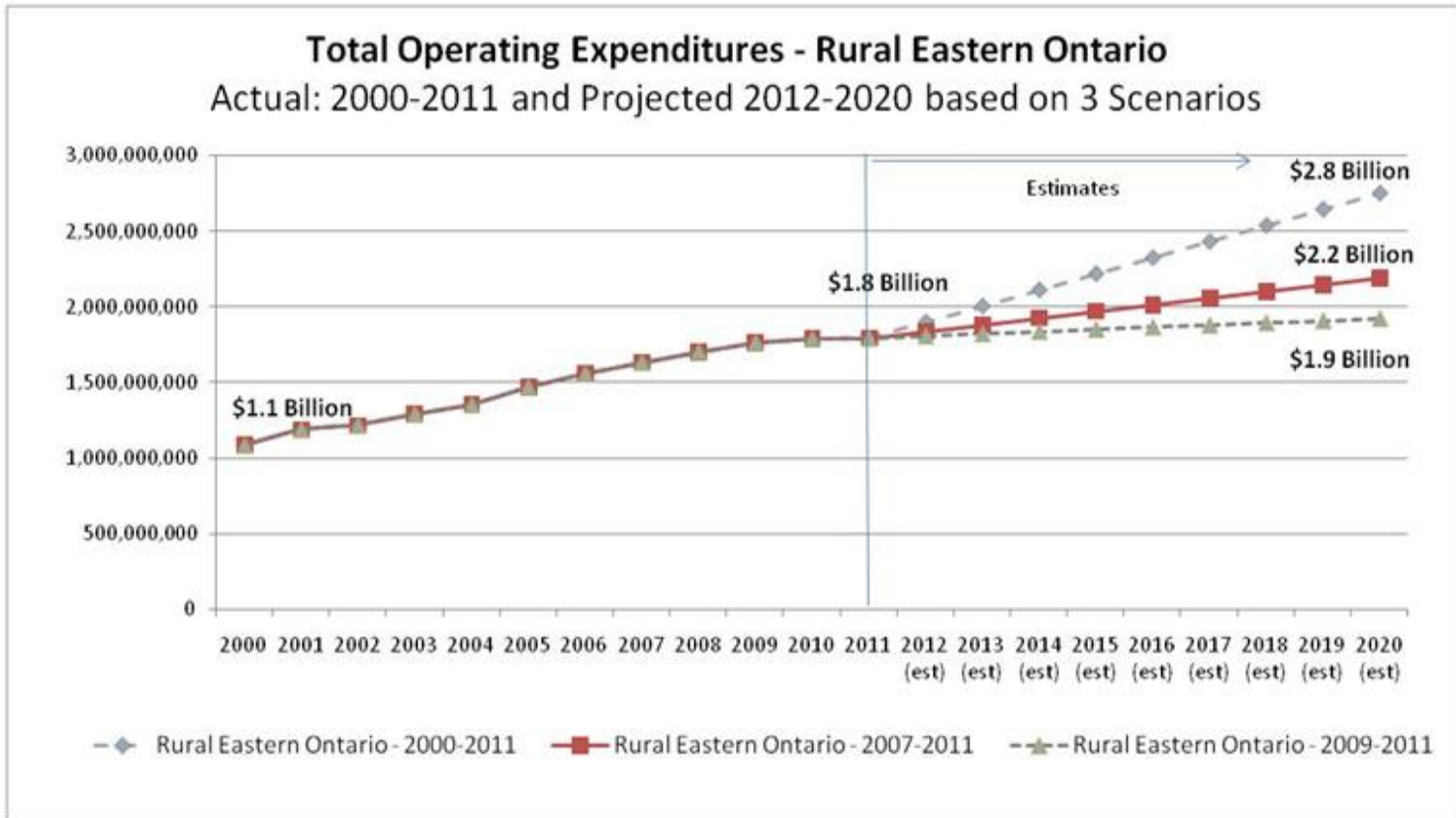
It is clear that ***at most, 15-20% of expenditure growth is driven by population and household growth; at least 80% of expenditure growth is driven by other factors.***

Local governments face particular challenges to their financial sustainability if expenditures are rising faster than the sources of revenue to support them – and for municipalities the primary source of income is household-based property taxes. In Rural Eastern Ontario, operating expenditures have increased much faster than the number of households – or the number of other properties – that support them.

3.3 Multiple Non-Demand Factors Likely Contribute to Increased Municipal Expenditures

Municipal operating expenditures have grown faster than the Consumer Price Index (CPI) in the period – the only available comprehensive measure of changing costs of materials, supplies or wages. For example, CPI for Ontario (all items) rose by about 22% in the 2002-2012 period (Statistics Canada). By comparison, municipal expenditures rose by 47% in the same period. ***It appears that either the costs of goods and services required to deliver municipal services has increased by more than the CPI or there are other factors driving costs.*** These factors could include changing levels of service or eligibility conditions, changes in the costs of materials, supplies and wages, or regulatory and reporting changes. In the case of Rural Eastern Ontario, it is likely that all of these factors have contributed to the rapid increase in municipal operating expenditures over the past decade.

Figure 2 - Total Operating Expenditures - Rural Eastern Ontario



3.4 Rural Municipal Operating Expenditures Could Grow by \$440 Million a Year by 2020

Moderate Growth Scenario: The compound annual growth rate (CAGR) for expenditures in 2007-2011 was 2.4%; this is the mid-range for the three time periods used for projections. If operating expenditures increase at this rate through to 2020, local governments in Rural Eastern Ontario will be responsible for **\$2.2 billion** in annual operating expenditures. This projection is considered the moderate growth scenario for operating expenditures and represents an increase of **\$440 million** over the next nine years (2012-2020), for which local governments must find revenues to cover the costs. This means that municipal operating budgets would go up by **additional \$49 million each and every year** for the next decade. *(Note that this estimate does not include any additional spending on infrastructure; see the Municipal Infrastructure White Paper for the estimated annual expenditure requirements on this front.)*

If the 2007-2011 scenario plays out, **operating expenditures per household** would rise from **\$4,848** (2011) to **\$5,478** in 2020. However, if the 2000-2011 patterns holds through to the end of the decade, expenditures per household will reach an average of **\$6,879** by 2020. Note that for two-tier counties, this estimate includes expenditures for both upper and lower tiers. (For comparative purposes, per-household expenditures for separated cities and towns in 2011 averaged \$6,288 and, if 2000-2011 growth rates prevail, are projected to increase to \$8,549 by 2020.)

Operating expenditures per household do not automatically translate into property taxes per household; the taxation impact on any household is dependent on the availability of other sources of revenue available to pay for services – property tax revenue from non-residential sources, payments-in-lieu for non-taxable lands, other user fees and charges, or service-based financial support from other levels of government. Operating expenditures per household is better considered an indicator of the extent of service responsibilities that have been mandated to the local level of government – responsibilities which are becoming more challenging, especially for small-population, large-area municipalities.

Figure 3 – Total Operating Expenditures Projected to 2020, Based on Rate of Growth in 2007-2011 Period
Source: FIRs for 2000-2011; includes upper, lower and single tier governments in each EOWC member jurisdiction

Summary of Projections for Operating Expenditures	2000	2007	2009	2011	2012 (est)	2020 (est)
Rural Eastern Ontario - 2000-2011	1,087,324,616	1,635,727,638	1,768,217,635	1,796,658,004	1,903,210,570	2,755,631,100
Rural Eastern Ontario - 2007-2011	1,087,324,616	1,635,727,638	1,768,217,635	1,796,658,004	1,840,848,862	2,194,375,725
Rural Eastern Ontario - 2009-2011	1,087,324,616	1,635,727,638	1,768,217,635	1,796,658,004	1,811,106,909	1,926,698,147

High Growth Scenario: If expenditures increase through to 2020 at the same rate as in 2000-2011 (about 4.7% % a year CAGR), local governments in Rural Eastern Ontario will be responsible for nearly **\$2.8 billion** in annual operating expenditures. This represents an increase of **\$960 million** over the next nine years. Municipal operating budgets would go up by **an additional \$105 million each and every year** through to the end of the decade – again, additional revenue that municipalities must generate each year.

4. Four Types of Operating Expenditures Grew By At Least 80% Since 2000

Four types of expenditures accounted for two thirds (69%) of all municipal expenditures in 2011 and had different growth trajectories over the 2000-2011 period.

4.1 Transportation Services, Protection Services Costs Grew By 80% or More in 2000-2011

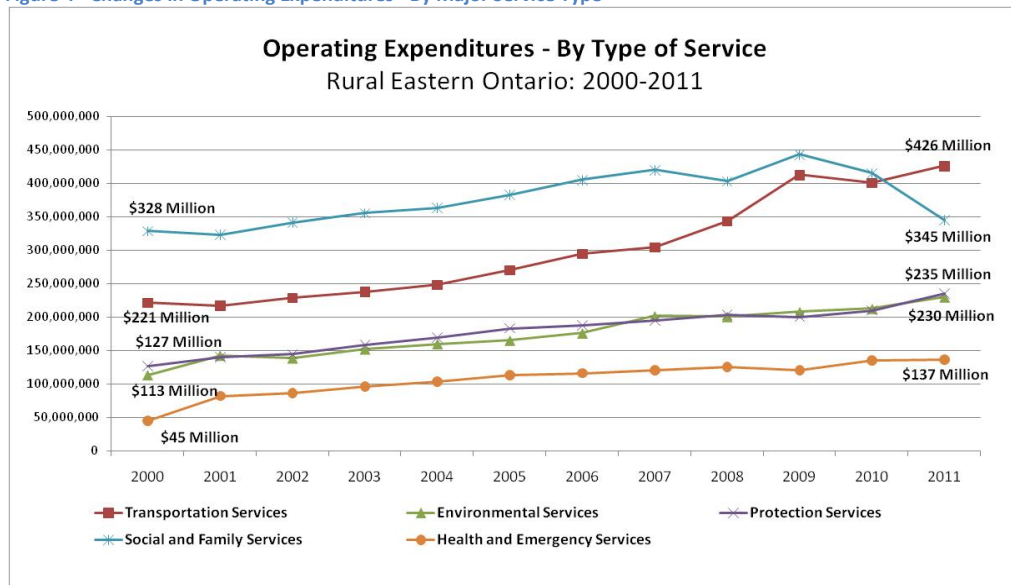
- Expenditures for **Health and Emergency Services** and **Environmental Services** both rose by more than 100% in the 2000-2011 period. Health and Emergency Services expenditures rose by \$92 million (204%); Environmental Services expenditures rose by \$117 million (104%).
- **Transportation Services** and **Protection Services** rose by at least 80% since 2000 but the absolute increases in Transportation Services match the combined increases in Health and Emergency Services and Environmental Services. Transportation expenditures rose by \$205 million (92%) and Protection Services by \$109 million (86%).

4.2 Social Services Upload Provides \$100 Million in Annual Budget Flexibility

- **Social and Family Services** expenditures rose dramatically from 2000 to 2009 (from \$328 million in 2000 to \$443 million in 2009 (135% increase). In 2009, when the provincial upload of a larger share of social assistance costs began, these expenditures began to decline. By 2011, total operating expenditures for these services had dropped to \$345 million just slightly higher than a decade earlier (5% above 2000). The net impact of this much-appreciated provincial policy decision has been a gain of roughly \$100 million of annual expenditure flexibility.

In both of 2010 and 2011, these annual municipal cost reductions offset all the cost increases in the four largest municipal budget lines across the rural regions of Eastern Ontario. The degree to which this fiscal “room” continues in the future is dependent on many factors including a) continued implementation of the remaining portion of the social services upload through to 2018, b) demand and associated costs for other services in this portfolio (example: long term care), and c) the extent of cost increases in other service areas. Projections for the four major service areas suggest the annual benefit of the social services upload to municipalities will reach its maximum of roughly \$150 million a year by 2018. However, projected increases in other service areas are expected to be at least \$690 million. ***The social services upload is expected to provide budget flexibility for 15-20% of the cost increases anticipated by 2020.***

Figure 4 - Changes in Operating Expenditures - By Major Service Type



4.3 Overall Per Household Expenditures Expected to Rise by Roughly 15% by 2020

When all municipal expenditures for both upper/single and lower tier municipalities, local governments in Rural Eastern Ontario made expenditures of **\$4,848 in 2011**. This number is expected to rise to **\$5,478 by 2020** – an increase of roughly 15%. This calculation is based on overall expenditures growing by the 2007-2011 rate and the number of households growing at the 2000-2011 rate. Transportation Services and Protection Services are expected to account for more than half (56%) of the per-household amount. Note that per-household expenditures are not the same as per-household cost since revenues are raised from commercial, industrial and institutional ratepayers as well as from residential taxpayers.

Figure 5: Summary – Actual and Projected Operating Expenditures by Major Category: 2011-2020

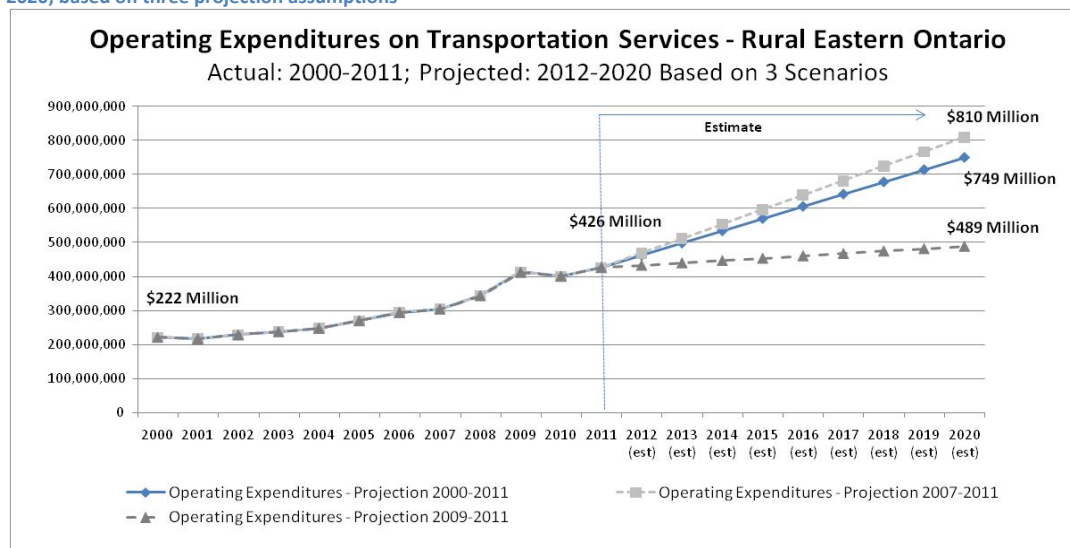
Service Type	2011 Expenditures (Actual)	% Increase Projected to 2020	2020 Expenditures (Projected)	Per Household Single/Upper and Lower Tier Combined (2011)	Per Household Single/Upper and Lower Tier Combined (2020 est.)
All Expenditures (2007-11) (2000-11)	\$1.8 Billion	22% 53%	\$2.2 Billion \$2.8 Billion	\$4,848	\$5,478 \$6,879
Transportation Services	\$426 Million	76%	\$749 Million	\$1,247	\$2,103
Social & Family Services	\$345 Million	?	Min. \$359 Million	\$935	Min. \$897
Protection Services	\$235 Million	70%	\$402 Million	\$637	\$1,004
Environmental Services	\$230 Million	53%	\$351 Million	\$621	\$878
Health & Emergency Services	\$137 Million	59%	\$218 Million	\$369	\$612
<i>Projected increases to 2020 for <u>overall</u> expenditures (“All expenditures”) are presented based on pro-rating of the mid-range percentage increase (2007-2011) and the longer-term pattern (2000-2011)) Projected increases for major service areas are based on based on the most reasonable scenario in each case, drawing on the 2000-2011, 2007-2011 and 2009-2011 projections.</i> <i>Five expenditure types will account for 88% (roughly \$1.93 billion) of the total \$2.19 billion of anticipated municipal expenditures by 2020 and most of these expenditures are the responsibility of lower or single tier municipalities.</i> <i>Note that total per household expenditures (all types) for separated cities and towns in 2011 averaged \$6,288 and are projected to be \$7,482 by 2020.</i>					

4.4 Actual and Projected Operating Expenditures on Transportation Services

- By 2011, local governments in Rural Eastern Ontario were spending **\$426 million a year to operate their transportation systems and services** (primarily roads, bridges, lighting, guardrails etc.¹) This is a **92% increase over the year 2000** with a **40% increase** in the **2007-2011** period.
- If the rate of increase from 2007-2011 holds for the **2012-2020** period, local governments in rural areas of Eastern Ontario will be spending **\$750 million** a year to operate their transportation systems and services.
- On a per household basis, these expenditures are expected to be **\$2,103** for each household – nearly double the per household expenditure requirements across the region in 2011 (**\$1,247**).

Note that the capital expenditures associated with rebuilding or replacing transportation services assets are considered in a separate White Paper on infrastructure. However, it is likely that some share of annual operating expenditures for transportation services is currently being used to maintain assets in ways that prolong their useful life or contribute to major reconstruction efforts.

Figure 6 – Operating Expenditures on Transportation Services – Rural Eastern Ontario: Actual - 2000-2011; Projected: 2012-2020; based on three projection assumptions

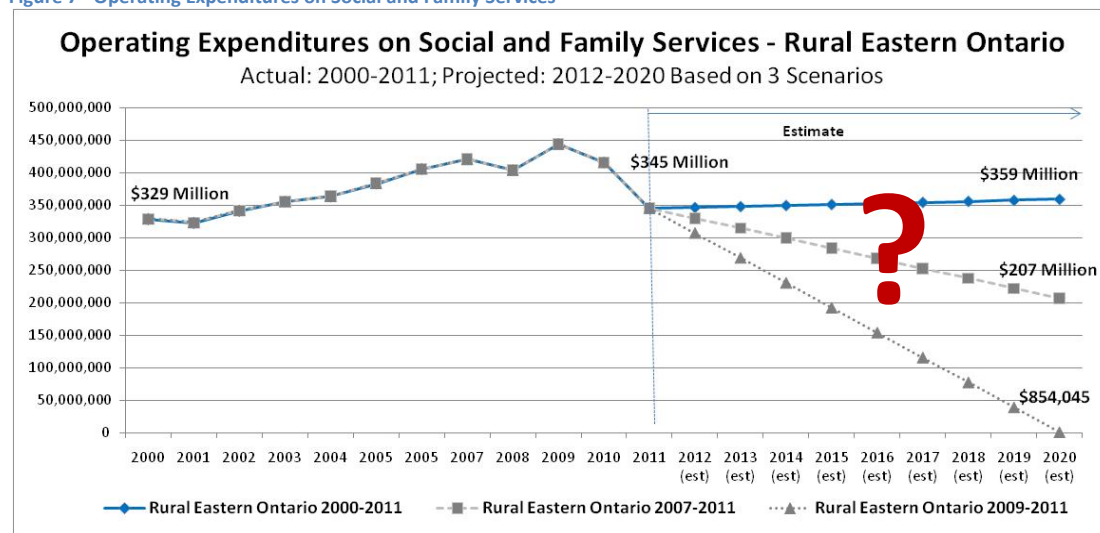


¹ Transportation services includes Roads (Paved), Roads (Unpaved), Roads (Bridges and Culverts), Roads (Traffic Operations and Roadside), Winter Control (Except sidewalks and Parking Lots), Winter Control (Sidewalks and Parking Lots Only), Transit (Conventional), Transit (Disabled and special needs), Parking, Street lighting, Air transportation.

4.5 Actual and Projected Operating Expenditures on Social and Family Services

- By 2011, local governments in Rural Eastern Ontario were spending **\$345 million a year to pay for social and family services** (primarily social assistance and disability support)². This is a **5% increase over 2000** with a significant net dampening due to the social services upload in the 2007-2011 period. This important policy decision **reduced expenditure levels on social and family services by 18% (\$75 million)** in that timeframe (2007-2011).
- If the annual rate of decrease from 2007-2011 holds for the **2012-2020** period (if the Province continues to upload through to 2020), local governments in rural areas of Eastern Ontario will be spending **\$207 million** a year to pay for social and family service programs. This would be well below year 2000 levels. However, at least two-thirds of the impact of the social services upload has likely already been felt and costs in other areas of this portfolio are likely to increase in the coming years (in part due to demographic changes affecting services for older citizens). As a result, the long-term pattern is more likely to be the benchmark for municipal planning purposes. As a result, local governments will likely be spending **at least \$359 million** a year on social and family services by 2020.
- On a per household basis, these expenditures are projected to be **at least \$897** for each household – roughly equivalent to 2011 (**\$937**). This projection reflects the effect of growth in the number of households but not service-related demographic changes within the population.

Figure 7 - Operating Expenditures on Social and Family Services

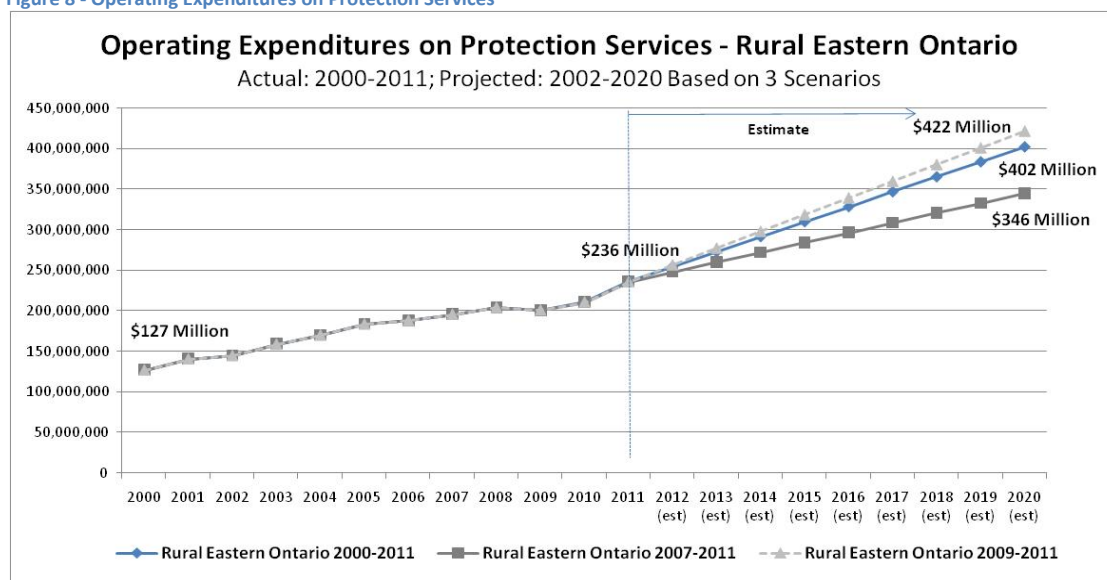


² Social and family services include: General assistance, Assistance to aged persons, Child care.

4.6 Actual and Projected Operating Expenditures on Protection Services

- By 2011, local governments in Rural Eastern Ontario were spending **\$236 million a year** to pay for protection services (example: policing services)³. This is an **86% increase over 2000** with a **20% increase** in the **2007-2011** period.
- If the rate of increase from 2000-2011 holds in the 2012-2020 period, local governments in rural areas of Eastern Ontario will be spending **\$402 million** a year to pay for protection services.
- On a per household basis, these expenditures are expected to be **\$1,044** for each household – up 45% from the 2011 levels (**\$637**).

Figure 8 - Operating Expenditures on Protection Services

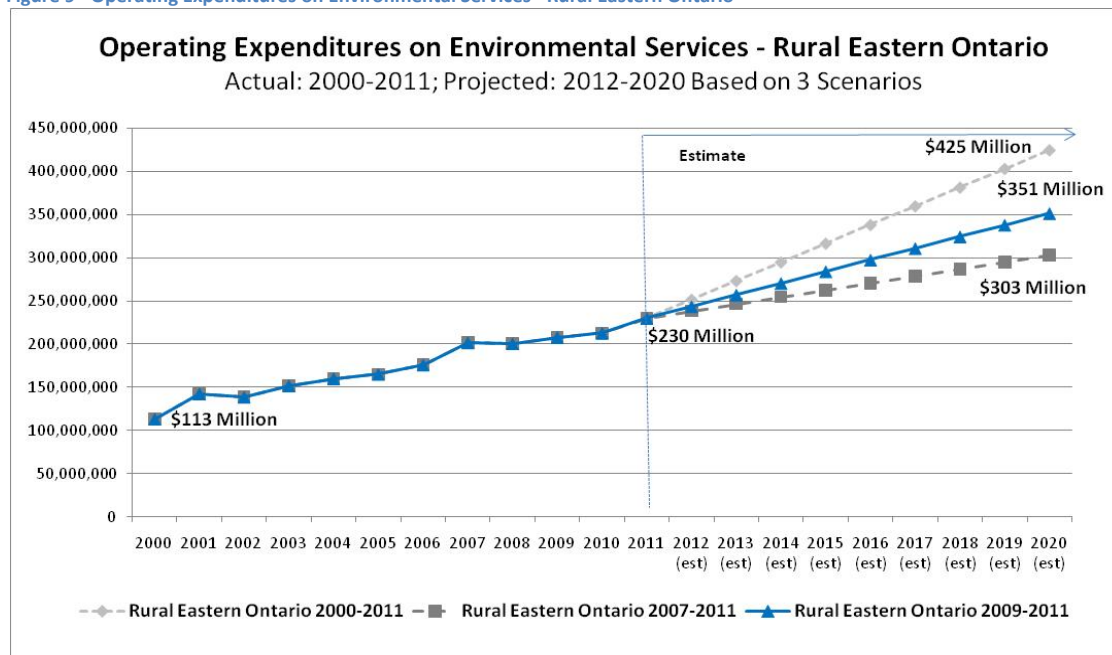


³ Protection services includes: Fire, Police, Court Security, Prisoner Transportation, Conservation authority, Protective inspection and control, Building permit and inspection services, Emergency measures, Provincial Offences Act (POA).

4.7 Actual and Projected Operating Expenditures on Environmental Services

- By 2011, local governments in Rural Eastern Ontario were spending **\$230 million a year to operate their environmental services** (primarily waste collection, disposal and diversion, water and sewer, and waste water treatment)⁴. This is a **104% increase over 2000**. There was a **14% increase** in the **2007-2011** period and **12%** in the **2009-2011** period.
- If the rate of increase from 2009-2011 holds for the **2012-2020 period**, local governments in rural areas of Eastern Ontario will be spending **\$351 million** a year to operate their environmental services.
- On a per household basis, these expenditures are expected to be **\$878** for each household, 32% above 2011 expenditure levels (**\$621** per household).

Figure 9 - Operating Expenditures on Environmental Services - Rural Eastern Ontario

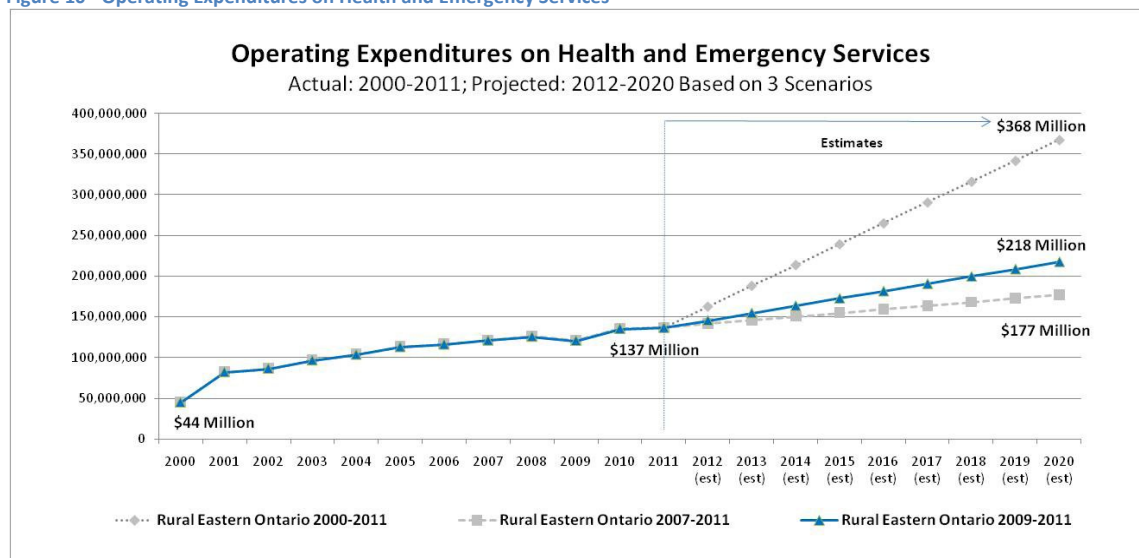


⁴ Environmental services include: Wastewater collection/conveyance, Wastewater treatment and disposal, Urban storm sewer system, Rural storm sewer system, Water treatment, Water distribution/transmission, Solid waste collection, Solid waste disposal, Waste diversion.

4.8 Actual and Projected Operating Expenditures on Health & Emergency Services

- By 2011, local governments in Rural Eastern Ontario were spending **\$137 million a year to operate their health and emergency services** (land ambulance, fire and rescue etc.)⁵. This is up **206% over 2000**. The rate of increase eased to **13% increase** for the **2007-2011** period picking up again in the last two years of that period.
- If the rate of increase from 2007-2011 holds for the **2012-2020 period**, local governments in rural areas of Eastern Ontario will be spending **\$218 million** a year to operate their health and emergency services. If however, the 2000-2011 pattern holds, municipal expenditures for these services will rise to **\$368 million**.
- On a per household basis, these expenditures are expected to be **\$612** for each household, 30% above the 2011 expenditure levels (**\$369** per household).

Figure 10 - Operating Expenditures on Health and Emergency Services



⁵ Health services include: Public health services, Hospitals, Ambulance services, Ambulance dispatch (for most municipalities, this is now a provincial responsibility), Cemeteries.

4.9 Reporting Requirements Divert Time Municipalities Could Spend on Service Delivery

Each year, municipal governments must fulfill significant provincial requirements for the services mandated to local governments to deliver. While some of these reports are warranted – both in light of provincial regulatory oversight of many of the services and the responsibility that municipalities have to demonstrate accountability for public funds – the number of reports as well as their frequency and level of detail has become excessive.

In September of 2012, The City of Toronto – a single tier municipality – prepared and circulated a briefing note summarizing 270 reports that the City submits each year to 11 provincial ministries..

Table 11 – Number and Frequency of Reports Submitted to the Province of Ontario by the City of Toronto each year; Source: “Making Accountability Work for the Province and Municipalities”, September 2012

Frequency	Requests	Total Reports
Monthly	8	96
Quarterly	25	100
Annual	68	68
Other – as required, semi-annual	5	6
TOTAL	106	270

The report was reviewed by the Single Tier and Regional Treasurers group, which provided a preliminary indication of the effort required by municipalities to track, prepare and submit the reports as well as noting some of the reporting issues, and recommending actions the Province might undertake to improve the efficiency and effectiveness of reporting.

The City of Toronto estimated that just completing these reporting requirements takes roughly 3 person-years of work time each year. And this estimate does not include reporting for provincial capital grants or the additional audit costs to complete the 16 audits required of the City each year. In light of this data, the Treasurers’ group noted that “the impact is even greater on smaller municipalities as they do not have the resources available to complete the many reports.”

While the municipalities of Rural Eastern Ontario have not conducted an exhaustive study of the number of these reports that are also required from local governments in this region, a brief review suggests that most of the reports are completed by rural municipalities as well – at either the upper/single tier or the lower tier, depending where the service responsibility lies.

If each municipality in Rural Eastern Ontario is dedicating just one third of the time commitment of the City of Toronto (and this is may be an underestimate), **at least 100 person-years of work are being dedicated to provincial reporting requirements** across the municipalities of Rural Eastern Ontario. Like any other municipal government, those in Rural Eastern Ontario could use that time to deliver services or plan to improve their services and overall operations.

The Treasurers' group has suggested a review of accountability reporting, with the Ministry of Municipal Affairs and Housing as a quality clearing house for municipal reporting requirements, and based on the following principles: consistency, relevance, timeliness, efficiency, accuracy, and non-prescriptive arrangements. The Treasurers also called for more government-wide use of data already in existence (such as the Financial Information Return), increased use of electronic reporting whenever accessible for municipalities, and identifying municipal access for municipalities to submitted data. The Treasurers believe that applying the recommended principles against existing and new programs should ensure compliance with the Transfer Payment Accountability Framework.

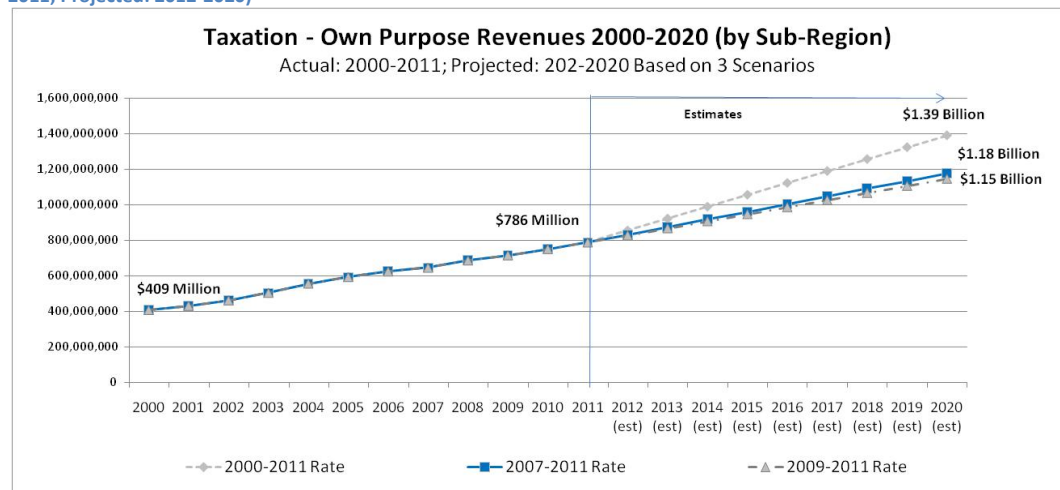
In addition to addressing these issues, rural municipalities may wonder if the reports they send are read by or truly useful to the Province for accountability reporting, and whether the amount of detail in some reports and claims processes is out of proportion to the size of the grant or transfer.

5. Locally-Generated Revenues Rising Faster than Consumer Price Index

5.1 Property Tax Revenues Up by 92% in 2000-2011 Period

Revenues raised from **property taxes** by municipalities in Rural Eastern Ontario of “own purposes” (to pay for local services) rose from \$409 million in 2000 to **\$786 million in 2011** – an increase of **92%** over the period. This rate of increase is equivalent to a **6.1%** compound annual growth rate (**CAGR**) over the entire eleven year period. In a slightly shorter timeframe (2002-2012), the Consumer Price Index (**CPI**) for Canada rose by **21.8%**. It is clear that local governments have had to increase their draw from the local tax base at rates far higher than the CPI.

Figure 11 - Taxation (Own Purpose Revenues) for Local Governments in Rural Eastern Ontario (2000-2020) Actual: 2000-2011; Projected: 2012-2020



The same pattern of revenue increases exceeding the CPI is evident for more recent times. In the **2007-2011** period, the rate of increase of property tax revenues slowed slightly, rising from \$647 million to \$786 million – an increase of **22%**, equivalent to a CAGR of **5.0%**. In that four year period of 2007-2011, the Consumer Price Index for Ontario (all items) rose by **8.3% for the entire period**, with particularly strong increases in 2008 (2.3%), 2010 (2.5%) and 2011 (3.1%)⁶. In the last two years (2009-2011), the rate of increase in property taxes slowed further in the last two years of the period (2009 to 2011) to 4.8%.

If property taxes continue to increase at the 2007-2011 rate (CAGR: 5.0%), local governments will be raising \$1.18 billion a year in property taxes – most of which (as is demonstrated in a later section of this report) are coming from residential property owners. This would be a 50% increase over 2011.

⁶ Source: <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/econ09g-eng.htm>

Growth rates in property tax revenues are reflective of increases in the costs of service delivery; the apparent need to increase property taxes at rates higher than the CPI would suggest that ***the CPI may not be a good measure of the rate at which program/service expenditures – or the associated revenue requirements of local government – will rise in the future.***

If the CPI is viewed as a target measure for funding increases by the provincial or federal governments, or by municipalities for the rate of increase in property taxes, local governments are likely to face a growing gap between expenditures and revenues. In the past, this gap has often been closed each year by deferring capital expenditures. This strategy is not sustainable.

5.2 User Fees and Charges Account for a Quarter of Own Purpose Revenues

Municipal fees and charges rose from \$131 million in 2000 to **\$275 million** in 2011, an increase of **110%** over the period (slightly higher than the rate of property tax increase). These fees and charges now make up a slightly larger proportion of locally-generated revenues, rising from 24% in 2000 to 26% in 2011. Projections for 2020 suggest that user fees and charges will comprise roughly the same share of local revenues (25%).

5.3 Own Purpose Revenues Projected to Reach \$1.57 Billion By 2020

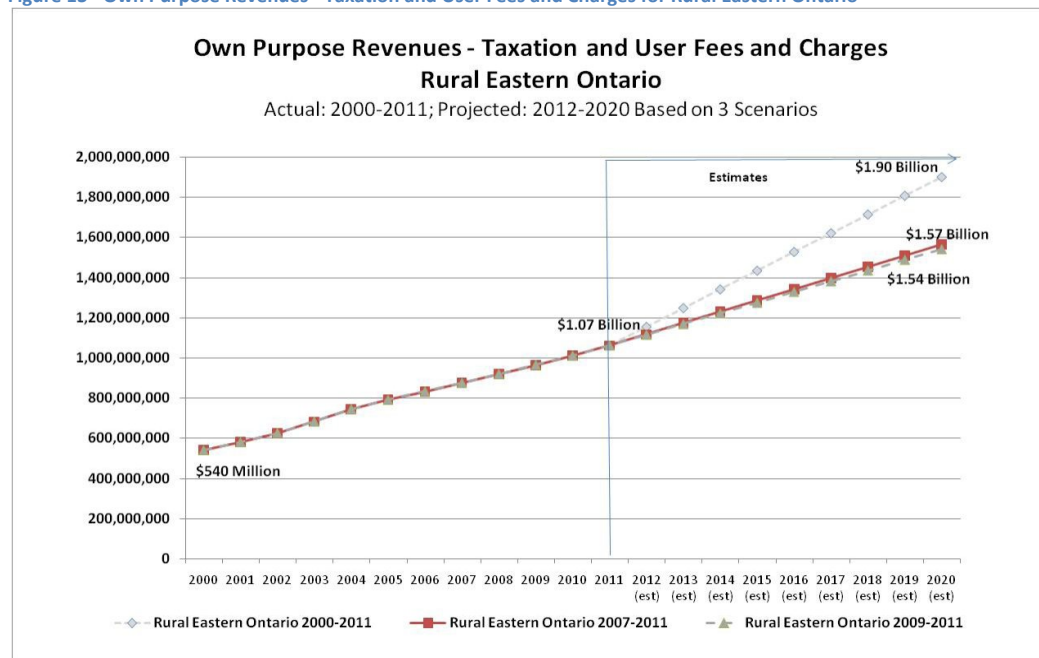
Total Own Purpose Revenues (property taxes plus user fees and charges) rose from **\$539** million in 2000 to nearly **\$1.07 billion** in 2011 – a **97%** increase over the entire period, equivalent to a compound annual growth rate/CAGR of 6.35%). The rate of increase in the 2007-2011 period accounted for 21% of the total with the CAGR slowing to 4.91%). The CAGR for the 2009-2011 was slower yet, at 4.86%, with 10% of the overall growth in that period.

If future revenues increase at the same rate as in **2007-2011**, total Own Purpose Revenues will reach **\$1.57 billion by 2020**. This would mean a CAGR of **4.43%** for each of the next nine (9) years; local tax levies and other charges would have to increase by \$56 million each and every year. (Note that these increases do not include any provision for additional infrastructure expenditures beyond those assumed through projection of past patterns.) If however, future increases track the 2000-2011 pattern, Own Purpose Revenues will reach \$1.9 billion – an additional \$93 million a year (CAGR: 6.7%).

Figure 12 - Projected Increases in Own Purpose Revenues 2012-2020

Projection Assumption - Own Purpose Revenues - Property Taxes and User Fees and Charges	Projected Revenues at 2020 (\$Million)	Equivalent CAGR (from 2011 to 2020)	Average Annual Increase in Tax Revenues Required Each Year to 2020 (\$Million)
2000-2011	1,901	6.69%	93
2007-2011	1,567	4.43%	56
2009-2011	1,540	4.23%	53

Figure 13 - Own Purpose Revenues - Taxation and User Fees and Charges for Rural Eastern Ontario



5.4 Property Tax Revenues Projected to Reach \$1.18 Billion by 2020

If future property tax revenues increase at the same rate as in **2007-2011**, these revenues will reach **\$1.18 billion by 2020**. This would mean a compound annual growth rate of 4.5% for each of the next nine years and local tax levies would have to **increase by \$43 million** each and every year. If future increases track the 2000-2011 pattern, Own Purpose Revenues will reach \$1.39 billion (CAGR: 6.5%). And if future increases track the 2009-2011 pattern, Own Purpose Revenues will reach \$1.15 billion by 2020 (CAGR: 4.3%).

Figure 14 - Projected Increases in Property Tax Revenues 2012-2020

Projection Assumption - Property Tax Revenues	Projected Revenues at 2020 (\$Million)	Equivalent CAGR (from 2011 to 2020)	Average Annual Increase in Tax Revenues Required Each Year to 2020 (\$Million)
2000-2011	1,392	6.51%	67
2007-2011	1,179	4.56%	43
2009-2011	1,148	4.25%	40

5.5 Continued Increases in Property Taxes Will Strain Ratepayer's Ability to Pay

As is described in the forthcoming *Ratepayer Affordability White Paper*, roughly three-quarters of municipalities in Rural Eastern Ontario have median household incomes below the provincial average. Unemployment rates tend to be higher in rural areas and the percentage of income from government transfers (rather than employment earnings) is significantly higher than for Ontario as a whole. Roughly a quarter of the region's labour force works in another census division or county – again, significantly higher than for the Province as a whole.

Without a change in the economic circumstances of Rural Eastern Ontario, continued above-CPI increases in property taxes are not sustainable.

6. Real Growth in Local Assessment Extremely Limited Over Past Decade

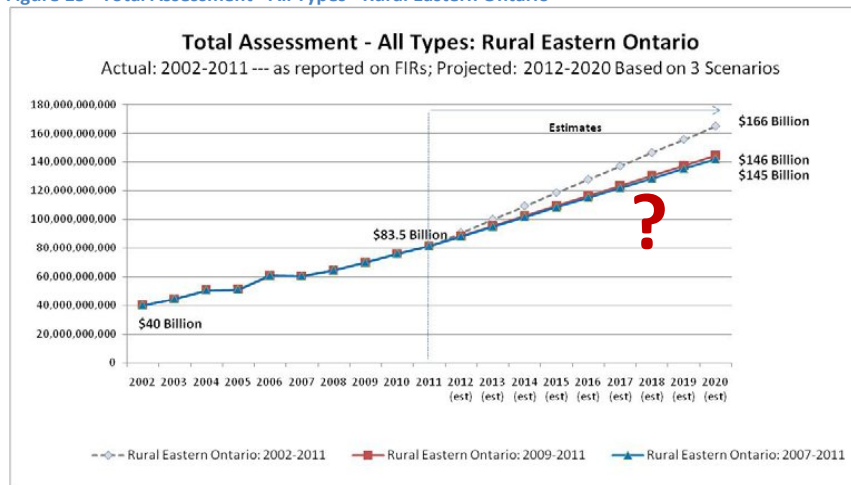
6.1 Profile of Assessment Base Across Rural Eastern Ontario

Eastern Ontario municipalities – rural, separated cities and towns, and the City of Ottawa – reported **\$228 billion** in **taxable assessment** through their Financial Information Returns. Of that total, **\$83.5 billion (36.6%)** lies within the area of Rural Eastern Ontario. Another \$35.2 billion (15.4%) lies within the boundaries of the separated cities and towns, and the balance (\$109.5 billion or 48.0%) lies within the boundaries of the City of Ottawa. (MPAC data for 2012 sets the total assessment in Rural Eastern Ontario at \$107.8 billion, reflecting the application of the latest reassessment to the assessment base as well as modest real growth in the tax base in 2012. These trends are discussed in more detail in the following section of this Paper⁷.)

Despite being responsible for service delivery and infrastructure maintenance in an area that comprises 80% of the region's geography, municipal governments in Rural Eastern Ontario have just over a third of the assessment base from which to draw tax revenues.

If total tax assessment increases through to 2020 at the same rate as in 2007-2011, the assessment base in Rural Eastern Ontario will rise to roughly **\$145 billion**. This represents an overall increase of 79% (CAGR: 6.32%) However, as will be described in the following section, most of this increase is likely to come from rising property values rather than real growth in the assessment base. And the degree to which property values will continue to rise at historically strong rates is unknown.

Figure 15 - Total Assessment - All Types - Rural Eastern Ontario



⁷ There are also some variations in the way that individual municipalities report assessment data on their Financial Information Returns (FIRs). The difference between MPAC data and FIR data should disappear when 2012 FIR data is consolidated and analyzed.

6.2 Real Assessment Growth Averages 2% a Year

Based on data provided by the Municipal Property Assessment Corporation for Ontario (MPAC) for the 2006-2012 period, **total assessment** in Rural Eastern Ontario grew by **\$39.6 billion**, rising from \$68.2 billion in 2006 to \$107.8 billion in 2012 – an increase of **68%** over the six year period.)

To understand how much of the increased assessment is real growth (new construction, renovation or other improvements) versus change in value due to reassessment (increased values for the same properties), data from the Municipal Property Assessment Corporation was obtained and analysed⁸. Both the data from the 2012 reassessment year and from the 2008 reassessment year (detail not included here) show that ***in any given year in the 2006-2012 period, real growth contributed roughly 2.0% while reassessment contributed approximately 13.25%*** – a ratio of 1:6.

If this 1:6 ratio held true for the entire 2002-2012 period, this would mean that 15% of the growth in assessment (**\$5.9 billion**) was due to **real growth** and **85% (\$33.7 billion)** was from a general rise in the assessed value of all real estate rather than a general broadening or strengthening of the tax base through additions or improvement to the regional building stock.

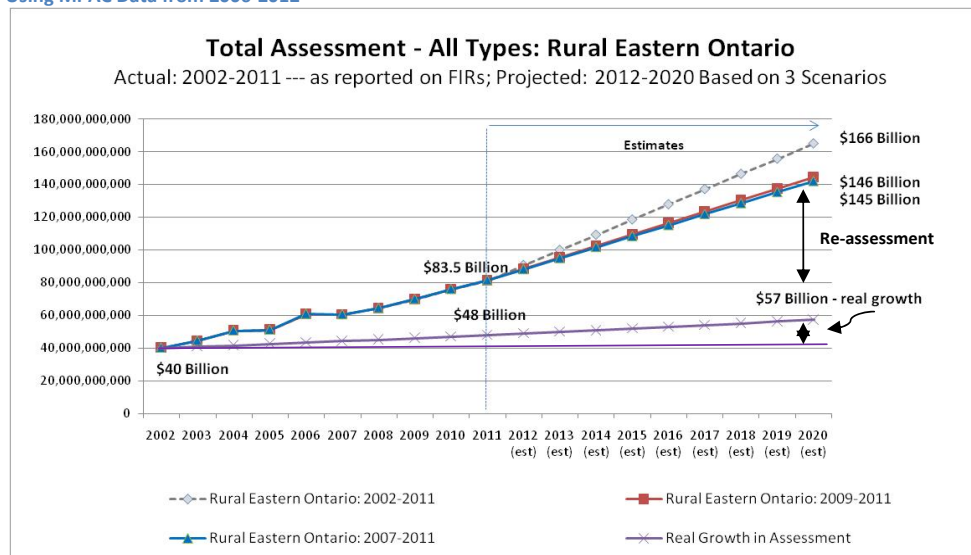
Figure 16 - Breaking out the Contributions of Reassessment and Real Growth to the Total Assessment Base in Rural Eastern Ontario

Sub-Region	2011 Roll for Tax Year 2012 (\$)	During Tax Year 2012 (\$)	2012 Roll for Tax Year 2013 (\$)	% Change Due to Real Growth	% Change due to Assessment Update	Total Change 2006-2012 (\$)
Rural Eastern Ontario	93,229,542,999	95,132,476,225	107,796,865,953	2.04	13.31	39,572,253,263
Separated Cities	38,102,653,133	38,735,354,802	43,725,982,477	1.66	12.88	14,136,700,475
City of Ottawa	125,822,304,050	127,702,321,796	160,024,074,801	1.49	25.31	61,678,075,228
All Eastern Ontario	257,154,500,242	261,570,152,823	311,546,923,231	1.72	19.11	115,387,028,966

⁸ The MPAC Provincial Assessment Summaries for 2008 and 2012 were used; these summaries set out on a municipality by municipality basis, how much of the change in each transition year is due to real growth and how much is due to reassessment. Because the reassessment changes cover multiple years while the real growth values are single year, it is necessary to derive the real growth numbers for multiple years by deducting the reassessment contribution from the total change in assessment for the period. For the 2006-2012 period, there were two reassessments (2008 and 2012) to be taken into account.

Using this historical split between real growth and reassessment growth to project changes in assessment through to 2020 (based on 2007-2011 patterns of overall assessment growth⁹), the projections suggest that **real growth in assessment through to 2020 will be roughly \$9 billion** (the difference between \$48 billion in 2011 and \$57 billion in 2020). The balance of assessment growth (roughly \$52.5 billion¹⁰) will come from a continued rise in property values, reflected in reassessments.

Figure 5 - Total Assessment and the Proportion Accounted for by Real Growth - Rural Eastern Ontario - Projected Using MPAC Data from 2006-2012



⁹ Total assessment data from municipal 2011 Financial Information Returns was used for projections. These differ from MPAC data from 2012 due to incorporation of reassessment in 2012 data and some variation in how municipalities show assessment for particular classes in their FIRs.

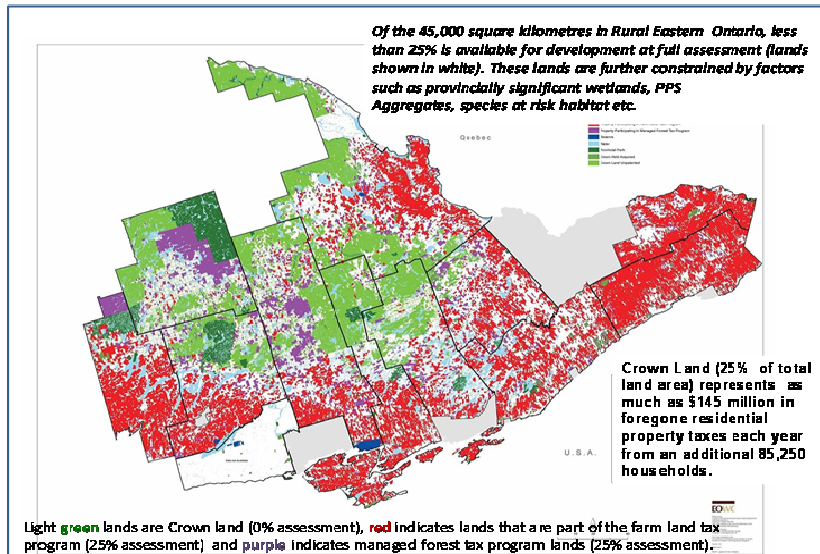
¹⁰ Calculated from the difference between \$145 billion - \$83.5 billion, then deducting the share that is real growth (\$9 billion) = \$52.5 billion.

6.3 Growth Potential Constrained by Crown Land and Other Lands Not Fully Taxable

The ability of municipalities in Rural Eastern Ontario to generate tax revenues to sustain local services is constrained by the large proportion of land that is either not fully taxable or not taxable at all – for which there is no compensation in terms of Payments-In-Lieu (of taxation). Of the roughly 45,000 square kilometres of land mass in Rural Eastern Ontario, no more than 25 per cent is available for development purposes *at full assessment*.

The only areas where local governments can expect to levy taxes at 100 per cent assessment are the white areas on the map below. And even those are not all available – there are waterways and provincially-significant wetlands, areas designated for species at risk, quarries and other areas that are “off-limits” for development and assessment growth.

Figure 17 - The map below, prepared by the GIS group in Renfrew County, shows Crown land (light green) which have no local assessment capacity, lands which are part of the farm land tax program (25% assessment) and forest tax program lands (25% assessment).



A rough order of magnitude estimate (based on a residential assessment rate) suggests that Crown lands alone represent **foregone income of \$145 million in local property tax income** from another 85,000 households or an equivalent commercial, industrial or institutional tax base. Local governments in the region are not advocating the development of all of the region's Crown lands; rather this illustration simply demonstrates the limitations on rural municipalities' ability to extract more revenue from the region's rural land base.

6.4 Nearly 90% of the Region's Assessment Base is Residential

The reliance of local governments in Rural Eastern Ontario on **residential assessment** (rather than a strong presence of commercial, institutional and industrial assessment) has become more prominent over the 2002-2011 period, rising from **85.8% to 89.1%** of total assessment (increased reliance of 3.3%).

In the same period, reliance on residential assessment in the separated cities and towns rose slightly from 78.0 to 78.3%. The City of Ottawa saw decreased reliance on residential assessment, dropping from 78.4% to 77.2%. In other words, across virtually all of Eastern Ontario, reliance on residential assessment increased over the past decade.

Figure 18 - Percentage of Rural Eastern Ontario Tax Base That is Residential

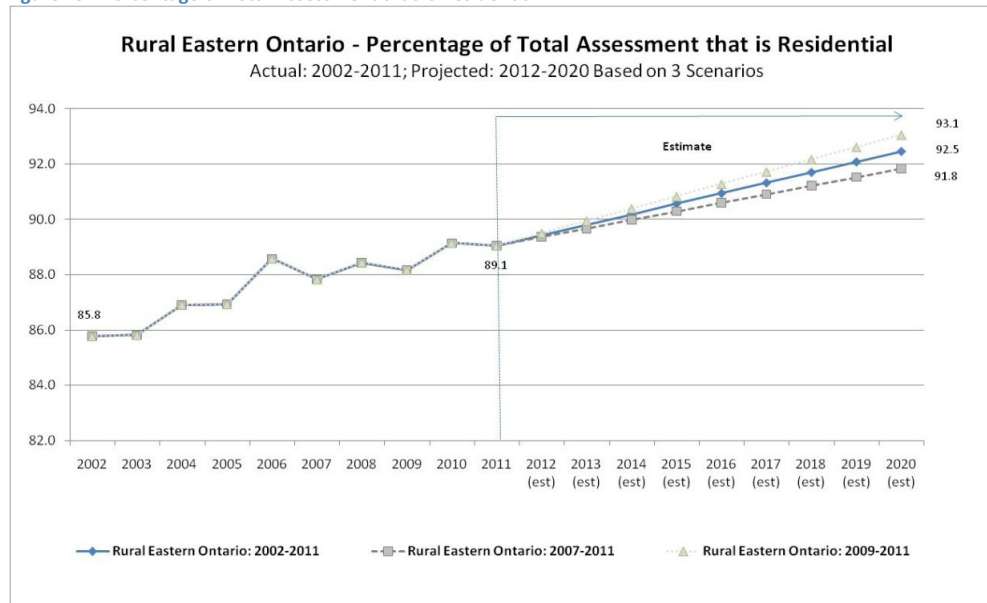
Sub-Region	Percentage of Total Assessment that is Residential				Residential 2020 (est)	Change in 2007-2011	Change in 2002-2011
	2002	2007	2011	2012 (est)			
Rural Eastern Ontario	85.8	87.8	89.1	89.3	91.5	1.2	3.3
Separated Cities	78.4	81.4	78.3	77.7	73.0	-3.1	0.0
City of Ottawa	78.0	83.0	77.2	76.1	67.9	-5.7	-0.7
All Eastern Ontario	80.9	84.4	81.5	80.9	76.3	-2.9	0.6

6.5 Regional Reliance on Residential Assessment Projected to Increase to 2020

If the reliance trend in Rural Eastern Ontario in the 2007-2011 period continues through to **2020** (increasing by 0.3% a year), these municipalities will see **91.5% of their assessment being residential** by the end of the decade. This means that an even larger share of the cost for delivering local services will be borne by residential property owners or tenants in apartments.

By 2020, non-residential assessment in Rural Eastern Ontario is projected to drop to **8.5%** of total assessment, down from **14.2%** in 2002. This would be roughly a third of the proportion of the separated cities and towns in Rural Eastern Ontario. Non-residential assessment is expected to virtually identical in 2020 as it was in 2011 (**\$8.85 billion**).

Figure 19 - Percentage of Total Assessment that is Residential



The following MPAC data (2011 Roll for Tax Year 2012)¹¹ for Rural Eastern Ontario show that:

- Commercial and industrial assessments combined are just 6.3% of the region's assessment base (compared to 16% for the province as a whole).
- Farmland and managed forest account for 5.2% of the assessment base (but are not fully taxable). The provincial average is 2.3%.
- The region is heavily reliant on residential assessment (84.2%).

Comparative data from MPAC for Rural Eastern Ontario and the Province of Ontario shows that across the province, 75% of total assessment is residential. Rural Eastern Ontario can therefore be considered to be roughly 10% more reliant on residential assessment than the provincial average.

¹¹ ¹¹ The percentage of total assessment from residential assessment is different when using 2011 FIR data as compared to 2012 MPAC data. There appears to be some variation in how municipalities show assessment for particular classes in their FIRs, reflecting the proportion of certain lands that are not fully taxable. MPAC assessment data is understood to be based on the property valuations not taxable status. These differences have a significant impact on calculations related to the dominance of residential assessment.

Figure 20 – Distribution of Assessment by Type – Rural Eastern Ontario

Type of Assessment	% 2011 for 2012 Tax Year	Assessment (\$Billions)
Commercial	5.1	\$4.72
Shopping Centres and Parking Lots	0.2	\$0.208
Exempt	3.7	\$3.48
Farm	4.8	\$4.45
Industrial	0.9	\$0.804
Managed Forest	0.3	\$0.234
Pipeline, Railway and Utilities	0.9	\$0.818
Multi-Residential	0.8	\$0.759
Residential	83.4	\$77.9
Total – All Types	100	\$93.4

7. Taking Action on Municipal Affordability

Affordable municipal government will require local governments to change the trajectory of both service delivery costs and the revenues available to pay for these services. The following recommendations cover some actions that local governments might take on their own or through the EOWC, as well as those which might be undertaken in partnership with upper levels of government.

Recommendations for EOWC and Constituent Municipalities:

E-1: It is proposed that the EOWC explore mechanism(s) for additional shared procurement of bulk products or materials.

E-2: It is proposed that the EOWC continue to encourage EORN to explore the development of a mechanism for shared information, communications and technology (ICT) services, starting with management of servers for municipal administration. (For example, local governments could ultimately create a “cloud” for local governments in Rural Eastern Ontario). These opportunities would be evaluated on the basis of their potential for reducing costs without negatively affecting customer service.

E-3: It is proposed that the EOWC continue to encourage EORN to investigate and provide leadership to deployment of new, internet-based technologies that would contain or reduce municipal costs in services areas experiencing significant annual increases in operating costs (example: health and emergency services).

E-4: It is proposed that the EOWC provide leadership in the development and implementation of a region-wide program to assist local governments in rural areas with evaluation and introduction of measures to control operating costs for provision of transportation services (examples: advanced approaches to maintenance of transportation systems, use of remote monitoring technologies, additional inter-municipal agreements on winter control). *[See related recommendation on a transportation infrastructure renewal network in Municipal Infrastructure White Paper]*

E-5: It is proposed that the EOWC provide leadership in exploring whether there is a business case for having some administrative, technical or other similar municipal services delivered by a (third party) service body acting on behalf of multiple municipalities.

E-6: It is proposed that the EOWC continue to actively support the development of a region-wide economic development strategy with the long-term objective of stimulating growth as well as jobs across the region, which will in turn stimulate growth in the region’s tax base. The ultimate goal is to increase total assessment as well as the proportion of assessment from industrial, commercial and institutional operations. *(This same recommendation is found in the Municipal Infrastructure White Paper).*

E-7: It is proposed that the EOWC continue to work cooperatively with provincial and federal authorities to obtain an agreement related to the Algonquin land claim. Once an agreement is in place, it is proposed that the EOWC work collaboratively within the Algonquin Nation to identify and pursue opportunities for economic development benefiting the Algonquins and the region as a whole.

Recommendations for the Province of Ontario:

U-1: It is proposed that the Province of Ontario continue to implement the social services upload to the original end date of 2018.

U-2: It is proposed that the Province of Ontario provide Eastern Ontario municipalities that have significant Crown lands or other lands with assessment constraints (e.g. managed forests, farmland, aggregate sites etc.) in their jurisdictions with compensation reflecting these property-based limitations. The compensation could be a Payment-in-Lieu or an annual share of revenues accruing to the Province from these lands (e.g. royalties from stumpage fees). This compensation would be in recognition of the service provided by municipalities in building and maintaining roads and bridges, and providing emergency services for these tax-exempt lands. [This same recommendation is found in the *Municipal Infrastructure White Paper*]

U-3: It is proposed that the Province of Ontario be encouraged to leave as-is the provision of Regulation 284-09 regarding exclusion of depreciation expenses from annual budget processes.

U-4: It is proposed that the EOWC work in partnership with the Province of Ontario to design and implement as soon as possible a permanent, predictable non-competitive, infrastructure fund designed specifically for small, rural areas. While intended to increase access to capital for infrastructure investments, the EOWC anticipates this funding will have multiple positive impacts on operating budgets as well. [See *Municipal Infrastructure White Paper* for recommended design parameters for the proposed fund.]

U-5: It is proposed that the EOWC encourage and support the Province of Ontario in its continued efforts to contain the growth in program and service delivery costs, including those that are mandated to municipal government (examples: joint and several liability, interest arbitration).

U-6: It is proposed that the EOWC encourage the Province of Ontario to simplify and increase the predictability associated with funding formulae for services mandated to municipal governments. The EOWC further recommends that the formula for funding long term care be the first formula to be reviewed.

U-7: It is proposed that the EOWC support the efforts of the Regional CAOs and Treasurers' Group to bring forward recommendations to the Province of Ontario regarding streamlining provincial accountability reporting requirements. It is further recommended that the EOWC provide input to those recommendations from the perspective of small rural municipalities. The objective of such advocacy is to reduce the number, frequency and level of detail in reports submitted to the Province while still meeting regulatory accountability requirements. These changes are expected to reduce municipal costs or free up staff time to focus on managing and delivering services for local ratepayers.

U-8: It is proposed that the EOWC work with AMO and the Province of Ontario to develop a strategy which would allow and encourage local governments to introduce non-tax-based revenue generating measures to make their municipalities more financially sustainable. The first priority could be an examination of ways to leverage existing municipal assets to provide new revenue streams (examples: outstanding POA monies; per-ton charge for aggregates).

U-9: It is proposed that the Province of Ontario broaden its commitment to work with municipalities on renewable energy development to include determination of appropriate property tax rates for all types of renewable energy, not just wind turbine towers. This is an essential companion to the proposed changes to the Feed-in-Tariff (FIT Program) which are intended to engage municipalities and Aboriginal communities in location and siting decisions, and providing new energy-related economic development and revenue opportunities for municipalities and public sector entities.

U-10: It is proposed that the Province of Ontario modify the terms of the Provincial Gas Tax funding program to broaden the definition of transit to include alternatives to municipally-owned transit, where the municipality has oversight for the alternative approach. Examples would be private or not-for-profit services that operate on a fixed schedule and which are supported by the municipality, or volunteer services that provide scheduled service for appointments or meetings at health or social service organizations. These volunteer services must also be supported by the municipality.

U-11: It is proposed that the EOWC work with AMO and the Province of Ontario to determine if there are alternative, cost-effective ways to deliver services at the local level, and seek opportunities for pilot programs through which these alternatives might be tested on a cost-shared basis in Rural Eastern Ontario.



Municipal Infrastructure

One of a Series of White Papers

on the

Financial Sustainability of Local Governments in Eastern Ontario

Produced by

The Eastern Ontario Wardens' Caucus

August 2013

Prepared by

Kathryn Wood
Natural Capital Resources Inc.

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1. Executive Summary

At the end of 2011, the 103 municipalities in Rural Eastern Ontario held **\$8.7 billion in capital assets** required to deliver the full range of services for which local governments are mandated. In rural areas, these capital assets range from recreational facilities, roads, bridges and libraries, to homes for the aged, water/waste water systems and fire stations.

Upper/single tier municipalities (counties) are responsible for roughly \$3.3 billion of this infrastructure (38% of the total) and lower tier municipalities (townships and small towns) are responsible for \$5.4 billion (62% of the total). The types of infrastructure requiring the largest initial investment and the largest financial responsibilities for maintenance are assets for provision of **transportation** and **environmental services** (\$5.06 billion and \$1.99 billion respectively, at cost). These two asset categories represent more than 80% of local government assets in Rural Eastern Ontario.

Nearly half (\$4.17 billion or 48%) of total investment in Rural Eastern Ontario's infrastructure has been made since 2000. **Capital investment** over the period averaged **\$378 million** a year. Although the pattern of investment has been variable (reflective of both opportunity and availability of municipal funds¹), the scale of investment suggests a consistent effort to ensure that local services are offered through safe, well-maintained assets.

In rural areas with a small and widely-dispersed population², municipal governments face major challenges with both upfront investments and ongoing maintenance – especially when **operating expenditures** for municipal services have reached **\$1.8 billion a year**. As a result, the pattern of capital investment across Rural Eastern Ontario has been highly variable – from roughly \$200 million in 2000, peaking at just over \$610 million in 2010, then dropping back to \$388 million the following year. This variability is a signal that municipalities struggle to find the resources to invest in capital assets and plan carefully to be able to make the best use of opportunities for matching funds from other levels of government – in effect making each dollar go further. Clearly, rural municipalities need help from upper levels of government and they need it in predictable amounts and timeframes.

Based on financial data from the end of 2011, one estimate of the region's capital infrastructure deficit (based on the difference between Capital Cost and Book Value) indicates that municipalities continue to lose ground in their efforts to find and deploy sufficient resources to maintain their infrastructure. By this measure, the **Capital Infrastructure Deficit** now stands at **\$3.74 billion** and continues to rise, by roughly \$150-\$200 million a year.

¹ Rural Eastern Ontario has a population of just over 700,000 people in roughly 360,000 households. Local governments are responsible for services over a geographic area of 45,000 square kilometres. Ten separated cities and towns, plus the City of Ottawa, make up the balance of the 50,000 square kilometre area commonly referred to as Eastern Ontario.

² Average population density across Rural Eastern Ontario is roughly 16 persons per square kilometre. There are roughly eight (8) households per square kilometre across the region.

Figure 1 – ES: Calculation of Capital Infrastructure Deficit

Capital Infrastructure Deficit Calc. for...	Value of Assets at Cost (\$ Billion)	Book Value of Assets (\$Billion)	Capital Infrastructure Deficit (\$Billion)
Rural Eastern Ontario - 2009	7.65	4.36	3.29
Rural Eastern Ontario - 2010	8.09	4.62	3.47
Rural Eastern Ontario - 2011	8.71	4.97	3.74

To discharge the accumulated capital deficit in ten years would require investments of **\$374 million a year**, plus another **\$700 million** to maintain all municipal assets over the long term. (The annual maintenance estimate is based on an average 25 year asset life and replacement cost at twice the original cost). Taken together these two estimates suggest that municipalities in Rural Eastern Ontario **should be investing \$1.074 billion a year** in their infrastructure every year until at least 2020.

Figure 2 – ES Calculation of Annual Expenditure to Address Capital Infrastructure Deficit

Annual Investment Requirements to Address Capital Infrastructure Deficit	Capital Infrastructure Deficit at 2011 (\$Billion)	Period Over Which Deficit to be Addressed (Years)	Average Annual Expenditure Required (\$Billion)
Rural Eastern Ontario - 2009	3.29	10	0.329
Rural Eastern Ontario - 2010	3.47	10	0.347
Rural Eastern Ontario - 2011	3.74	10	0.374

Figure 3 – ES: Calculation of Annual Investment Requirements to Maintain Assets

Annual Investment Requirements to Address Annual Costs to Maintain Assets	Replacement Value of Capital Assets (2 x Cost) \$2011 (Billion)	Annual Investment Required (Life: 25 years; \$Billion)
Rural Eastern Ontario - 2009	15.30	0.61
Rural Eastern Ontario - 2010	16.18	0.65
Rural Eastern Ontario - 2011	17.42	0.70

In 2011, municipalities in Rural Eastern Ontario made capital investments of \$388 million (very close to the long-term average). Compared to the target (\$1.074 billion), this suggests that there is an **annual capital investment shortfall of \$686 million**.

Figure 4 – ES: Calculation of Additional Capital Investment Required Beyond Expenditures Already Being Made

Total Annual Investment Required to Maintain Assets and Address Capital Infrastructure Deficit	Based on 2011 Data (\$Million)	Projected to 2020 (\$Million)
Annual Costs to Maintain Assets	700	700
Annual Costs to Address Deficit	374	374
Total Annual Capital Infrastructure Inv.	1074	1074
Current Capital Expenditures	388	436
Total Additional Annual CapEx	686	638

The level of investment called for in this analysis, which represents a near tripling of current capital investment, is beyond the long-term investment pattern of rural municipalities (2000-2011). Even in a scenario calling for rapid ramp-up in investment beyond 2011 levels, it is unlikely that Rural Eastern Ontario would reach required levels of capital investment by the end of the decade. Municipalities would have to spend **an additional \$686 million every year** to reach the billion dollar annual investment mark by 2020.

Figure 5 – ES: Total Capital Expenditure Requirements to 2020

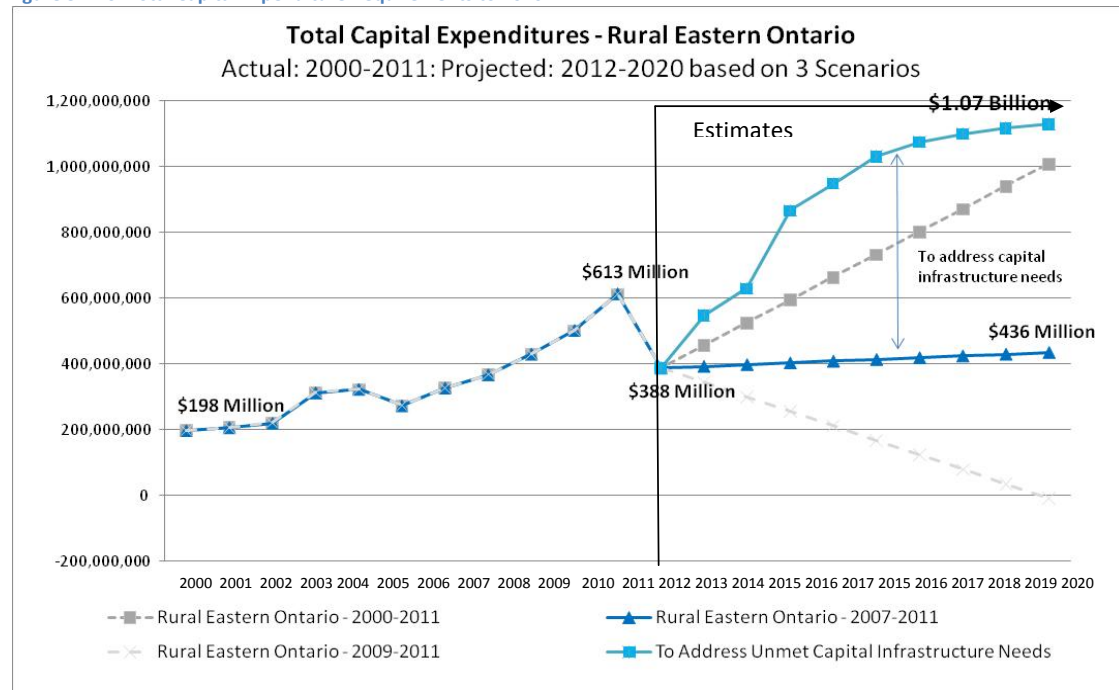


Figure 5 (above) shows a baseline projection of anticipated capital expenditures based on the 2007-2011 performance, leading to \$436 million in annual capital investment by 2020. The additional required \$686 million a year to address the deficit and provide long-term maintenance for all assets is shown as ramping up rapidly through 2012-2017 to reach the required \$1.07 billion by 2020. This scenario reflects the challenges municipalities are expected to have finding the required investment funds – especially in the near term – and implies that municipalities will take a slightly longer timeframe to reach the required spending levels.

Like the Province or the Federal Government, municipalities have only **three options for financing services and infrastructure**:

- Property tax revenues and other user fees and charges paid by ratepayers
- Debt which must be repaid out of property tax revenues
- Reserves which can be a short-term contributor to infrastructure financing but this option disappears once reserves are depleted.

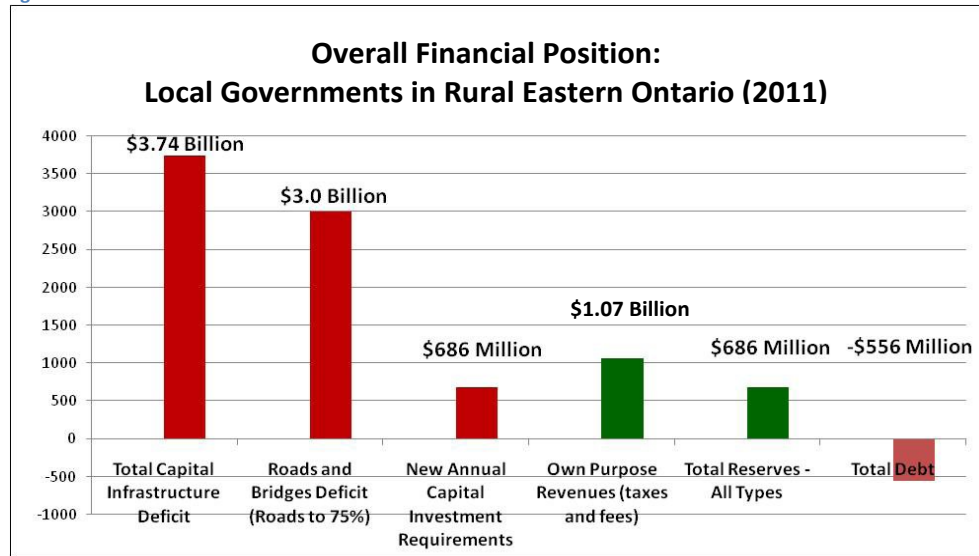
Revenue from Taxation: In 2011, municipalities in Rural Eastern Ontario took in nearly **\$1.07 billion in “Own Purpose Revenues”** (property tax revenues and other user fees and charges). More than three quarters of these revenues were property taxes and are used to cover operating costs for the many services offered by municipalities as well as servicing debt.

Property taxes increased by 92% since 2000 (a compound annual growth rate of 6.1% – a rate much higher than the Consumer Price Index in the same period). With roughly three-quarters of municipalities in the region exhibiting median household incomes below the provincial average, it is difficult to envisage how municipalities can use the local property tax base to generate the funds necessary to close the infrastructure funding gap.

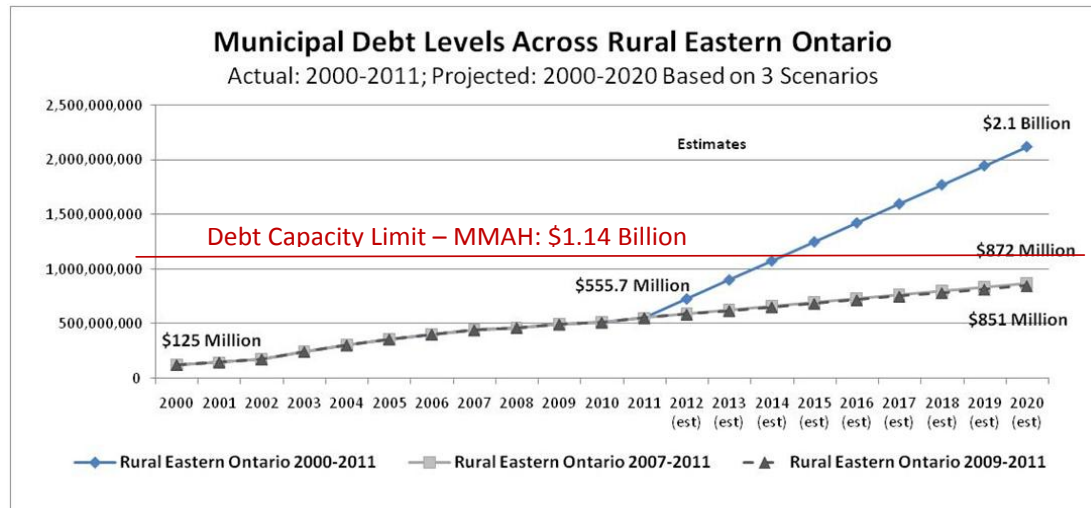
Reserves: These municipalities hold **\$686 million in reserves** (obligatory, discretionary and reserve funds combined). In addition to ongoing capital investments, these funds are used to manage operating and capital cash flows within a fiscal year, to respond to in-year emergencies, and sometimes to provide the municipal match for infrastructure funding.

Municipal reserve levels are only slightly more than **combined debt of \$556 million** and, if fully deployed in a single year, would represent just one year’s requirement for additional capital investment.

Figure 6 – ES: Overall Financial Position of Local Governments in Rural Eastern Ontario at 2011



Debt Financing: Municipalities in Rural Eastern Ontario have tripled their debt since 2000, with environmental and transportation assets often being financed through debt. Total municipal debt now stands at **\$556 million**.



Municipalities have used about half of their total debt capacity (as calculated using the Ministry of Municipal Affairs and Housing methodology) which means there could be as much as **\$575 million in debt capacity** remaining (roughly 15% of the capital infrastructure deficit). However, the **ability to bear more debt varies by municipality** and many with major capital infrastructure needs may have little or no debt capacity left.

The additional debt servicing charges associated with further debt financing (**\$165 million a year**) would strain operating budgets and potentially “crowd out” other operating expenditures on programs and services that are mandated, expected and valued by citizens.

For all these reasons, the opportunity to use debt financing to address capital investment needs is limited.

Rural municipalities have an ongoing revenue challenge, which is particularly acute for capital infrastructure investment.

Taking Action on Municipal Infrastructure

Affordable municipal infrastructure will require local governments to change the trajectory of the costs and methods associated with infrastructure investment and maintenance as well as the revenues available for infrastructure purposes. The following recommendations cover some actions that local governments might take on their own or through the EOWC, as well as those which might be undertaken in partnership with upper levels of government.

Recommendations for EOWC and Constituent Municipalities:

- E-1: It is proposed that the EOWC continue to actively support the development and implementation of a regional economic development strategy, with the long-term objective of stimulating growth as well as jobs across the region, which will in turn stimulate growth in the region's tax base.
- E-2: It is proposed that the EOWC create a regional infrastructure task force to explore ways to reduce the need for future infrastructure investments, reduce maintenance costs for existing infrastructure, and manage required infrastructure as efficiently as possible.
- E-3: As part of the regional infrastructure task force, It is proposed that the EOWC lead the creation of a transportation infrastructure renewal network comprised of municipalities in Rural Eastern Ontario, to explore (among other topics) possible cost savings through collaborative action (examples: reducing costs through larger tenders and equipment sharing) and greater use of techniques to extend the life of existing assets. *(A description of this network is contained in Appendix A.)*
- E-4: It is proposed that all municipalities in Rural Eastern Ontario be encouraged to ensure that their Asset Management Plans are complete by the end of 2013 as required.

Recommendations for the Province of Ontario:

- U-1: It is proposed that the EOWC work in partnership with the Province of Ontario to design and to implement as soon as possible a permanent, predictable, non-competitive infrastructure fund designed specifically for small, rural and remote areas *(See Appendix B for recommended design parameters)*.
- U-2: It is proposed that the Province of Ontario continue implementation of the social services upload to 2018, thereby providing additional fiscal capacity for municipalities to address infrastructure maintenance needs as well as assisting in the provision of other critical municipal services.
- U-3: It is proposed that the Province of Ontario provide Eastern Ontario municipalities that have significant Crown lands or other lands with assessment constraints (e.g. managed forests, farmland, aggregate sites etc.) within their jurisdictions with compensation reflecting these property-based limitations. The compensation could be a Payment-in-Lieu or an annual share of revenues accruing to the Province from these lands (e.g. royalties from stumpage fees). This compensation would be in recognition of the service provided by municipalities in building and maintaining roads and bridges, and providing emergency services for these tax-exempt lands.

2. Introduction

Following the completion of the landmark analysis of the [overall financial sustainability](#) of local governments in Eastern Ontario in February 2012, the Eastern Ontario Wardens Caucus commissioned several follow-up projects to:

- Examine selected priority areas in greater detail, and
- Update key variables so the work would remain current and could be used with confidence as a support to future EOWC initiatives.

The EOWC identified five priority areas for further attention, each of which is being addressed using a White Paper format:

- *Municipal Affordability* – an examination of operating conditions for municipalities.
- *Ratepayer Affordability* – an examination of the financial circumstances of local economies and the rural residents and organizations who bear most of the cost of municipal service delivery.
- *Municipal Infrastructure* – an examination of the conditions influencing the overall state of municipal infrastructure and municipalities' ability to invest in and maintain these assets.
- *Social Housing* – an examination of the financial circumstances of upper/single tier municipalities in addressing these community needs, both in terms of local demand for service and the financial implications of associated capital infrastructure requirements.
- *Environmental Services* – an examination of the financial circumstances of single/lower tier municipalities in addressing these responsibilities, on both operating and capital fronts.

The White Papers on Municipal Affordability and Municipal Infrastructure are being released in the late summer of 2013 while the Papers on Ratepayer Affordability, Social Housing and Environmental Services will be released in the fall of 2013.

Each of these White Papers has added two new features not included in the original financial sustainability analysis. First, the White Papers have added *financial projections* to allow the EOWC and other stakeholders to understand what the financial future holds in the year 2020 if recent trends continue. Second, the White Papers contain *recommendations for action* to address the challenges foreseen as a result of the projections.

Methodology: Projections were made based on simple straight-line extrapolation from the actual experience in three time periods: 2000-2011, 2007-2009 and 2009-2011. Most data is from the annual municipal Financial Information Returns (FIRs).

Figure 7 - For the purposes of the White Papers, "Eastern Ontario" was defined as the area bounded by the 13 member governments of the Eastern Ontario Wardens Caucus and the 90 lower tier municipalities within those boundaries. The 10 Separated Cities (and Towns) within or adjacent to those governments, and the City of Ottawa are not included in these analyses.



3. Municipalities in Rural Eastern Ontario Manage Nearly \$9 Billion in Infrastructure Assets

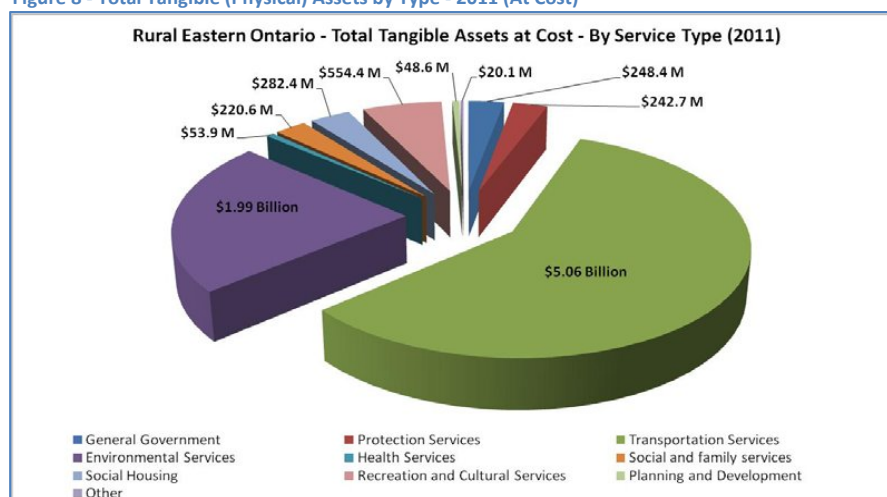
At the end of 2011, municipalities in Rural Eastern Ontario held **\$8.7 billion** in capital assets – valued at cost. Upper/single tier municipalities (counties) are responsible for roughly \$3.3 billion of this infrastructure (38% of the total) and lower tier municipalities (townships and small towns) are responsible for \$5.4 billion (62% of the total).

These capital assets, commonly referred to as municipal infrastructure, cover the full range of services provided by local government and most of these services are mandated by the Province for delivery by municipalities. They are not optional. For municipal governments in Rural Eastern Ontario, these infrastructure assets include:

- *Transportation systems* (such as roads, bridges, sidewalks, lighting fixtures, guardrails, maintenance equipment, sand/salt storage facilities)
- *Health and Long Term Care* assets (such as ambulance services and homes for the aged)
- *Protection Services* (such as fire stations or emergency measures centres)
- *Social housing* (such as affordable housing for those with low incomes, disabilities or other special needs)
- *Environmental services* assets (such as landfills, fleets for waste collection and recycling, water and sewer systems, water distribution systems, storm water systems)
- *Community facilities* for Culture and Recreation (such as community halls, libraries, arenas, theatres and parks)
- *Municipal buildings* (for administrative services).

In Rural Eastern Ontario, the types of infrastructure which require the largest initial investment and the largest maintenance responsibilities tend to be transportation systems and environmental assets, although for smaller municipalities especially, the cost of building/purchasing and maintaining any of these assets can be a heavy burden.

Figure 8 - Total Tangible (Physical) Assets by Type - 2011 (At Cost)



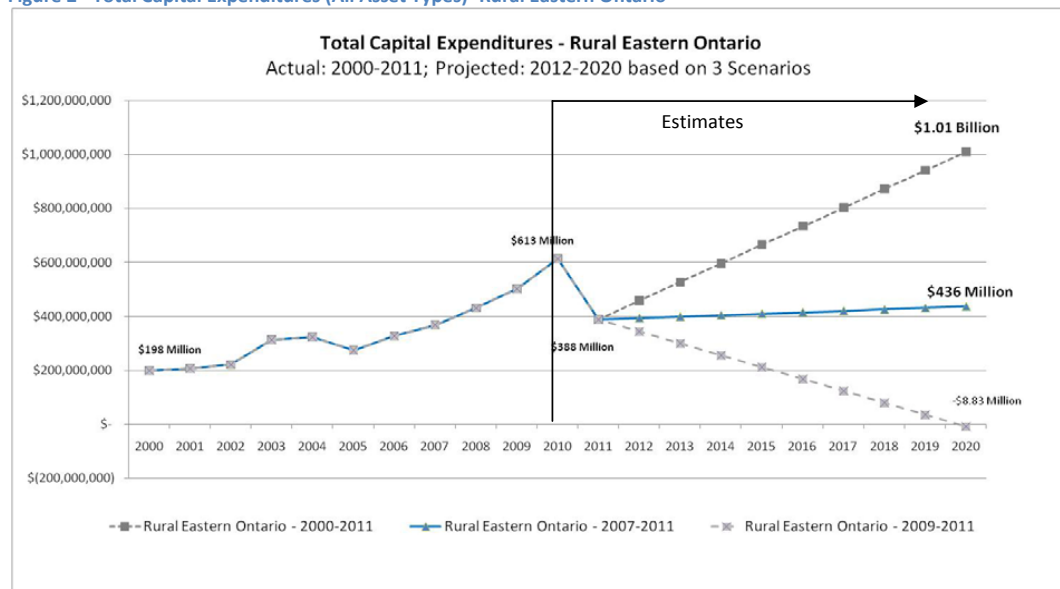
4. Eastern Ontario: A Pattern of Highly Variable Capital Investment

4.1 Total Capital Investments over the 2000-2011 Period

Total Capital Investments by local governments in Eastern Ontario totalled **\$4.17 billion since 2000** and have been highly variable over the past decade, rising from \$198 million in 2000 to a peak of \$613 million in 2010, then dropping to **\$388 million** in 2011. This period represents nearly half (48%) of all investment in Rural Eastern Ontario's infrastructure.

Since 2000, there have been multiple peaks in the region's capital investment profile – often coinciding with the availability of infrastructure-focused matching funding programs – but the climb from 2005 to 2010 was steep and continuous. Both the volatility in investment patterns and the more recent upward trend suggest that municipalities act on infrastructure needs when they have the resources to do so and, particularly in the last five to seven years, when they have been focusing particular attention on these needs.

Figure 2 - Total Capital Expenditures (All Asset Types)- Rural Eastern Ontario



4.2 Projecting Expenditure Patterns and Financial Requirements:

If future annual capital investments follow the trajectory of the 2007-2011 period, municipalities will be making capital investments of roughly **\$436 million a year by 2020**. This is because 2007-2011 is characterized by a sharp increase in the 2008-2010 period but falling back down to 2008 levels in 2011. As is described in a later section of this Paper, this level of capital investment is insufficient to maintain current assets let alone address infrastructure deficits.

If instead, future investments follow the pattern of the 2000-2011 period in which capital investment increased by 96%, municipalities would be making capital investments of roughly **\$1 billion a year** by 2020. In this case, municipalities would need to increase capital spending (on all types of infrastructure) by **another \$621 million** a year by 2020. This level of infrastructure investment may well be needed in the years ahead; how it could be financed is another matter.

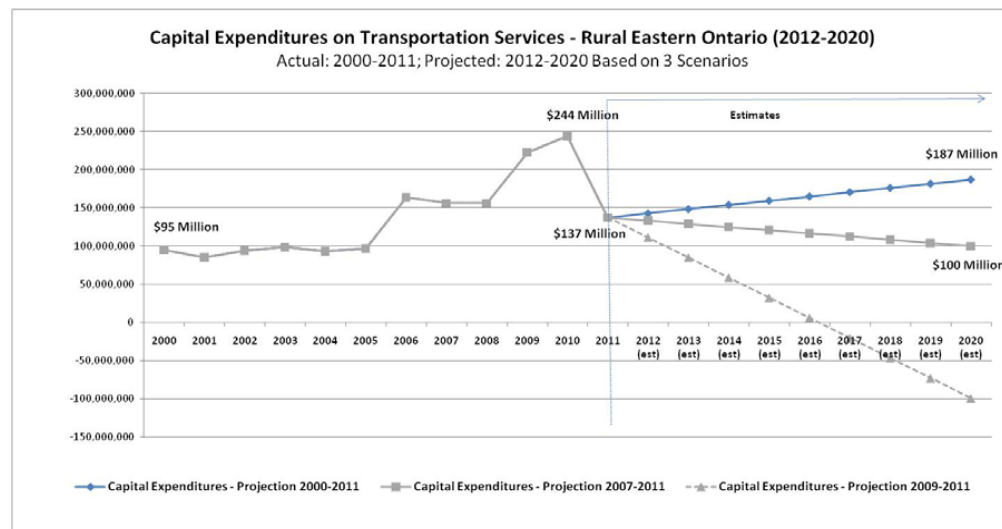
In 2011, 57 of the 103 municipal governments in Rural Eastern Ontario registered amortization charges higher than their capital investments in that year. The number of municipalities with capital spending that did not at least match declining values in assets doubled from 2010. Total amortization charges in Rural Eastern Ontario in 2011 were \$264 million.

4.3 Annual Capital Expenditures – Transportation Services (2000-2011)

With 69,000 lane-kilometres of roads and 5,000 structures (bridges and large culverts)³, Eastern Ontario is responsible for nearly three-quarters of the region's roads-related infrastructure⁴. As a result, Transportation Services assets are a major part of municipal capital investment budgets – far larger than the region's population might suggest.

Capital investment in Transportation Services (primarily roads and bridges in Rural Eastern Ontario) totalled \$1.6 billion in the 2000-2011 period, more than a **third (38%) of the region's total** investment. Although the proportion varies year by year, capital investments in transportation services can account for **45 to 50 per cent of all capital investments** in any given year.

Figure 3 - Capital Expenditures on Transportation Services - Rural Eastern Ontario



³ This information is drawn from the February 2012 Financial Sustainability Update report entitled "Facing Our Fiscal Challenges".

⁴ The balance is the responsibility of the separated cities and towns plus Ottawa.

Investment in transportation infrastructure has been highly volatile through the 2005-2011 period, **peaking at \$244 million** in 2010. This is almost certainly a response to capitalizing on time-limited cost-shared investment opportunities associated with federal-provincial stimulus funding.

Because investments in transportation infrastructure are long-term by nature (major investments in these assets are expected to have a useful life of at least 8-10 years – often much longer) – projections based on a ten year time horizon, backward and forward, are likely to be more useful than those based on a shorter, more volatile period. As a result, if municipalities in Rural Eastern Ontario continue to make capital investments in their transportation infrastructure at the same average rate as they did in 2000-2011, annual capital investments will reach **\$187 million a year by 2020**. This level of investment would mean municipalities would need to increase capital spending by **an additional \$37 million a year by 2020** just to keep up the investment pace in transportation systems of the past decade.

On average, municipalities in Rural Eastern Ontario spend \$150 million a year on capital investments in transportation systems and \$328 on operating costs for those systems (total: \$478 million a year).

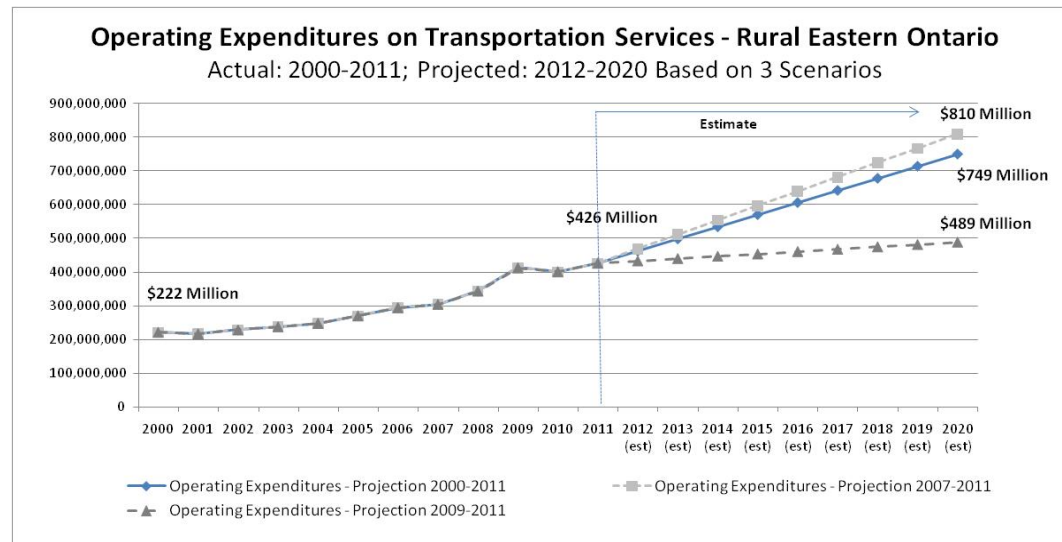
Projected capital investment in transportation systems based on 2007-2011 and 2009-2011 patterns yield much lower investment patterns through to 2020 and are an example of how short timeframes create inaccurate predictions of future needs. As will be described in a later section of this report, even the projection based on the 2000-2011 period suggests a level of investment in transportation services that is almost certainly insufficient to maintain current assets let alone address the backlog/deficit from multiple years of constrained spending.

Actual and Projected Operating Expenditures on Transportation Services

Because rural municipalities may address a portion of transportation systems maintenance through operating rather than capital budgets (example: grading roads and applying fresh gravel, making improvements to drainage or guardrails), a complete picture of annual investments for maintaining transportation infrastructure must consider the substantial expenditures made each year through municipalities' transportation-related operating budgets.

On average (over the 2000-2011 period), municipalities in Rural Eastern Ontario spent **\$328 million a year on operating costs** for transportation systems. A large share of these expenditures are for such responsibilities as winter control (snow ploughing) or maintenance of lighting. However, if a quarter (25%) of the transportation services operating budget is being used to maintain or improve some portion of their roads and bridges infrastructure, it could be said that **total annual investment in the maintenance and improvement of transportation system assets have been roughly \$230 million a year**. (\$150 million a year in capital budgets and \$80 million a year from operating budgets).

Figure 4 - Operating Expenditures on Transportation Services - Rural Eastern Ontario



Operating Expenditures on Transportation Services

By 2011, transportation services **operating** budgets for local governments in Rural Eastern Ontario had reached **\$426 million a year**. This is a **92% increase over the year 2000** with a **40% increase** in the **2007-2011** period alone. (Considering both capital and operating expenditures, **municipalities are spending a combined total of \$478 billion a year** on average on their transportation systems.)

If the rate of increase from 2007-2011 holds for the 2012-2020 period, local governments in rural areas of Eastern Ontario will be spending **\$750 million** a year just to operate their transportation systems and services – this does not include any capital investment. If the pattern of expenditure evident in 2000-2011 holds for the balance of the decade, annual operating expenditures will be roughly \$809 million by 2020. On a per household basis, these expenditures are expected to be **\$2,103** for each household – nearly double the per household operating expenditure requirements across the region in 2011 (**\$1,245**).

If 25% of current operating budgets are deployed to support capital maintenance and improvement, **municipalities will be investing \$375 million to (re)build or carry out capital maintenance on transportation system assets each year** (\$187 million from capital budgets and \$187 million from operating budgets). As is demonstrated in a later section of the Paper, this is still not enough to address the need for transportation infrastructure investment in Rural Eastern Ontario.

5. Municipal Capital Spending Not Keeping Up to Needs

5.1 Net Book Value of Capital Assets Continue to Decline

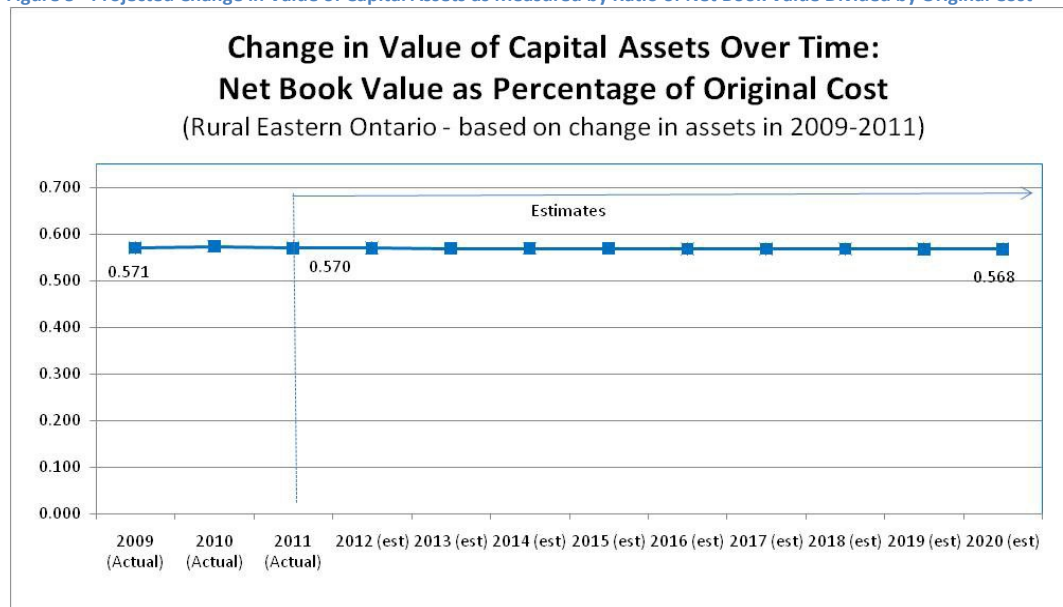
Comparing Net Book Value of capital assets (the value after depreciation is taken into account) to the Capital Cost (the value of the original capital investment) provides a measure of the degree to which municipalities have been able to invest sufficiently to maintain capital assets.

Municipalities in Rural Eastern Ontario held **\$8.71 billion** in capital assets (valued at cost) at the end of 2011. After accumulated depreciation is taken into account, the book value of these assets is **\$4.97 billion**. Using the ratio of these two statistics, Rural Eastern Ontario's municipal assets have lost **\$3.74 billion** in value, roughly 43% of their original value. In other words, these municipal assets are now worth **57.0% of their original value**. This is down very slightly from 57.1% in 2009.

Although the timeframe used for projecting to 2020 is limited (just three years of data), the state of Rural Eastern Ontario's capital assets (infrastructure) appears likely to continue to deteriorate in the 2012-2020 period, dropping by another fifth of a percentage point (to **56.8%**) by the end of the decade. (Note that the same metric for the separated cities and towns is 57.6 % for 2011, projected to drop to 57.4% in 2020.)

Although not a major change in dollar value (roughly \$175,000), the limited impact of significant stimulus funding (2009-2010) on preservation of capital assets funding suggests that municipalities need a period of sustained and significant investment to address their capital infrastructure deficit; it will not be addressed in just one or two years.

Figure 5 - Projected Change in Value of Capital Assets as Measured by Ratio of Net Book Value Divided by Original Cost



5.2 Municipal Assets Per Household (Net Book Value)

Local governments in Rural Eastern Ontario held **\$13,169** in assets (*at net book value*) for each household in the region at the end of **2011**. This was virtually identical to assets per household in 2010 (**\$13,163**) and up somewhat from 2009 (**\$12,075**). This is likely the result of stimulus funding in 2009-2011 period. On a net book value basis, municipal assets per household are projected to increase slightly across the region by 2020, moving up to **\$13,894** per household. This increase would take place if as projected, the number of households in the region rises more slowly than net capital infrastructure spending (capital investment that exceeds depreciation).

6. Capital Infrastructure Deficit Now Stands at \$3.74 Billion

6.1 Capital Infrastructure Deficit Continues to Grow

One way to estimate a capital infrastructure deficit is to consider the difference between the cost of assets and their (depreciated) book value. For municipalities in Rural Eastern Ontario, that gap is now **\$3.74** billion (2011) and has risen in each of 2009 and 2010. The increase in the infrastructure deficit in the 2010-2011 period (\$270 million) represents the annual additional investment that would have been necessary just to keep the infrastructure deficit at roughly the same amount.

6.2 \$374 Million a Year Required to Address Capital Infrastructure Deficit Over Next 10 Years

If addressed over a ten (10 year) period, the **annual capital investment** required to address the accumulated capital infrastructure deficit in Rural Eastern Ontario would be roughly **\$374 million** each year. This amount would be used to rehabilitate or replace infrastructure that has seen significant deterioration since its original purchase or construction. This amount is in addition to the investment required to maintain these assets once they are returned to good condition or to maintain other assets that have not (to date) suffered significant deterioration (the \$4.97 billion in asset value that is not part of the deficit calculation). (See section 6.3 for an estimate of ongoing capital needs).

Figure 9 - Calculation of Capital Infrastructure Deficit for Rural Eastern Ontario

Capital Infrastructure Deficit Calc. for...	Value of Assets at Cost (\$ Billion)	Book Value of Assets (\$Billion)	Capital Infrastructure Deficit (\$Billion)
Rural Eastern Ontario - 2009	7.65	4.36	3.29
Rural Eastern Ontario - 2010	8.09	4.62	3.47
Rural Eastern Ontario - 2011	8.71	4.97	3.74

Figure 10 - Calculation of Average Annual Expenditure Required to Address the Capital Infrastructure Deficit in Rural Eastern Ontario

Annual Investment Requirements to Address Capital Infrastructure Deficit	Capital Infrastructure Deficit at 2011 (\$Billion)	Period Over Which Deficit to be Addressed (Years)	Average Annual Expenditure Required (\$Billion)
Rural Eastern Ontario - 2009	3.29	10	0.329
Rural Eastern Ontario - 2010	3.47	10	0.347
Rural Eastern Ontario - 2011	3.74	10	0.374

Note that roughly \$3.0 billion of the total \$3.74 billion capital infrastructure deficit is understood to be for roads and bridges. The 2012 Financial Sustainability Update report estimated the deficit for roads to be \$2.48 billion with \$526 million for bridges. This analysis was based on FIR and other data on the percentage of assets rated as being in good or very good condition combined with a set of field-derived assumptions on the costs of rehabilitating or extending the life of various types of roads and bridges.

6.3 \$700 Million a Year Required to Maintain the Entire Capital Asset Pool

Beyond the resources required to address the accumulated capital infrastructure deficit, annual capital investments are required for capital maintenance on the entire \$8.71 billion in assets under the care of municipal government.

Replacement cost rather than original cost must be considered when estimating the financial costs of addressing ongoing maintenance of capital assets. The *replacement* cost of virtually all municipal assets has increased markedly over the past decade. As a result, this analysis uses replacement cost of twice the original purchase price. (This is roughly equivalent to an annual increase in costs of 6.5% since 2000 and helps to take into consideration that there have been and will undoubtedly continue to be further cost increases as annual capital investments are made through to 2020. There is significant anecdotal evidence that the cost of materials and other inputs associated with municipal services has increased through the 2000-2011 period) well beyond the Consumer Price Index for the period.

Applying the replacement cost methodology to the 8.71 billion in capital assets and assuming renewal on an average 25-year asset life span, the investment required to maintain the capital asset base of local governments in Rural Eastern Ontario estimated at roughly **\$700 million a year**⁵. Assumptions of longer life spans would yield a lower annual maintenance cost and shorter life spans would increase annual maintenance costs.

Figure 11 - Annual Investment Requirements to Address annual Costs to Maintain Assets

Annual Investment Requirements to Address Annual Costs to Maintain Assets	Replacement Value of Capital Assets (2 x Cost) \$2011 (Billion)	Annual Investment Required (Life: 25 years; \$Billion)
Rural Eastern Ontario - 2009	15.30	0.61
Rural Eastern Ontario - 2010	16.18	0.65
Rural Eastern Ontario - 2011	17.42	0.70

6.4 Combined Capital Investment Needs Put Total Requirements at \$1.074 Billion

If the resources required to address the capital infrastructure deficit (**\$374 million** a year for 10 years) are combined with the resource requirements for regular capital maintenance (**\$700 million a year** for 25 years), the total annual capital requirements to maintain the infrastructure in Rural Eastern Ontario is **\$1.074 billion**.

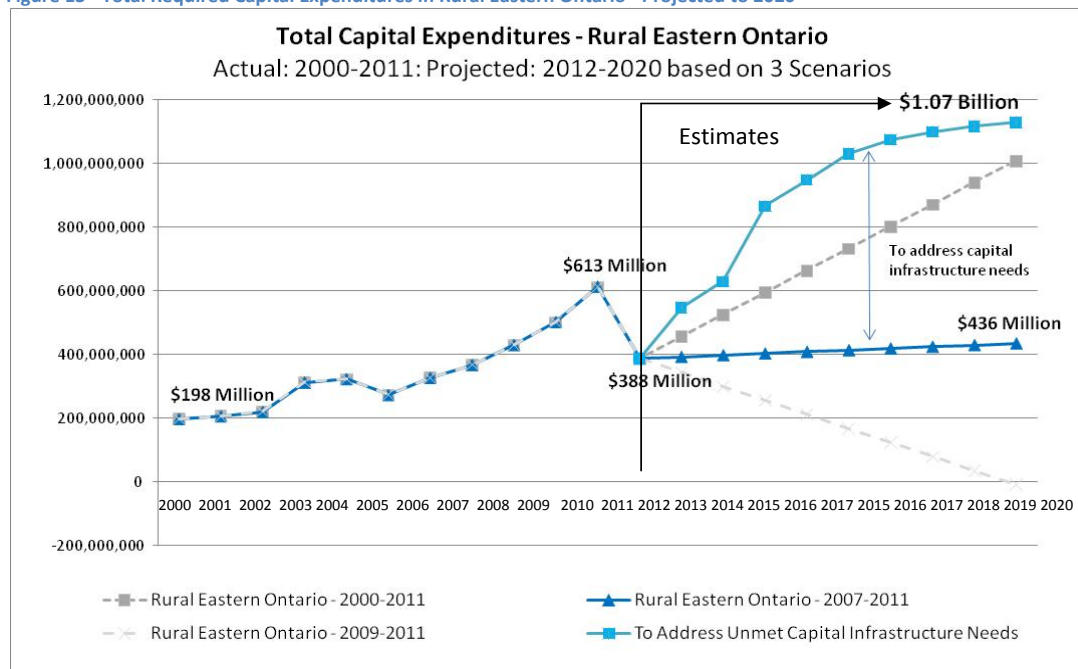
⁵ Original cost x 2, divided by 25 years.

If the full amount of capital expenditures in 2011 (\$388 million) are deducted from the total \$1.074 billion, the additional or new capital expenditures required for both purposes are **\$686 million** a year. Note that these estimates do not include any provision for growth (new infrastructure beyond that which municipalities have today).

Figure 12 – Annual Capital Investment Required to Maintain Assets and Address Capital Infrastructure Deficits

Total Annual Investment Required to Maintain Assets and Address Capital Infrastructure Deficit	Based on 2011 Data (\$Million)	Projected to 2020 (\$Million)
Annual Costs to Maintain Assets	700	700
Annual Costs to Address Deficit	374	374
Total Annual Capital Infrastructure Inv.	1074	1074
Current Capital Expenditures	388	436
Total Additional Annual CapEx	686	638
<i>\$436 Million is based on projection of actual capital expenditures in 2007-2011 period</i>		

Figure 13 - Total Required Capital Expenditures in Rural Eastern Ontario - Projected to 2020



To address the existing capital infrastructure deficit AND maintain the \$8.71 billion in municipal capital assets over the long term (25 years), local governments in Rural Eastern Ontario would have to spend an additional \$686 million a year. Recognizing that fiscal 2012 is already complete and 2013 is now well under way, the projection above shows a rapid ramp-up starting in 2014 to the total required expenditure of \$1.07 billion a year by 2020. How the need for these increased expenditures could be addressed is a major challenge for rural municipalities.

7. Three Ways For Municipalities to Finance Infrastructure Investments

7.1 Ways to Finance Infrastructure Investments

Municipalities have three ways to finance – or pay for – infrastructure investments:

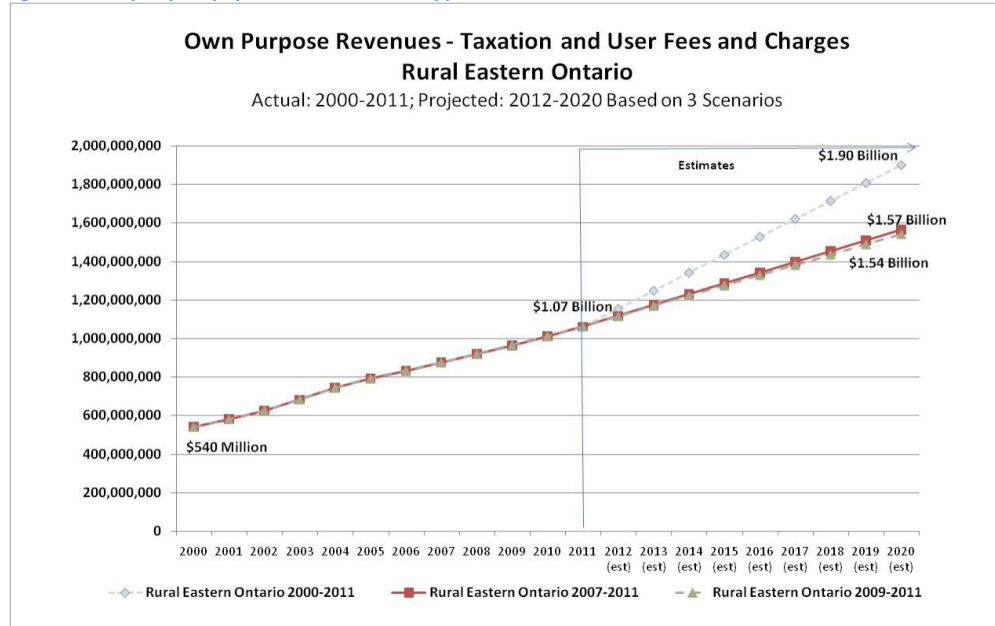
- Use a portion of annual *property tax revenues* (or other user fees which would also be paid primarily by local residents and organizations)
- Draw down *reserves* (a time-limited option)
- Take on *debt* (the principal and interest repayment of which must come from property tax or other locally-generated revenues).

None of these methods – or even all three together – is likely to be sufficient to enable municipal governments in Rural Eastern Ontario to meet their infrastructure investment needs on their own in the current economic climate or without fundamental changes.

7.2 Property Taxpayer Contributions Reach A Billion a Year; Could Top \$1.9 Billion by 2020

Municipal Own Purpose Revenues (local property taxes and user fees and charges) increased by 97% over the 2000-2011 period – from \$540 million to more than \$1.06 billion. If this trend continues, local governments in Rural Eastern Ontario will bring in \$1.90 billion by 2020. This represents incremental revenue requirements of **\$84 million every year** through to 2020. Even if every dollar of this revenue could be devoted to direct capital investment or financing costs for debt, this would be insufficient to address \$686 million in additional annual capital investment.

Figure 14 - Property Taxpayer Contributions to Support Local Government in Rural Eastern Ontario



If total Own Purpose Revenues grew through to 2020 at the 2007-2011 rate (21% over 4 years) or the 2009-2011 rate (10% over 2 years), these revenues would be in the \$1.54 to \$1.57 billion by the end of the decade. On an annual basis, these increases represent additional contributions of \$52 million a year from ratepayers, rising at the rate of 4 to 5% a year – still well above the Consumer Price Index and the increases in incomes that most people received in the last few years.

Property Taxes Increases Average More Than 6% a Year Across the Region:

Considering just *property taxes* (not user fees and charges), revenues raised by municipalities in Rural Eastern Ontario of “own purposes” (to pay for local services) rose from \$409 million in 2000 to **\$786 million in 2011** – an increase of **92%** over the period. This rate of increase is equivalent to a **6.1%** compound annual growth rate (**CAGR**) over the entire eleven year period. In a slightly shorter timeframe (2002-2012), the Consumer Price Index (**CPI**) for Canada rose by **21.8%**. It is clear that local governments have had to increase their draw from the local tax base at rates far higher than the CPI.

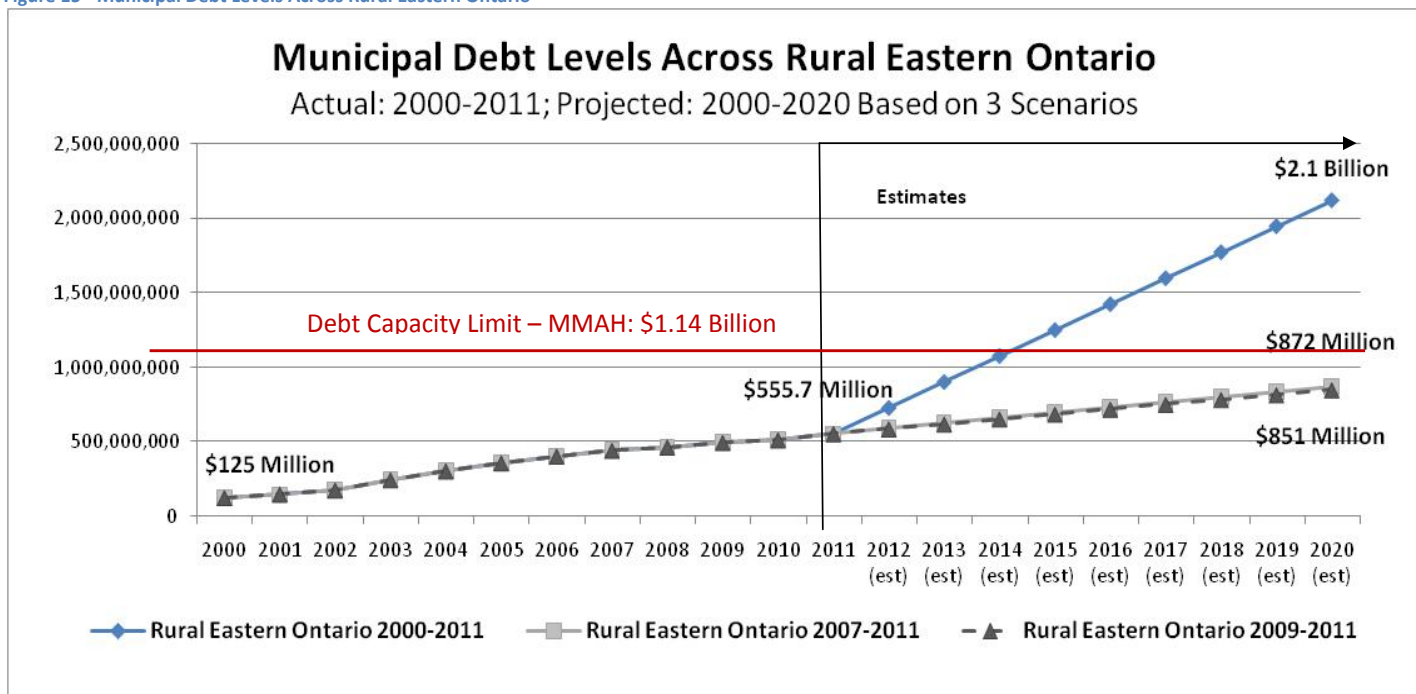
As is described in the forthcoming *Ratepayer Affordability White Paper*, roughly three-quarters of municipalities in Rural Eastern Ontario exhibit median household incomes below the provincial average. Unemployment rates tend to be higher in rural areas and the percentage of income from government transfers (rather than employment earnings) is significantly higher than for Ontario as a whole. Roughly a quarter of the region’s labour force works in another census division or county – again, significantly higher than for the Province as a whole.

Without a change in the economic circumstances of Rural Eastern Ontario, continued above-CPI increases in property taxes are not sustainable.

7.3 Municipalities Face Increasing Pressure to take on Debt to Finance Infrastructure

Between 2000 and 2011, debt held by local governments in Rural Eastern Ontario rose from **\$125 million** to **\$556 million** – an increase of 345% over the past decade. (The largest percentage increases were in the 2000-2005 period, leveling off thereafter; CAGR: 18%). If debt levels continue to rise at the 2000-2011 rate, **local governments will have taken on a total of \$2.1 billion** in debt by **2020**. If debt levels rise at the more modest rates of 2007-2011 or 2009-2011, they levels will reach **\$850-\$875 million** by 2020. It is likely there will be pressure to take on additional debt as a method of financing infrastructure investments, especially if past patterns of required municipal matches for federal-provincial infrastructure funding programs persist.

Figure 15 - Municipal Debt Levels Across Rural Eastern Ontario



7.4 Environmental Services Investments Account for Significant Share of Debt

Just 12% (\$68 million) of debt currently held by local governments is related to roads and bridges; wastewater systems account for nearly twice as much (\$126 million) with debt for water works and storm systems of about the same amount⁶. In other words, debt has been far more extensively used for environmental services infrastructure than for roads and bridges. Debt financing is also used extensively to finance social housing⁷, protection services, health services, and recreational facility assets. In many cases, municipalities have an opportunity through user fees and charges to earn back at least some of the revenues they need to service debt for these assets. This is more challenging for transportation systems (unless some form of toll charge was introduced). In a sense, financing needs for roads and bridges – which are substantial – are competing with many other infrastructure needs for a place in the debt financing queue. As a result, some municipalities may be using a portion of their transportation systems operating budget for lower-cost maintenance such as road grading or smaller drainage improvement projects (*See section 4.3*).

7.5 Rural Municipalities Are Using Roughly Half of Ministry-Estimated Debt Capacity

The Ministry of Municipal Affairs and Housing uses a formula based on 25% of Net Revenues to calculate the annual resources theoretically available to service debt (make principal and interest payments). Applying this formula to municipal revenues across Rural Eastern Ontario and using the Ministry's calculation illustration of seven (7) % interest with a five (5) year term, the Debt Capacity for Rural Eastern Ontario's municipal governments in 2011 was estimated to be **\$1.14 Billion**. Given that roughly half of that debt capacity is already in use (these municipalities are currently carrying \$566 million in debt), there is – at most – **\$575 million in debt capacity** at the municipalities' disposal.

Remaining debt capacity is not evenly distributed across municipalities. At the end of 2011, townships and towns (constituent municipalities within two-tier county systems) held nearly two-thirds of municipal debt (\$346.7 million or 63% of the total). As a result, they were paying 63% of debt charges (principal and interest). Based on the MMAH formula for calculating debt capacity, these municipalities had \$586 million in total debt capacity, of which 59% is currently being utilized. **Twenty-seven (27) municipalities are currently using 75% or more of their debt capacity** (as calculated using the MMAH formula).

⁶ Environmental Services will be considered in detail in the forthcoming White Paper on Environmental Services, scheduled for release in the fall of 2013.

⁷ Social Housing will be considered in detail in the forthcoming White Paper on Environmental Services, scheduled for release in the fall of 2013.

“Large area/small population” municipalities tend to have less debt capacity (because their annual revenues are smaller) but often have large capital infrastructure responsibilities. At the other end of the spectrum, 19 municipalities in Rural Eastern Ontario have no debt at all (according to 2011 FIRs). These municipalities may still have significant need for capital infrastructure investment.

Debt financing alone will not address the region’s \$3.74 billion capital infrastructure deficit. Even if municipal governments agreed to push borrowing to \$2.1 billion – and could finance it – thereby financing all the capital investment deficit redress with debt, this would be roughly double the Province’s debt ceiling estimates (\$1.14 Billion) and the municipalities who were over their debt capacity would be considered to be in financial jeopardy.

Figure 16 - Estimated Debt Capacity for Municipalities in Rural Eastern Ontario, based on MMAH calculation

Sub-Region	Debt Charges - Principal for Current Year 2011	Debt Charges - Interest for Current Year 2011	Sub-total Debt Charges 2011	Estimated Annual Repayment Limit	Debt Capable of Being Carried @ 7%; 5 YR
Rural Eastern Ontario	45,175,184	24,429,533	69,604,717	234,702,414	1,137,118,590
Separated Cities	29,237,494	19,674,043	48,911,537	167,499,243	690,237,977
City of Ottawa	85,497,915	67,404,699	152,902,614	414,415,917	1,699,187,081
All Eastern Ontario	159,910,593	111,508,275	271,418,868	816,617,574	3,526,543,648

By Type of Municipality	Debt Charges for Current Year Principal 2011	Debt Charges for Current Year Interest 2011	Sub-total Debt Charges 2011	Estimated Annual Repayment Limit 2011	Debt Capable of Being Carried 7%, 5 Year Term
Upper/Single Tier	17,701,226	8,083,338	25,784,564	103,429,754	550,801,484
Lower Tier	27,473,958	16,346,195	43,820,153	131,272,660	586,317,106
Total - All Rural Eastern Ontario	45,175,184	24,429,533	69,604,717	234,702,414	1,137,118,590

If municipalities used 100% of the Ministry-estimated debt capacity, they would reach their maximum with another \$575 million in debt. The region as a whole would reach that threshold in fiscal 2014. This strategy would look after about 15% of the current capital infrastructure deficit (since current debt is already committed and is by definition not available to address the deficit). It could be said that additional debt could be used to leverage investments by other levels of government, in say, a 1/3; 1/3; 1/3 funding formula, thereby supporting a total of \$1.74 billion in infrastructure investment. This assumes that sufficient matching funds are available in the next few years. The argument could be made that \$1.74 billion would take rural municipalities a long way toward addressing infrastructure challenges – which it would. The question is: can they afford to service this debt? And can upper levels of government afford to participate in a cost-shared program?

7.6 Debt Service Costs Could Crowd Out Other Operating Expenditures

Debt must be financed – the principal must be repaid and interest on borrowing must be paid. In 2011, municipalities in Rural Eastern Ontario paid **\$69.6 million** in principal and interest payments (debt servicing costs). Two-thirds of these payments (\$45.2 million) are principal. Nearly two-thirds (\$48.9 million) of the total costs are being born by constituent municipalities/lower tiers. These are annual revenues from property taxes that could otherwise go to cover annual operating expenditures.

The annual debt repayment limit for Rural Eastern Ontario as a whole, as derived from use of the Ministry of Municipal Affairs and Housing formula (25% of net revenues) is **\$234.7 million** (2011). Therefore, it can be said that municipalities are using roughly 30% of their theoretical capacity to service debt (\$69.6 million of \$234.7 million). However, if municipalities took on additional debt to fully utilize the estimated carrying capacity, they would have to **find \$165 million a year in savings** (\$234.7 million less \$69.6 million) from their annual operating budgets in order to be able to carry the debt servicing costs. In this sense, debt service costs could crowd out other operating expenditures on programs and services that are mandated, expected and valued by citizens.

If debt service costs rise through to 2020 by the same proportion as debt rises (to address the \$2.1 billion projected debt in section 7.3, based on the 2000-2011 pattern), debt service costs would increase to roughly **\$355 million** a year. Essentially own purpose revenues would have to increase at the same pace and all other operating cost increases would have to follow the same pattern as over the past decade. These rates of increase are not likely to be sustainable. The most aggressive scenario for Own Purpose Revenues would see them rise to \$1.9 billion by 2020. Total operating expenditures are also expected to rise sharply, to at least \$2.19 billion by 2020 (see *Municipal Affordability White Paper* for details).

Without significant action on both the revenue and cost fronts, it is unlikely that additional fiscal room for debt servicing will open up by virtue of higher than expected revenues or lower than expected expenditures.

7.7 Debt Servicing Costs Rising as Percentage of Total Operating Revenue

Based on projections from three historical scenarios, debt servicing costs are expected to increase by 57% (or about 6% a year) through to 2020 although the increases could be much higher if debt grows at the rate of the 2000-2011 period.

For municipalities in Ontario, financial risk from over-indebtedness is assessed on the basis of debt servicing costs as a percentage of total operating revenue. Across Rural Eastern Ontario as a whole, that ratio was 2.5% in 2009, rising slightly to 3.4% by the end of 2011⁸. As a region, Rural Eastern Ontario would be classified as “low risk” according to the metric used by the Ministry of Municipal Affairs and Housing for individual municipalities⁹.

However, this regional ratio is an average of more than 100 municipalities. At the moment, most municipalities are in the “low-risk” category. However there are a few with debt servicing ratios higher than 10% (high risk). Roughly a quarter of municipalities are now in the moderate risk category (ratios of 5 to 10%).

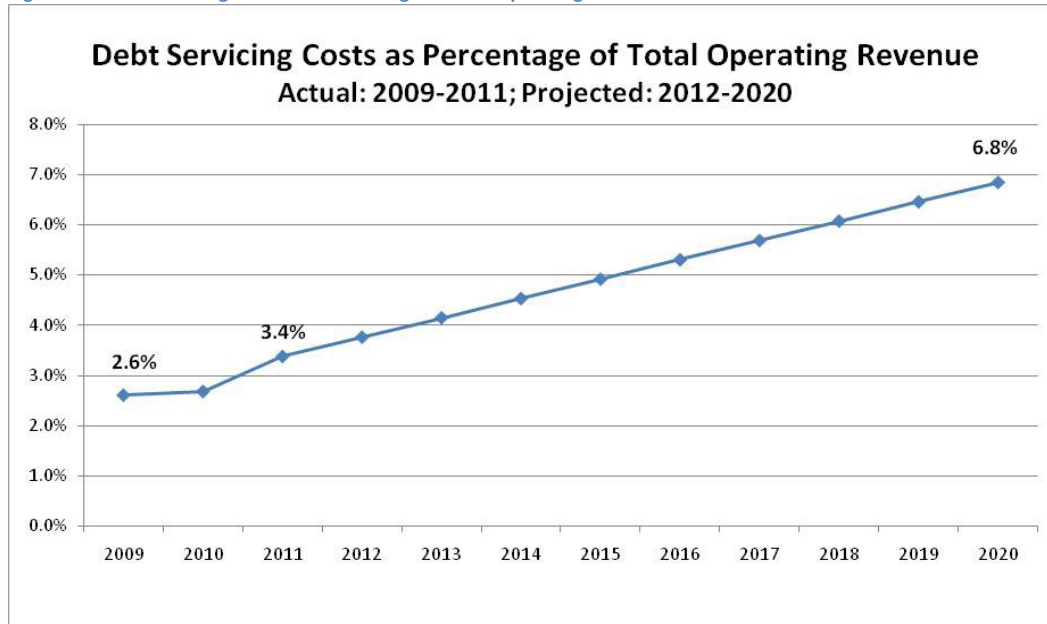
If the debt trend exhibited in 2000-2011 continued through to 2020, debt servicing costs would consume 6.8% of total operating revenue – putting the region as a whole in the Ministry’s moderate-risk category. The crossover point for the region as a whole would likely be in late 2015/early 2016. Before that time, it is likely that growing debt levels – and higher debt servicing requirements – would begin to pose significant financial difficulties for some municipalities – especially those that are already in the moderate or high risk categories.

⁸ The Ontario Ministry of Infrastructure notes that in 2011, 236 of the Province’s municipalities (57%) spent less than 5% of their total own-source revenues to pay debt servicing costs (principal and interest) on long-term financial obligations. Of those 236 municipalities, 69 did not have any debt servicing costs. Only 14 small, rural and northern municipalities (3%) paid more than 15% of own-source revenues in debt servicing costs. Source:

http://www.moi.gov.on.ca/en/infrastructure/building_together_mis/consultations-funding.asp

⁹ In fiscal 2011, 71 municipalities (upper/single and lower tier) were classified as low-risk (ratio of less than 5%). 25 municipalities were considered moderate risk (ration between 5 and 10 per cent and 6 were considered high risk (ratios over 10 per cent).

Figure 17 - Debt Servicing Costs as a Percentage of Total Operating Revenue



8. Maintaining or Growing Reserves Will Be Difficult in Years Ahead

8.1 Rural Eastern Ontario Had \$686 Million in Reserves at the End of 2011

At the end of 2011, municipalities in Rural Eastern Ontario had total reserves of \$686 million, split between three types of reserve funds:

Obligatory Reserves	\$120 million (earmarked for specific purposes by legislation)
Discretionary Reserves	\$102 million
Reserve Funds	<u>\$464 million</u>
Total	\$686 million

Discretionary Reserves and Reserve Funds are used to manage cash flow for operating and capital expenditures within a fiscal year, to respond to in-year emergencies, and sometimes to provide the municipal match for infrastructure funding programs. As a result, the combined total for Discretionary Reserves and Reserve Funds (\$566 million at the end of 2011) represent a reasonable estimate of the amount of reserve funds that local governments would have available for investment in capital infrastructure. Note that at \$566 million, Rural Eastern Ontario has roughly 29% more reserves than the separated towns and cities in the region (\$439 million). However, Rural Eastern Ontario also has much more capital infrastructure to maintain (\$8.7 billion compared to \$5.3 billion), particularly transportation assets (roads and bridges) and environmental assets (e.g. water and sewer)¹⁰.

A report by the Ministry of Municipal Affairs and Housing (May 2012) indicated that total Municipal Reserves in Eastern Ontario (rural and urban local governments) was \$2.6 Billion. Just \$686 million of those reserves are held by Rural Eastern Ontario.

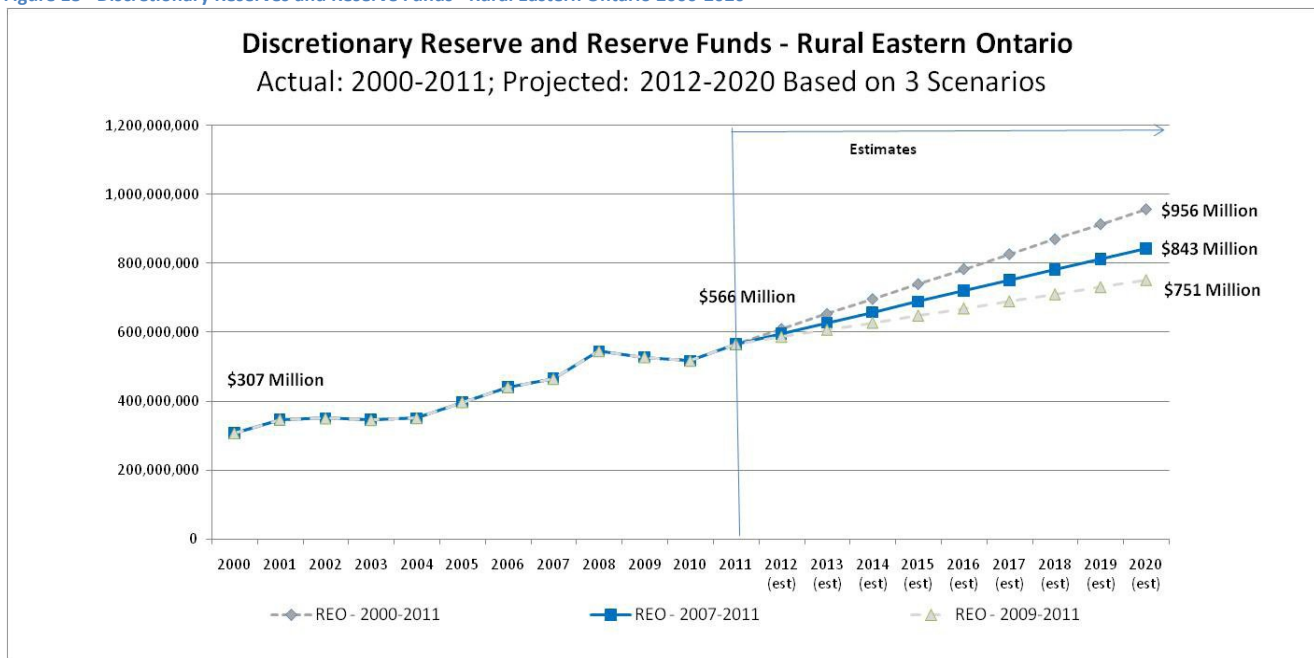
The regional reserves balance for Eastern Ontario as a whole was the lowest of any Ontario region.

¹⁰ Rural Eastern Ontario has \$7.08 billion in these two asset categories compared to \$4.16 billion for separated cities and towns.

8.2 Rural Eastern Ontario May Have \$845 Million in Discretionary Reserves by 2020

Projections for the total Discretionary Reserves and Reserve Funds likely to be available in 2020 suggests that local governments may have roughly \$845 million in these two types of reserve funds. This is based on the growth rate in the 2007-2011 period and would reflect a 49% increase over 2000. While this may seem like a healthy rate of increase, increased reserves will be needed to cash flow \$2.2 billion in annual operating expenditures projected for that same year as well as capital expenditures – even without major infrastructure invests. And as operating budgets become ever tighter, there will be pressure to minimize or eliminate any contributions to reserves from small surpluses that may arise from time to time. Further, there will be considerable pressure on municipalities to use existing reserves to finance capital investment requirements of nearly \$1 billion a year. ***The reserves projected to be available by 2020 would cover just one year of infrastructure investment and then the cupboard would be bare. In addition, municipalities would have no ability to cash flow their operations.***

Figure 18 - Discretionary Reserves and Reserve Funds - Rural Eastern Ontario 2000-2020



9. Taking Action on Municipal Infrastructure

Affordable municipal infrastructure will require local governments to change the trajectory of the costs and methods associated with infrastructure investment and maintenance as well as the revenues available for infrastructure purposes. The following recommendations cover some actions that local governments might take on their own or through the EOWC, as well as those which might be undertaken in partnership with upper levels of government.

Recommendations for EOWC and Constituent Municipalities:

- E-1: It is proposed that the EOWC continue to actively support the development and implementation of a regional economic development strategy, with the long-term objective of stimulating growth as well as jobs across the region, which will in turn stimulate growth in the region's tax base.
- E-2: It is proposed that the EOWC create a regional infrastructure task force to explore ways to reduce the need for future infrastructure investments, reduce maintenance costs for existing infrastructure, and manage required infrastructure as efficiently as possible.
- E-3: As part of the regional infrastructure task force, It is proposed that the EOWC lead the creation of a transportation infrastructure renewal network comprised of municipalities in Rural Eastern Ontario, to explore (among other topics) possible cost savings through collaborative action (examples: reducing costs through larger tenders and equipment sharing) and greater use of techniques to extend the life of existing assets. *(A description of this network is contained in Appendix A.)*
- E-4: It is proposed that all municipalities in Rural Eastern Ontario be encouraged to ensure that their Asset Management Plans are complete by the end of 2013 as required.

Recommendations for the Province of Ontario:

- U-1: It is proposed that the EOWC work in partnership with the Province of Ontario to design and to implement as soon as possible a permanent, predictable, non-competitive infrastructure fund designed specifically for small, rural and remote areas *(See Appendix B for recommended design parameters)*.
- U-2: It is proposed that the Province of Ontario continue implementation of the social services upload to 2018, thereby providing additional fiscal capacity for municipalities to address infrastructure maintenance needs as well as assisting in the provision of other critical municipal services.
- U-3: It is proposed that the Province of Ontario provide Eastern Ontario municipalities that have significant Crown lands or other lands with assessment constraints (e.g. managed forests, farmland, aggregate sites etc.) within their jurisdictions with compensation reflecting these property-based limitations. The compensation could be a Payment-in-Lieu or an annual share of revenues accruing to the Province from these lands (e.g. royalties from stumpage fees). This compensation would be in recognition of the service provided by municipalities in building and maintaining roads and bridges, and providing emergency services for these tax-exempt lands.

Appendix A: Description of Transportation Infrastructure Renewal Enterprise (TIRE)

Background: In the course of bringing forward recommendations from the 2012 Financial Sustainability Update Project (*Facing Our Fiscal Challenges*), the EOWC received the suggestion that a new virtual provincial-rural network, known as the *Transportation Infrastructure Renewal Enterprise (TIRE)*, be created with the following scope of work:

- Share expertise and experience on the optimal use of road life extension techniques in rural areas
- Compare approaches to use of pavement condition indices (PCIs) or other methods for assessing the condition of transportation assets
- Increase utilization of more extensive joint tendering to increase the average size of tenders, make more effective use of equipment brought into/across the region
- Develop the best ways to maintain roads and bridges downloaded by the Province in 1998
- Develop recommendations for the best ways to address bridge infrastructure requirements (e.g. reconstruct vs. extend life/reinforcement decisions; multi-year financing mechanisms).

The reasons for the recommendation were: a) the large and dominant role that roads and bridges play in the infrastructure responsibilities of rural municipalities and the regional economy (roads and bridges are the region's transit system), b) anecdotal evidence suggesting that many municipalities have developed ways of managing rural transportation systems that might be of benefit to their colleagues in other municipalities, and c) rural areas may have conditions and circumstances which a province-wide organization such as OGRA might not have the resources to address.

Membership: It is proposed that such a network be open to upper and lower tier municipalities with transportation services responsibilities and that collaboration with the Ontario Ministry of Transportation be sought to exchange ideas and information that would be applicable in conditions common across Rural Eastern Ontario (e.g. topography that makes road construction and drainage more challenging, large proportions of surface-treated roads, effective new pavement mixes, conditions under which pavement recycling is technically possible and cost-effective, addressing increased average annual daily traffic (AADT) due to seasonal traffic or proximity to major urban centres.)

Governance: It is proposed that TIRE would convene quarterly at different points around the region based on an agenda that facilitated presentations, discussions or working sessions within the scope of work described above. It is expected that TIRE would be self-funded with municipalities participating on a voluntary basis and volunteering to host the gathering if they have the facilities to do so. The EOWC could consider small amounts of funding to TIRE to cover the costs of presenters' travel or basic refreshments for meeting participants. It is further proposed that participation be open to representatives of single/upper or lower tiers within EOWC boundaries, and that MTO be offered a standing invitation to participate in the events. It would be necessary to have a small executive team to launch and provide oversight for TIRE. At least initially, the executive team could be drawn from Roads Superintendents with an interest in making a regional contribution.

Appendix B: Recommendations on a Permanent Infrastructure Fund:

The Eastern Ontario Wardens Caucus (EOWC) recommends that the Province of Ontario design its proposed infrastructure fund for small, rural and Northern areas with the following principles in mind:

P-1: Allocate sufficient resources to the infrastructure program to make a real impact.

If the Province determines to establish the permanent fund at \$100 million a year, the EOWC recommends that the Province also target to move total program funding to a minimum of \$250 million a year by 2017 and \$350 million a year by 2020. This scale-up recommendation is offered with an appreciation for the province's current fiscal circumstances and is contingent upon definitions of "small, rural and Northern" as suggested in recommendation P-2.

In presenting this recommendation, the EOWC is mindful of the scale of past provincial support for infrastructure (\$750 million a year via the Ministry of Transportation and \$1 billion a year in conditional infrastructure funding). The EOWC notes that relatively few of the municipalities in Rural Eastern Ontario derive benefit from the provincial gas tax funding program. However, because of differences in program design, federal gas tax funding provides the region's rural municipalities with more than \$40 million a year. The design of Ontario's proposed infrastructure funding program should deliver at least as much targeted support for small/rural municipalities in Eastern Ontario. This could be considered on the basis of a proportion of annual infrastructure funding through the proposed fund (e.g. 40% of \$100 million).

P-2: Define "small, rural and Northern" to ensure that all three types of municipalities (single, upper, and lower tiers) found outside of major Ontario cities are eligible for the program and that lower tier municipalities are able to receive funds directly. The EOWC notes that responsibility for various types of infrastructure may rest with the upper tier, the lower tier or a combination of the two. Eligibility definition(s) must reflect this diversity in responsibility for infrastructure.

The EOWC recommends that **population density** be considered as the definition of "small, rural" and that for the purposes of design of the proposed infrastructure fund, **eligible municipalities would be any upper or single tier municipality with population density of 50 persons per square kilometre or less**. In the case of two-tier municipalities (counties), any lower tier municipality within a county with an *overall population density* of 50 persons per square kilometre or less would be considered eligible for infrastructure funding and could receive funding directly according to the allocation formula proposed in recommendation P-6.

The EOWC believes that **population density** is an **effective, easily verifiable measure** through which municipalities with small populations and large geographic areas of service can be targeted. These are the municipalities for which the Ontario Ministry of Infrastructure expressed concern¹¹ related to per capita or pure population-based models; the EOWC shares these concerns. Getting the eligibility condition(s) right would also ensure that the proposed permanent infrastructure fund is focused on those municipalities that do not have transit systems as defined by the Provincial Gas Tax funding program.

P-3: **Make the fund permanent**, with predictable timelines for receiving and reporting on use of the allocated resources. A permanent fund will encourage annual and multi-year planning with corresponding improvements in tendering processes and securing services at reasonable costs. A permanent fund will allow both the Province and the municipalities to capitalize on comprehensive Asset Management Plans.

P-4: **Make the fund non-competitive**. To capitalize on recently-completed Asset Management Plans and the annual construction cycle, the EOWC strongly recommends an allocation-based system (similar to the Federal Gas Tax Program) rather than a competitive one. An allocation-based system allows municipalities to deploy their staff and financial resources to preparatory work that will be utilized – sometimes over several fiscal years – as the allocated funding becomes available. The uncertainty of an application-based system would contradict the Province’s encouragement for more effective long-term asset management and maintenance, and puts municipalities at a serious disadvantage when tendering for construction work.

P-5: **Make the fund predictable** – both in the amount of funding available in any given fiscal year and the allocations to individual municipalities. Municipalities need to know that a permanent fund will have at least the same monies available for allocation in successive fiscal years. Variations to the *available funding each year* will change the allocations to individual municipalities and negate at least some of the planning benefits associated with a permanent fund. In addition, predictability as to availability of funding *within the fiscal year* is also important. The infrastructure funding should flow as early in the fiscal year as possible to help municipalities make the best use of those resources in the busy, highly-competitive Canadian construction season.

¹¹ Ontario Ministry of Infrastructure: “The benefits of any program should also be considered in light of the amount of provincial funding available and the large number of rural and small communities in Ontario: the more municipalities receive funding, the smaller the grant each receives. The resulting grant amounts may be insufficient for municipalities to proceed with key projects.

An example of an entitlement program is one that distributes funds based on a population threshold. While this type of funding is stable and predictable, infrastructure needs are not determined by population size alone. For example, a community that covers a large area with an extensive road and bridge network with a relatively low population would be disadvantaged under a population-based model. An entitlement formula that accounts for the size and condition of municipal assets would allow funding to be better targeted to needs.” [Source: Ontario Ministry of Infrastructure – MIS \(MIII\): http://www.moi.gov.on.ca/en/infrastructure/building_together_mis/consultations-funding.asp](http://www.moi.gov.on.ca/en/infrastructure/building_together_mis/consultations-funding.asp)

P-6: **Apply a transparent allocation formula** that reflects a) the municipality's ability to pay, and b) the scale of its infrastructure responsibilities. The EOWC expresses its willingness to work with the Province on a simple formula that allocates available funds across all eligible municipalities based on the extent of that municipality's infrastructure asset base (considering all types of capital assets). As the Ontario Ministry of Infrastructure has noted¹², **Net Book Value is a simple measure of municipalities' infrastructure responsibilities**, the data for which is submitted to the Province each year as part of the (audited) Financial Information Return (FIR). **The EOWC recommends that allocation of the proposed fund be made based on each municipality's share of the total infrastructure assets held by eligible municipalities, measured by Net Book Value.** (For instance, if the Net Book Value of a municipality's capital assets is 1% of the total Net Book Value of assets held by all eligible municipalities, that municipality would receive 1% of the annual funding from the proposed fund.)

Municipalities must also commit to using funds received for infrastructure maintenance/improvements above a threshold/baseline representing past investments. For example, the baseline might be set using a multi-year baseline of past expenditures. Municipalities must commit to using these funds for infrastructure investments (largely maintenance of existing assets) beyond the levels they have been able to make in past. These commitments to use of allocated funds would reference municipal infrastructure needs as set out in their Asset Management Plans.

It is further proposed that the Province of Ontario develop or design a feature into its proposed infrastructure funding program that will provide a funding supplement for municipalities making capital investments in roads and bridges that were part of the 1998 download. The detailed information on such roads and bridges is well-known to both the Province and the municipalities involved so the baseline data is easily verifiable. Where roadways run through multiple municipalities, the funding supplement could be contingent upon a collaborative approach by multiple municipalities.

P-7: **Give municipalities the responsibility to set their own priorities**, based on a completed and municipally-approved Asset Management Plan. Bill 92, passed into law in June of 2005 as the Municipal Law Amendment Act 2005, enshrined in law a Memorandum of Understanding (MOU) between the Province of Ontario and the Association of Municipalities of Ontario (AMO) that committed the Province to co-operating with local governments on issues that affect municipalities. The EOWC suggests that priority-setting on local infrastructure funding needs – which should be evident in Asset Management Plans – is consistent with this principle and reflects the diversity of municipalities across Ontario.

¹² The Ontario Ministry of Infrastructure notes that many municipalities have less than half of the value of their core assets remaining (Net Book Value 2011). Source: http://www.moi.gov.on.ca/en/infrastructure/building_together_mis/consultations-funding.asp

P-8: Ensure accountability for use of public funds by requiring that funding be used to implement initiatives or plans which are referenced in the municipality's Asset Management Plan. The only exceptions to this condition would be for emergency repair work or disaster recovery (e.g. damage from floods, fires or other natural disasters), which are presumably not predictable. The funding allocation should be portable, to allow municipalities to carry funds forward for a maximum of three (3) years, thereby facilitating large projects which cannot be accomplished in a single fiscal year. Such large projects must be referenced in the municipality's Asset Management Plan.

P-8: Use a simple, straightforward report on disposition of funds, preferably with definitions, descriptions and budget lines that are consistent with data that municipalities submit with their annual Financial Information Return (FIR) or that are utilized by the federal census. Using data from validated sources also saves municipal and provincial staff time and avoids confusion. For example, Eastern Ontario municipalities have found the approach taken to reporting on infrastructure funding through the Federal Gas Tax program to be effective but not onerous in terms of staff time to complete. The report on disposition of funds should follow project implementation and be held to the same degree of scrutiny as applies for a FIR (since infrastructure expenditures would be audited by the municipality's auditor).

As the fund is established, the EOWC commits to work with the Province of Ontario to publicly recognize and give credit to the provincial government for its action on rural infrastructure and the improvements that take place across Eastern Ontario as a result.



REPORT 2013-169

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Marian VanBruinessen
Treasurer

Date prepared: September 3, 2013

Date of meeting: September 18, 2013

Re: Financial Services – 2013 2nd Quarter Financial Summary

Recommendation

RESOLVED THAT Council of the County of Frontenac receive this *Financial Services – 2013 2nd Quarter Financial Summary* report for information.

Background

The County of Frontenac Financial Summary for the 2nd Quarter of 2013 is attached.

Comment

Revenue

Municipal Transfers: Transfers from the City of Kingston have been adjusted to reflect the City share of the second quarter surplus for Fairmount Home and Land Ambulance.

Federal and Provincial Transfers: Variance is attributed to timing differences.

Fees and Service Charges: Fairmount resident revenues are under budget, but are reconciled at year end against Provincial revenue so that the total amount received from the Province and the residents is within the prescribed Ministry of Health funding for Fairmount Home. Provincial Offences net revenue is higher than budget.

Other Income: Variance is attributed to timing differences.

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Financial Services – 2013 2nd Quarter Financial Summary
September 18, 2013

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Expenses

General Government: Budget to actual variance is primarily due to timing. Capital projects and new expenses were deferred until budget approval.

Protection to Persons and Property: Defibrillators were purchased through the Heart and Stroke Foundation program. The expense is completely offset with funding.

Transportation Services: Salaries and benefits are slightly underbudget, but this will likely be made up over the summer months.

Ambulance Services: Timing differences account for under expenditure in operating. The Robertsville Road Land Ambulance Station project is just getting underway in the last quarter of the year as the process was postponed pending budget approval.

Fairmount Home: At the end of the 2nd quarter, wages were under budget \$121,573 and benefits were under budget \$110,446. It must be recognized that the prime vacation period doesn't start until July. Further, spending on approved new and replacement equipment in the amount of \$36,000, has just been started. Medical supplies & incontinence supplies are under budget. Fairmount started a new incontinence product trial in June. High intensity needs products are under budget as well.

A detailed report providing further discussion of the Fairmount variance is attached.

Social & Family Services: The City is invoicing based on its budget, but Ministry funding announcements were acknowledged in the County budget. Amounts will be reconciled at year end.

Social Housing: Timing difference accounts for over expenditure.

Planning and Development: Projects were deferred pending budget approval.

Recreation and Culture: On budget.

Other: Includes grants which have not yet been released.

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". By reviewing quarterly financial statements, Council can assure itself that the direction given through the 2013 budget is being carried out. At the same time, this information is being shared publicly.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Management Team

COUNTY OF FRONTENAC

2013 Variance to June 30, 2013

Summary of Revenue and Expenditure

	2013 Budget \$	to date Budget \$	to date Actual \$	Variance \$	% Total Annual Budget
REVENUE					
Requisition on Municipalities	8,161,907	4,035,770	4,035,770	0	100.00%
Federal and Provincial Transfers	13,922,838	6,961,419	6,920,375	-41,044	99.41%
Investment Income	144,102	74,102	76,299	2,197	102.96%
Fees and Service Charges	3,362,122	1,663,950	1,678,559	14,609	100.88%
Other Revenue	509,370	199,070	115,803	-83,267	58.17%
City of Kingston Contribution	10,010,435	4,133,653	4,213,235	79,582	101.93%
Recoveries	161,766	50,154	65,749	15,595	131.09%
Subtotal Revenue before Requisition	28,110,633	13,082,348	13,070,020	-12,328	99.91%
Subtotal Revenue With Requisition	36,272,540	17,118,118	17,105,790	-12,328	99.93%
Transfer From Reserves/Reserve Funds	4,162,883	869,089	0	-869,089	0.00%
Total Revenue and Reserve Transfers	40,435,423	17,987,207	17,105,790	-881,417	95.10%
EXPENSE					
General Government	3,003,382	1,217,845	1,191,726	-26,119	97.86%
Less: Non-Cash Items	-222,217	-111,108	-47,828	63,280	43.05%
Net: General Government	2,781,165	1,106,737	1,143,898	37,161	103.36%
Protection to Persons and Property	17,650	15,300	87,109	71,809	569.34%
Transportation Services	909,399	447,340	421,651	-25,689	94.26%
Land Ambulance	16,878,880	8,271,810	7,508,137	-763,673	90.77%
Less: Non-Cash Items	-903,396	-451,698	-136,589	315,109	30.24%
Net: Land Ambulance	15,975,484	7,820,112	7,371,548	-448,564	94.26%
Health Services	690,736	345,368	345,366	-2	100.00%
Fairmount Home	13,626,283	6,458,277	5,044,800	-1,413,477	78.11%
Less: Non-Cash Items	-540,852	0	-135,090	-135,090	0.00%
Net: Fairmount Home	13,085,431	6,458,277	4,909,710	-1,548,567	76.02%
Fairmount Home Debenture	1,531,350	765,675	729,399	-36,276	95.26%
Social and Family Services	1,248,704	624,352	511,336	-113,016	81.90%
Social Housing	769,467	372,235	424,233	51,998	113.97%
Recreation and Cultural Services	819,356	367,398	378,886	11,488	103.13%
Less: Non-Cash Items	0	0	-11,488	-11,488	0.00%
Net: Recreation and Cultural Services	819,356	367,398	367,398	0	100.00%
Planning and Development	1,648,647	564,944	262,305	-302,639	46.43%
Other Expenditures	958,034	140,300	51,091	-89,209	36.42%
Total Expense	40,435,423	19,028,038	16,625,044	-2,402,994	87.37%
Accumulated Net Revenue (Deficit)	0	-1,040,831	480,746	1,521,577	-46.19%

COUNTY OF FRONTENAC
2013 Variance to June 30, 2013
Summary Of Revenue and Expenditure

	2013 Budget \$	to date Budget \$	to date Actual \$	Variance \$	% Total Annual Budget
<u>LAND AMBULANCE SERVICES</u>					
Provincial Funding	7,541,214	3,770,607	3,643,003	-127,604	96.62%
Special Projects Revenue	0	0	0	0	0.00%
Sale of Vehicle & Equipment	0	0	0	0	0.00%
Recoveries	0	0	2,649	2,649	0.00%
Other	0	0	8,104	8,104	0.00%
Total Revenue	7,541,214	3,770,607	3,653,756	-116,851	96.90%
Salaries	9,115,868	4,557,934	4,560,694	2,760	100.06%
Benefits	2,883,643	1,441,899	1,491,875	49,976	103.47%
Office Supplies and Repair	101,000	61,350	32,087	-29,263	52.30%
Medical Supplies and Repair	317,000	158,502	132,950	-25,552	83.88%
Equipment Supplies and Repair	92,900	47,350	41,233	-6,117	87.08%
Public Relations	13,100	6,550	1,900	-4,650	29.01%
Travel, Training, Conference fees	69,500	34,750	14,557	-20,193	41.89%
Professional, Contracted Service, Insurance	180,021	152,021	154,072	2,051	101.35%
Building Maintenance	150,875	75,437	89,542	14,105	118.70%
Communications Supplies, Service and Equipment	230,336	115,168	100,345	-14,823	87.13%
Vehicle Service and Supplies	658,740	334,840	297,372	-37,468	88.81%
Rentals, Leases, Penalties and Interest	232,074	116,037	101,106	-14,931	87.13%
Utility Costs	79,960	39,980	46,226	6,246	115.62%
External Transfers	233,768	116,884	97,403	-19,481	83.33%
Other	5,500	2,750	-4,144	-6,894	-150.69%
Depreciation	903,396	451,698	141,430	-310,268	31.31%
Current Expenditures Subtotal	15,267,681	7,713,150	7,298,648	-414,502	94.63%
Less: Non Cash Items	-903,396	-451,698	-136,589	315,109	30.24%
Net: Service Delivery	14,364,285	7,261,452	7,162,059	-99,393	98.63%
Reserve for Vehicle, Equip, Replacement & Other Projects	737,275	0	0	0	0.00%
Total Direct Service Expense	15,101,560	7,261,452	7,162,059	-99,393	98.63%
Capital Revenue					
City of Kingston Contribution	24,135	0	0	0	0.00%
From Reserves	861,662	861,662	0	-861,662	0.00%
Total revenue and reserve transfers	885,797	861,662	0	-861,662	0.00%
Capital Expense					
Vehicle New	0	0	0	0	0.00%
Vehicle Replacement	237,000	237,000	130,409	-106,591	55.02%
Equipment New	15,264	0	0	0	0.00%
Equipment Replacement	171,660	171,660	79,080	-92,580	46.07%
Prior Year Capital	15,000	0	0	0	0.00%
Building	450,000	150,000	0	-150,000	0.00%
Total Capital Expenditure	873,924	558,660	209,489	-349,171	37.50%
Total Ambulance Expenditure	15,975,484	7,820,112	7,371,548	-448,564	94.26%
Net Operating Expense	7,560,346	3,490,845	3,508,303	17,458	100.50%
Net Capital Expense	-11,873	-303,002	209,489	512,491	-69.14%
Total Expense	7,548,473	3,187,843	3,717,792	529,949	116.62%
City of Kingston	6,011,163	2,775,539	2,789,420	13,881	100.50%
Frontenac	1,537,310	412,304	928,372	516,068	225.17%

COUNTY OF FRONTENAC
2013 Variance to June 30, 2013
Summary Of Revenue and Expenditure

	2013			Variance	Total Annual Budget %
	Budget \$	Budget \$	Actual \$	\$	
<u>FAIRMOUNT HOME FOR THE AGED</u>					
Revenue					
Provincial/Federal Funding	5,216,928	2,625,164	2,670,748	45,584	101.74%
Other Revenue	1,000	500	500	0	100.00%
Recoveries	85,395	42,698	30,547	-12,151	71.54%
Residents - Accommodation Fees	2,851,947	1,425,974	1,395,730	-30,244	97.88%
Revenue Subtotal Before Municipal Contribution	8,155,270	4,094,336	4,097,525	3,189	100.08%
Transfers - Reserves/Reserve Funds	61,000	0	0	0	0.00%
Total Revenue and Reserve Transfer	8,216,270	4,094,336	4,097,525	3,189	100.08%
Program and Support Services	415,853	207,927	167,346	-40,581	80.48%
Direct Nursing and Personal Care	4,438,717	2,219,359	2,115,995	-103,364	95.34%
Nurse Practitioner	137,895	68,947	67,772	-1,175	98.30%
Nursing and Personal Care Administration	1,436,551	719,039	610,373	-108,666	84.89%
Raw Food	391,619	195,809	177,601	-18,208	90.70%
Dietary Services	998,721	500,361	464,390	-35,971	92.81%
Housekeeping Services	600,150	300,075	285,719	-14,356	95.22%
Laundry and Linen Services	252,113	126,057	111,844	-14,213	88.72%
Building and Property	509,311	252,155	271,483	19,328	107.67%
Facility Costs	278,805	169,655	167,805	-1,850	98.91%
General and Administrative	1,599,616	497,595	580,980	83,385	116.76%
Less: Non-Cash Items	-540,852	0	-135,090	-135,090	0.00%
Net: General and Administrative	1,058,764	497,595	445,890	-51,705	89.61%
Operating Expense Subtotal	10,518,499	5,256,979	4,886,218	-370,761	92.95%
Capital Improvements	2,527,932	1,162,300	23,492	-1,138,808	2.02%
City Share of Surplus Retained	0	0	0	0	0.00%
County Share of Surplus Retained	0	0	0	0	0.00%
Total expense	13,046,431	6,419,279	4,909,710	-1,509,569	76.48%
Reserve transfer	39,000	39,000	39,000	0	100.00%
Total Expense and Reserve transfer	13,085,431	6,458,279	4,909,710	-1,548,569	76.02%
Municipal Contribution	4,868,908	2,363,943	812,185	-1,551,758	34.36%
City of Kingston Share	3,284,337	1,580,961	552,286	-1,028,675	34.93%
County of Frontenac Share	1,597,051	795,462	259,899	-535,563	32.67%



REPORT 2013-171

ADMINISTRATIVE REPORT

To: Warden and Council Members of the County of Frontenac

From: Elizabeth Savill
CAO

Prepared by: Marian VanBruinessen
Treasurer

Date Prepared: July 31, 2013

Date of Meeting: September 18, 2013

Re: **Financial Services – Township of Frontenac Islands Financial Contract Transition**

Recommendation

RESOLVED THAT Council of the County of Frontenac accept the *Financial Services – Township of Frontenac Islands Financial Contract Transition* report for information only.

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 Contract Transition
September 18, 2013

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NOW THEREFORE the Committee of the Whole Council accept the Financial Services – Termination of Contract to Provide Services to the Township of Frontenac Islands report;

AND FURTHER THAT the Council of the County of Frontenac shall direct staff to prepare an agreement to terminate the contract for financial services with the Township of Frontenac Islands as of December 31, 2013;

AND FURTHER THAT the agreement to terminate the contract for financial services be forwarded to the Council of the Township of Frontenac Islands for execution;

AND FINALLY THAT the Council of the County of Frontenac authorize the CAO and Warden to execute the termination agreement.

CARRIED

Comment

A letter of termination was forwarded to the Township of Frontenac Islands in August 2013, but has not yet been presented at Township Council.

County staff has met on numerous occasions with the CAO of the Township of Frontenac Islands and has spent time with him and other Township staff to provide training on the various requirements of municipal accounting, the Great Plains financial system and the legislative and functional requirements of payroll processing.

County staff has provided substantial support to the auditors for the 2012 audit, originally scheduled at the beginning of June but postponed until the end of August as information had not yet been gathered and provided by the Township.

Payroll was identified as the first module for transition. County staff provided support to prepare the payroll for transition to Ceridian for the week of August 5th. County staff has continued to provide payroll support for subsequent pays. Further training has been provided with respect to benefit processing and reconciliation requirements outside of payroll processing.

When contacted, the Township CAO indicated that he plans to have the Accounts Payable module transitioned by the end of October, but the details for this transition have not been finalized. No timetable has been provided for transition of the Accounts Receivable or Property Tax activity. All processing for the latter has been completed for 2013, so there is no further opportunity for training.

County staff continues to provide ongoing financial support to Frontenac Islands, but it is evident that there is not an understanding at the Township of the complexity of the requirements, nor an appreciation for the time required to undertake the processing in compliance with legislation.

Financial Implications

None at this time.

Organizations, Departments and Individuals Consulted and/or Affected

George Luhowy, CAO Township of Frontenac Islands



MINUTES OF THE MEETING OF THE COMMITTEE OF THE WHOLE
September 4, 2013

A meeting of the Committee of the Whole was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, September 4, 2013 at 9:00 a.m.

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

REGRETS: Councillors David Jones and John Purdon

ALSO PRESENT: **County:** Liz Savill, CAO/Clerk; Marian VanBruinessen, 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; Colleen Hickey, Human Resources Specialist/Labour Relations; Jannette Amini, Deputy Clerk; Angelique Tamblyn, Executive Assistant

Media: Elliot Ferguson, The Whig

1. CALL TO ORDER

Councillor McDougall, Chair, called the meeting to order at 9:09 a.m.

2. ADOPTION OF AGENDA

Motion #: COW25-13 Moved By: Councillor Doyle
Seconded By: Councillor Davison

RESOLVED THAT the agenda for the September 4, 2013 meeting of the Committee of the Whole be adopted as amended to add under Other Business the meeting with the Minister of Municipal Affairs and Housing at the AMO Conference.

CARRIED

Staff will begin placing the previous meeting minutes of the Committee of the Whole on the agenda for easier reference by the members as well as add Other Business and Notice of Motions as standing agenda items.

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 – Nil

5. REPORTS

Mr. Nigel Bellchamber, Amberley Gavel Ltd., provided a PowerPoint presentation for the Committee regarding Council Codes of Conduct and specifically, the draft County of Frontenac Code of Conduct. A copy of the presentation is attached to the record in the Clerk's Office. Each member was asked to provide an overview of their background and to write down their concerns with respect to a Code of Conduct.

The Committee was informed of the hierarchy of codes for organizations such as Moral Codes, Ethical Codes, Codes of Conduct, and Policies and Procedures, including the definition of a Code of Conduct.

Mr. Bellchamber noted the changes to municipal government after 1998 which attempted to rationalize government and services. Services to vulnerable individuals were transferred to municipal governments under the Local Service Realignment (LSR) in exchange for the Province taking over School Boards without the same oversight previously provided through the Provincial Ombudsman's Office. Bill 130 introduced amendments to the *Municipal Act* including broader municipal authority; however it also mandated that municipalities must now have policies on how they will be accountable and transparent, including a process for closed meeting investigations. With this also comes the option for Codes of Conduct.

The Committee recessed at 10:15 a.m.

The Committee reconvened at 10:25 a.m.

Mr. Bellchamber provided input on the following issues he has observed with the County of Frontenac's Draft Code of Conduct.

Opening Statement of Intent

The Code should include an opening statement of intent such as:

Those who are covered by this Code must adhere to these specific behaviours:

- To act with honesty and integrity
- To treat people with dignity and respect
- Not to abuse the special powers and authority elected official are granted
- To act in a manner that does not discredit or undermine public confidence in Frontenac County services

Gifts

This section needs to be tightened so as not to open members to criticism, and should include:

- Definition
- Value
- Circumstances
- Disclosure – if gifts are accepted, they must be disclosed and it should include what happens to those gifts
- Disclosure of other financial matters
- A gift of hospitality whose value does not exceed \$100 is exempt

Mr. Bellchamber also advised members of County Council that they may wish to disclose any perceived conflicts of interest. The *Conflict of Interest Act* at present only requires members to disclose any pecuniary interest of certain persons, those persons being either a parent, spouse or child so although not legally required to declare any conflict where a close friend or relative is involved, this could be perceived by the public as a conflict of interest for the member.

To questions raised, Mr. Bellchamber felt the dollar amount of a token value should be determined by public perception although he suggested it should not be less than \$50 and should not exceed \$100.

Ms. Shillington noted the definition of a conflict of interest under the L-SAA Agreement is much broader than that of the *Conflict of Interest Act*. Mr. Bellchamber suggested that an addendum should be added to the Code of Conduct that reflects the L-SAA indicating that while Council is sitting as the Board of Management for Fairmount Home, it must conform to these rules.

Penalties and Enforcement

Mr. Bellchamber supported the use of an Integrity Commissioner. He suggested that the removal of a member from a Committee, Board and/or liaison role be amended to only include the removal from an Advisory Committee of Council.

Complaints

The purpose of the complaint process is to provide the opportunity for vulnerable individuals and members of the public to file a complaint.

Benefits of a Code of Conduct

- Protects vulnerable parties
- Demonstrates accountability
- Avoids complaints under other procedures
- Avoids Provincial intervention

Given that in the past Provincial Legislation has been influenced by trends in the municipal sector with respect to policy and by-laws such as what was seen with anti smoking by-laws, Mr. Bellchamber suspects that in the future, the Province will require municipalities to adopt Codes of Conduct.

Next Steps

- Clarify what are acceptable gifts
- Add a Statement of Intent
- Bring enforcement in line with the *Municipal Act*
- Determine who can impose penalties
- Adopt a Code of Conduct for all Frontenac Council responsibilities
- Issue an RFP for an Integrity Commission

Mr. Bellchamber read the concerns that were submitted by members of County Council at the beginning of the session and answered those concerns. Regarding concerns around the cost of an Integrity Commissioner, Mr. Bellchamber advised many Integrity Commissioners are lawyers and retainers could run around \$5,000. Some, however, do not charge any fees unless they are called in to carry out an investigation.

The Committee supported the comments made by Mr. Bellchamber and the following motion was made:

Motion #: COW26-13 Moved By: Councillor Doyle
Seconded By: Warden Gutowski

BE IT RESOLVED THAT Report 2013-094, Code of Conduct for County Council and Committee Members be referred back to staff to include the suggested amendments by Mr. Bellchamber and brought forward to the September 18, 2013 County Council meeting.

CARRIED

Motion #: COW27-13 Moved By: Councillor Doyle
Seconded By: Councillor Davison

BE IT RESOLVED THAT the presentation provided by Mr. Nigel Bellchamber regarding Council Code of Conduct be received.

CARRIED

2013-094

**Code of Conduct for County Council and Committee Members
(Referred from the June 19, 2013 County Council meeting)**

This report was referred back to staff.

6. OTHER BUSINESS

Councillor Davison and Councillor Doyle expressed concerns over a recent newspaper article that spoke about the meeting at the AMO Conference between the Warden, CAO and the Minister of Municipal Affairs and Housing with respect to the County's draft Official Plan. It was noted that at the July County Council meeting where the report regarding a meeting with the Minister was considered, some Council members expressed concerns that a meeting might be premature. The motion concerning the

report was lost. Warden Gutowski clarified that the report presented at the July County Council meeting was for information only and that no other subsequent motion came forward with respect to the report. She advised that it is the duty of the Warden to represent the municipality and to communicate with other levels of government.

Concerns were expressed that other members of Council that attended the AMO Conference were not invited to join the meeting with the Minister.

County Council was advised by staff that Council direction must be through motions. Given that the *Municipal Act* and the County's Procedural By-law do not permit note or comment in Council minutes, the only record of direction is through motions.

Councillor Doyle moved a motion to have the previous minutes of Committee of the Whole meetings included on the Committee of the Whole agenda; however the motion did not receive a seconder.

7. RISE AND REPORT

Motion #: COW28-13 Moved By: Councillor Doyle
Seconded By: Deputy Warden Clayton

THAT the Committee of the Whole Council rise;

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

CARRIED

8. PUBLIC QUESTION PERIOD

9. ADJOURNMENT

Motion #: COW29-13 Moved By: Councillor Doyle
Seconded By: Deputy Warden Clayton

RESOLVED THAT the meeting hereby adjourn at 12:05 p.m.

CARRIED

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk

KFL&A Public Health
**ANNUAL
REPORT**

2012



KFL&A
PublicHealth 

Programs and Services

KFL&A Public Health is an accredited local public health agency with over 200 staff and 150 volunteers who deliver public health programs and services to the people of the KFL&A area.

The underlying goal of its services and programs – from immunization, healthy weights, nutritious eating, food safety, raising healthy babies and children, sexual health, tobacco use reduction, and many other public health areas – is to promote and protect the health of the more than 190,000 residents of the Kingston, Frontenac, and Lennox & Addington area.

Our Mission

Kingston, Frontenac and Lennox & Addington Public Health works together with our communities to promote and protect the public's health.

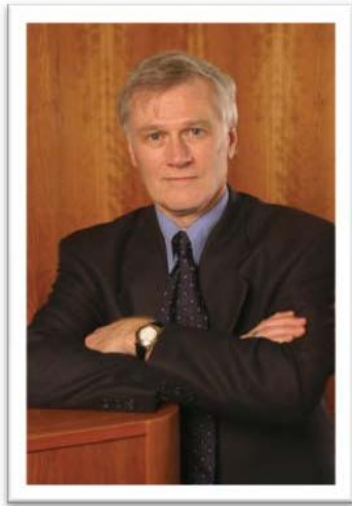
Our commitment is to provide public health programs and services of the highest quality.

2012 KFL&A Board of Health



- ✦ **Beth Pater, Chair**
Community Appointee
- ✦ **Charles Simonds, Vice-Chair**
Community Appointee
- ✦ **Councillor Bud Clayton**
County of Frontenac
- ✦ **Councillor Bill Cox**
County of Lennox & Addington
- ✦ **Councillor Dorothy Hector** (absent from photo)
City of Kingston
- ✦ **Councillor Liz Schell**
City of Kingston
- ✦ **Councillor Jeff Scott**
City of Kingston
- ✦ **Rosalie Spooner**
Community Appointee
- ✦ **Ian Wilson**
Community Appointee

Report of the Medical Officer of Health



Dr. Ian Gemmill

KFL&A Public Health faced a number of challenges in 2012 on a variety of different fronts. These challenges spanned the breadth of responsibilities and programs of public health.

Promoting the health of children may be one of the most important areas of responsibility in public health, as it constitutes an investment in their future, and in the future of our community. Without good health, we are unable to conduct all of the other important functions of our community.

One only needs to consider past threats to health that have also disrupted society, or the struggles of less advantaged parts of the world, in which the lack of a healthy workforce impedes the health of their economies and the

prosperity of their societies. Investing in the health of children will help to assure the future success of our society. Sadly, funding for programs to promote health amongst children has been frozen for several years, effectively eroding the ability of local public health agencies to maintain these services. You will read in the report from Board Chair Beth Pater, of the effort of the KFL&A Board of Health to secure continued funding to maintain these programs.

Lyme disease has become well established in this area. Although this disease normally does not kill people who are infected by ticks, this infection can be debilitating. KFL&A Public Health has provided advice to physicians on the follow up and treatment of this infection, given the high proportion of deer ticks in this area that are infected. This agency also provides advice to the public to avoid tick exposure, and thus to decrease the risk of being infected, and what to do if they find a tick that has attached itself to a person. Please visit our website for advice on preventing this disease

www.kflapublichealth.ca.

Finally, there are still too many injuries and deaths on the roads. Excessive speed, distraction of drivers through a variety of

activities while driving, and a lack of understanding of the power of motor vehicles to cause injury and death, including the need to change driving according to risky conditions caused by weather, all contribute to long-term disability and mortality from collisions. Each and every one of these injuries and deaths is preventable, as all are caused by drivers. We need more education of drivers on the fact that driving is the most dangerous activity that most of them undertake, and more enforcement to effect changes in driving behaviour that will reduce the risk of these preventable injuries and deaths.

Two important factors enhance the effectiveness of the work of this agency. The first is the Board of Health, which supports and assists the employees of this agency in everything that they do. In addition, effective programs would not be available to the public without a highly dedicated group of people who work or volunteer at KFL&A Public Health and who are committed to providing our community with services of the highest quality. I want to express my sincere thanks to you all.

Message from the Board of Health Chair



Beth Pater

It is my pleasure to share with you some of the highlights and accomplishments of the KFL&A Board of Health for 2012. It was an interesting and rewarding year as we negotiated the accountability agreements with the Ministry of Health and long-term Care and advocated for increased funding for health programs for children.

The KFL&A Board of Health has been a tireless advocate for financial support for programs that are funded by the Ministry of Children and Youth Services. Over the past few years, we have watched as funding for the Preschool Speech and Language Program has stagnated to the point at which long wait lists are now the norm. The Infant Hearing Program now is also

facing similar constraints, as is the Regional Blind-Low Vision Program. Throughout 2012, the Board wrote letters to the Ministry, requesting a review of the funding structure, including timely enhancements and annual increases to ensure that KFL&A Public Health can continue to be an effective partner in early identification and early intervention to ensure children get the best possible start in life.

KFL&A Public Health works closely with the schools in this area to ensure that all children receive the recommended immunizations as outlined in the Immunization of School Pupils Act (ISPA). In an effort to make Ontario schools safer and to reduce the risk of preventable illness in all children, the KFL&A Board of Health supported the inclusion of pertussis, varicella, and meningococcal vaccines under the ISPA.

Under the Ontario Public Health Standards, Boards of Health are required to work with municipalities to support healthy public policies, to create supportive environments, and to increase public awareness of important issues in public health. As part of our mandate, there were a number of issues for which the Board of Health advocated this year, including amendments to the City of Kingston's Indoor

Tanning Beds by-law to prohibit youth under the age of 19 from using indoor tanning beds. The KFL&A Board of Health was also pleased to support the Chief Medical Officer of Health's Report on Oral Health. It was important to see this report highlight the link between oral health and overall health, and to understand the burden of poor oral health on some disadvantaged Ontarians. We believe that the recommendations in this report, if implemented, will improve access greatly to preventive and treatment services, and will improve overall the oral health of all Ontarians.

On behalf of the KFL&A Board of Health, I would like to thank all of the staff of KFL&A Public Health for the dedication, commitment, and passion that they bring to their work, serving the residents in our area. I also want to thank local municipalities, and community and provincial partners for their ongoing support and continued commitment to the health and safety of the residents of this area. The achievements outlined in this report are only possible because of their efforts.

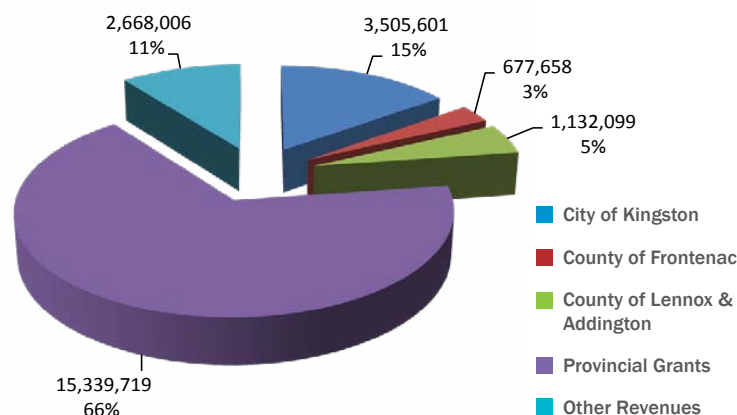
Financial Report

KFL&A Public Health receives the majority of its funding from two provincial ministries: the Ministry of Health and Long-Term Care and the Ministry of Children and Youth Services. The next largest sources of funding are from the municipalities KFL&A Public Health serves: the City of Kingston, County of Frontenac, and County of Lennox & Addington. In addition, in 2012 KFL&A Public Health successfully submitted a number of funding proposals and received grants for work on community projects with community partners and coalitions.

Schedule of Operating Funds

Copies of the detailed Financial Statement are available for download from the [About Us](#) section of our website or by contacting KFL&A Public Health at 613-549-1232 or 1-800-267-7875, ext. 1242.

Revenues Public Health Programs



Operating Expenditures Public Health Programs

Mandatory Programs	\$ 15,179,243
Private Sewage Program	\$ 493,175
Ontario Tobacco Strategy	\$ 795,460
Syndromic Surveillance Project	\$ 135,983
Infectious Diseases and Panorama	\$ 641,586
Healthy Babies Healthy Children	\$ 1,173,128
Speech, Blind Low Vision, Infant Hearing Programs	\$ 1,552,975
Healthy Smiles Ontario	\$ 461,520
Vector Borne Diseases	\$ 99,903
Small Drinking Water Systems	\$ 130,133
Enhanced Food and Water Safety	\$ 48,181
Bed Bugs	\$ 46,664
Chief Nursing Officer Initiative	\$ 116,699
Public Health Nurses Initiative	\$ 173,441
Ontario Works Dental Program	\$ 460,581
Other 100% Funded Programs	\$ 884,108
Total Public Health Programs	\$ 22,392,780

Highlights

*The following
are some of
KFL&A
Public Health's
achievements
of 2012*

Smoke-Free Outdoor Spaces

KFL&A Public Health worked with the City of Kingston to amend the No Smoking Bylaw. In November 2012, the bylaw was amended to prohibit smoking in outdoor public spaces including parks, playgrounds, beaches, sport fields, and transit shelters. It also prohibits smoking near the entrances of municipal buildings, workplaces, and publicly-accessible buildings. This bylaw will enhance the protection in our community from the dangers of second-hand smoke.

Smoke-free
Now **Outdoors!**

KFL&A Public Health

Distracted Driving Campaign

KFL&A Public Health, in partnership with Kingston Partners for a Safe Community and Kingston Police, promoted the national program "Leave the Phone Alone" for the 2012 Road Safety Challenge by the Ontario Ministry of Transportation (MTO). The program educates teens on the dangers of driving distractions, with a focus on texting, and was promoted to three local secondary schools during their annual KFL&A Public Health Drive for Life program for Grade 11 students. During the Road Safety Challenge, KFL&A Public Health hosted a PlasmaCar event during which secondary school students and staff navigated an obstacle course with distractions, including text messaging. This activity demonstrated how their driving performance was impaired when distracted. As a result of the extensive 2012 Distracted Driving campaign, Kingston Partners for a Safe Community was nominated and selected as the recipient of the 2012 MTO Road Safety Achievement Award in the category of Road Safety Partnerships.

At a Glance

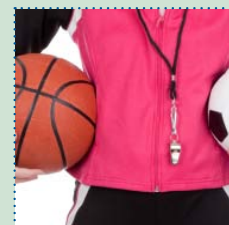
14,000 students from
57 schools participated in
the Jingle Bell Run

3,345 JK and SK students
participated in the annual
Welcome to Kindergarten
events at elementary schools

270 calls to the Tobacco
Information Line

163 volunteers contributed over
6,000 hours, reaching more
than **10,000** people

314 tobacco compliance
checks done on local retailers
with **9** charges and **101**
warnings issued



At a Glance

80 people received tobacco cessation counselling through the Take Control program

150 students from Queen's University Faculty of Education attended workshops on supporting healthy schools and daily physical activity

Over **2,500** students, teachers, educational assistants, and administrators from local school boards participated in the Celebration of Dance

2,550 visits made to the Sexual Health Clinic

8 schools participated in the Breathe Free program

20 Eat Smart workplace award recipients (1 gold, 19 bronze)

296 calls to the Dial-A-Dietitian phone line

Alcohol Opinion Survey

Between May 24 and June 18, 2012, 300 residents of the City of Kingston were surveyed about their perceptions of alcohol-related problems in their community, direct experiences with the second-hand effects of alcohol, and support for alcohol policies and community strategies. The results of this survey were the basis for the report "It Starts Here: A Conversation About Alcohol in the City of Kingston."

It Starts Here: A Conversation About Alcohol in the City of Kingston

The report "It Starts Here: A Conversation About Alcohol in the City of Kingston" was launched at two public forums in November of 2012. This report presents local data regarding alcohol consumption and risky drinking behaviours. It also highlights the high cost of alcohol to society and makes policy recommendations to reduce the amount of harm associated with alcohol.

Rolling on the Runway

KFL&A Public Health hosted the 10th annual Rolling on the Runway event at the Norman Rogers Airport on Saturday, May 12, 2012. Rolling on the Runway is a physical activity and injury prevention event involving three hours of free "activity on wheels" and a bicycle rodeo to promote safe cycling. This year, 1,700 people participated with their bicycle, roller blades, scooters, wheelchairs, and strollers.

Media Relations

In 2012, KFL&A Public Health issued a total of 48 media releases and 4 public service announcements. Dr. Gemmill and various staff members provided interviews to media on a variety of topics including influenza, smoke-free outdoor spaces, tanning bed bylaw, active transportation, HPV immunization, and alcohol use. The total numbers of interviews provided by medium are: 31 newspaper, 31 television, 10 radio, and 2 magazine. In addition, KFL&A Public Health was either mentioned or quoted in 89 other news articles.



Workplace Wellness Network

KFL&A Workplace Wellness Network (WWN) is a new collaboration of partners from the business community that was established in May 2012. The WWN is made up of representatives with expertise in occupational health and safety, organizational culture, and voluntary health practices. The WWN works to improve the quality of life in KFL&A workplaces through community mobilization, advocacy, and co-ordination of efforts. Partners share programs, opportunities, resources, and ideas to achieve optimal employee health.



Routine Immunizations Increased

KFL&A Public Health worked with local schools, regional school boards, and family physicians to ensure that all children who had previously been missing any routine immunizations were contacted and received the necessary immunizations. This practice will reduce greatly the risk of illness for all children.



At a Glance

52 photos submitted to the youth Photovoice contest

571 ticks submitted for testing - 21% tested positive for the Lyme disease bacteria

2,113 food safety inspections conducted

278 infection control inspections conducted

301 health hazard complaints investigated

795 people received Safe Food Handler Training certificates

2,143 reportable disease cases investigated

62% of grade 7 girls vaccinated against HPV

6 Eat Smart recreation centre award recipients

At a Glance

1,310 new mothers contacted following childbirth

231 families received support through the Healthy Baby Healthy Children home visiting program

70 pregnant women received home visiting support

5,910 students received dental screenings at **74** schools

214 children aged 0 to 18 years were treated through Healthy Smiles Ontario

368 children received dental treatment through the Children in Need of Treatment program

4,243 babies received universal newborn hearing screening in the southeastern region

35 preschool children in the southeastern region received Early Childhood Vision Consultant services



Dental Health Strategy for High-Risk Schools

A high-risk school strategy was developed to reduce the incidence of decay in four schools in the KFL&A area that were identified with a past history of higher decay rates. Grade 1 and 2 students from these schools were targeted for the strategy, which included dental screening, presentations, and a take-home oral health kit. The kit contained materials to promote eating healthy snacks and an invitation to book an appointment at the community dental hygiene clinic at the North Kingston Community Health Centre. KFL&A Public Health's dental staff screened students in JK, SK, and grades 1, 2, 4, 6, and 8.

Enhanced Well Baby Visit

The enhanced 18-month well baby visit is one of the last routine contacts that parents with toddlers have with primary care prior to school entry. It is widely acknowledged as a critical point to assess developmental progress. KFL&A Public Health and family physicians have worked together to determine the number of eligible children receiving this critical assessment, to increase the number of children receiving the universal enhanced 18-month well baby visit, and to enhance the quality of the assessment. By collaborating with primary care partners, KFL&A Public Health is helping to share best practice among family health teams with the goal assessment at this important age to as many families as possible.



Perinatal Tobacco Cessation

Twenty-five health care providers from the region attended a free half-day workshop entitled "A woman-centred approach to tobacco use and pregnancy." The workshop discussed practical tools and motivational interviewing techniques that can be used to help women in the perinatal period quit or reduce their tobacco use. Participants also learned about tobacco cessation supports available through KFL&A Public Health.

In addition, a regional networking group comprising public health staff working in perinatal tobacco cessation was established. The group, with representation from the six local public health agencies in eastern Ontario, started work on a training resource for health care providers who support prenatal and postpartum women and on reducing their use of tobacco.



Early Learning Partnership Project

In July 2012, the Reproductive and Child Health team was awarded a Heart and Stroke Foundation Spark Development Grant. The grant has assisted in the formation of a partnership with local early learning programs and Queen's University to develop an evidence-based policy and best practice document addressing physical activity, physical literacy, and sedentary behaviour in early learning programs. The partnership has plans to provide workshops to early learning and daycare professionals with training and resources to assist in the implementation of the policy.

At a Glance

1,683 calls to the Child & Babytalk phone line

230 women attended prenatal classes

62 women participated in online prenatal classes

270 women attended prenatal breastfeeding classes

800 visits to the breastfeeding clinics

139 mothers participated in the Introduction to Solids program

55 new clients participated in the Food for You, Food for Two program

17,511 people vaccinated at immunization, travel, and influenza clinics

58 facility outbreaks investigated with **41** actually declared

Key Performance Indicators

The provincial government is committed to establishing a performance measurement framework for public health to ensure that Ontario's public health system meets standards and expectations, to promote continuous quality improvement at the local and system level, and to demonstrate the contribution of public health to the health of Ontarians.

As part of that framework, local boards of health are required to enter into accountability agreements with the Ministry of Health and Long-term Care, which include a set of performance indicators.

The performance indicators are common across all local boards of health and are intended to measure key public health activities in the areas of environmental health, tobacco, infectious disease prevention and control, immunization, and reproductive and child health. Below are KFL&A Public Health's 2012 performance results.

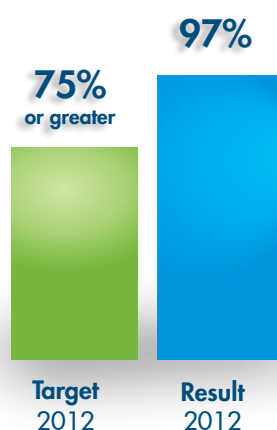
For more information about the accountability indicators, visit

www.health.gov.on.ca/en/pro/programs/publichealth/performance/

Environmental Health

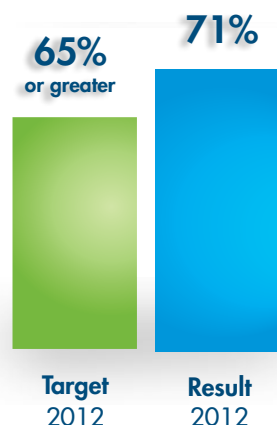
Percentage of high-risk food premises inspected once every 4 months while in operation

KFL&A Public Health inspects food premises to ensure food is handled in a safe and sanitary manner to reduce the risk of food-borne illness.



Percentage of Class A pools inspected while in operation

KFL&A Public Health inspects pools while in operation to monitor the risks related to water-borne illness and injury in recreational water settings.



Percentage of high-risk Small Drinking Water Systems (SDWS) inspections completed for those that are due for inspection

Inspections of SDWS are conducted to determine operator compliance with regulation, to assess the safety of drinking water, and to reduce the risk of water-borne illness.

100% 100%



Target
2012

Result
2012

Tobacco

Percentage of tobacco vendors in compliance with youth access legislation at the time of last inspection

This indicator measures enforcement activities and vendor compliance with the provisions of the Smoke-Free Ontario Act (SFOA) to restrict youth access to tobacco.

89% 99.4%



Target
2012

Result
2012

Infectious Disease Prevention and Control

Percentage of confirmed gonorrhoea cases for which initiation of follow-up occurred within 2 business days

Initiating contact in a timely manner with infected individuals and contacts helps to ensure prompt treatment of sexually transmitted infections and a reduction in the spread of infections.

100% 100%



Target
2012

Result
2012

Percentage of confirmed Invasive Group A Streptococcal Disease (iGAS) cases for which initiation of follow-up occurred on the same day as receipt of lab confirmation of a positive case

Timely response to this infection helps to reduce the spread of illness.

100% 100%



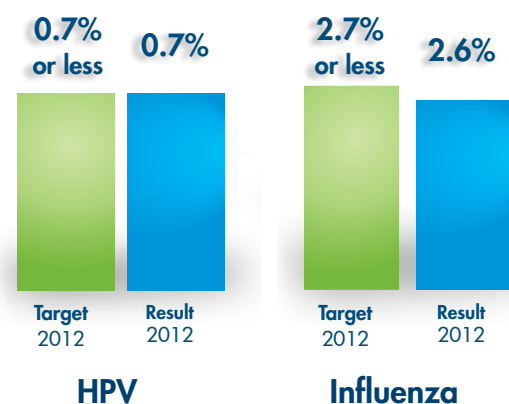
Target
2012

Result
2012

Immunization

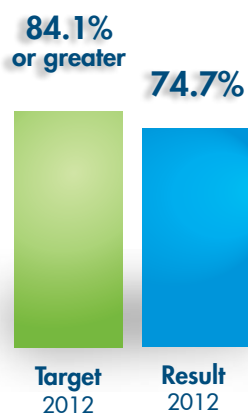
Percentage of vaccine wasted by vaccine type that are stored or administered by the public health unit

This indicator measures the effectiveness of vaccine storage, handling, and management practices.



Percentage of school-aged children who have completed immunizations for meningococcus

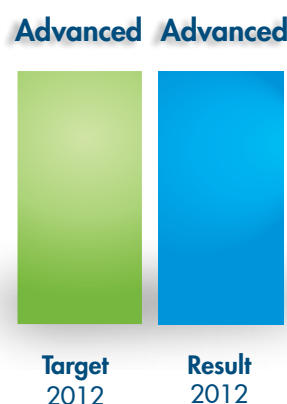
This indicator is intended to measure the effectiveness of school-based immunization programs and establishes immunization trends over time. The result of this indicator demonstrates the need for more promotion of this vaccine.



Reproductive and Child Health

Baby-Friendly Initiative (BFI) Status

The Baby-Friendly Initiative, launched by the World Health Organization and UNICEF, is a globally recognized best practice to promote, support, and protect breastfeeding. This indicator monitors the status of achieving BFI designation.



We're here to help!

Call these extensions for answers to your public health questions
at 613-549-1232 or toll free at 1-800-267-7875.

Child & Babytalk 1555

Public health nurses answer prenatal, infant, and child-care questions, and provide resources on family health issues.

Communicable Disease 1287

Public health nurses, inspectors, and infection control practitioners answer questions about infectious diseases and childhood illnesses.

Dental Health 1218

Access and information to services including treatment programs, dental screenings in elementary schools, and sports mouthguards.

Dial-a-Dietitian 1224

Registered dietitians answer questions about food, nutrition, and healthy eating.

Environmental Health 1248

Public health inspectors provide information on indoor air quality, food safety, private sewage system inspection, and well water testing.

Flu Info Line..... 1433

Information on KFL&A Public Health's FREE Flu Clinics across the KFL&A area, including dates and locations.

Immunization Information Line 1451

Information on immunization, including provincially funded childhood immunizations.

Immunization Reporting Line 1451

Parents can call to report their child's immunizations for up-to-date immunization records.

Infant Hearing..... 1145

Parents of newborn babies in southeastern Ontario are offered a free hearing-screening test to detect newborns with signs of hearing loss.

Living Well Phone Line 1180

Information on getting and staying active, community programs, workplace wellness, and walking routes.

Preschool Speech & Language 1184

Early Expressions is a system of partner agencies that provides speech and language services to preschool children living in the KFL&A area. Early Expressions will accept referrals for children not yet eligible for senior kindergarten.

Sexual Health..... 1275

Confidential information and counselling about birth control and sexually transmitted infections by a public health nurse.

Supporting Healthy Schools..... 1102

This educator info line assists teachers with their health teaching and booking resources.

Tobacco Information Line 1333

Information on quitting smoking, tobacco and the law, community resources, and other tobacco issues.

Travel Clinic Line 613-549-2335

Travellers can call to book appointments for the Travel Immunization Clinic.

Volunteer Services..... 1159

Volunteers are an important part of a dedicated team delivering public health programs to KFL&A residents.

Locations

Kingston

221 Portsmouth Ave.
613-549-1232 or
1-800-267-7875

Napanee

41 Dundas St. W.
613-354-3357

Cloyne

P.O. Box 59
14209 Hwy. 41
613-336-8989

Sharbot Lake

P.O. Box 149
1130 Elizabeth St.
613-279-2151



Trails Advisory Committee Minutes
August 1, 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, August 1, 2013 at 10:00 a.m.

In attendance:

- Councillor Denis Doyle, Vice-Chair
- Councillor Gary Davison
- Councillor John Inglis
- Dieter Eberhardt
- Joan Hollywood
- Derrick Spafford

Regrets:

- Allan McPhail
- Marc Moeys

Staff:

- Anne Marie Young, Manager of Economic Sustainability
- Jannette Amini, Deputy Clerk, Recording Secretary
- Kayla Blakely, Summer Student

1. Call to order

In the absence of the Chair, Councillor Doyle, Vice-Chair, assumed the Chair and called the meeting to order at 10:02 a.m.

2. Adoption of the agenda

Moved By: Councillor Davison
Seconded By: Ms. Hollywood

THAT the agenda for the August 1, 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

5. Adoption of minutes

Moved By: Councillor Inglis
Seconded By: Councillor Davison

THAT the minutes of the Trails Advisory Committee meeting held June 6, 2013 be adopted as circulated.

CARRIED

6. Briefings

Kayla Blakely, County of Frontenac Summer Student, provided the Committee with an overview of the Trails System in the County of Frontenac, a copy of which was attached to the agenda.

The Committee pointed out the lack of evidence to make motorists aware of the approximately 80 trails that exist in the County of Frontenac as identified in the presentation. It was felt that much of this was due mainly in part to the lack of promotion and marketing of the trails and both the Committee and staff confirmed that additional marketing has the potential to bring more people into the County. As well, promoting the trail loops will help to keep visitors in the County as linear trails offer enter and exit points to the County. An additional trail was noted on Wolfe Island that goes towards the Island's winter dock which has not been identified in this presentation. Once this is complete, it was suggested that these maps, which identify all trails, be located on the County and Township websites as a promotional tool for the Trails.

Staff has on file a document that identifies all trails, who owns them and who maintains them. This information will be forwarded to the Committee.

↑Action Item
Kayla Blakely

7. Communications

8. Reports/Topics for Discussion

2013-146

Trails Advisory Committee – 2013 Work Plan Update

Moved By: Councillor Davison
Seconded By: Councillor Inglis

THAT the Trails Advisory Committee receive this 2013 Work Plan Update report for information;

AND FURTHER THAT the Trails Advisory Committee recommend that County Council accept the Trans Canada Trail funding of \$228,000 and be used as outlined in the Appendix A this update;

AND FINALLY THAT the Trails Advisory Committee recommend that County Council authorize staff and committee member Marc Moeys to meet with Eastern Ontario Trails Alliance and other similar agencies to investigate activities related to maintenance and funding opportunities.

CARRIED

Ms. Young provided an overview of the report.

It was noted, with respect to specific ruts, that some areas of the existing trail are in low lying areas and susceptible to flooding. Staff advised that an engineer may be required to review and make recommendations on where to possibly re-route these portions of the trail. Questions were raised on whether safe pesticides could be used along the trail to control the wild parsnip which can be harmful to people. Staff will continue to monitor this as well as Beaver issues along the trail.

Ms. Young noted that staff continues to work on the land acquisition issue along the South Frontenac portion of the trail.

With respect to the additional funding, it is coming from Trans Canada Trail with the provision that the trails not permit the use of ATVs. The majority of the additional funds are being used for trail development to Bellrock Road, including brushing and surfacing.

Staff confirmed that Bell Canada and C.P. Rail still own small portions of the Trail and staff will continue to investigate if these companies wish to transfer these parcels of land to the County for inclusion in the trail system.

The Committee questioned the cost per year to maintain the trails once complete to which staff was unaware. This is an obligation as well as a liability; however staff noted alternatives such as donations, volunteer work etc. which could lower the cost. Ms. Young noted the recommendation before the Committee which identifies herself and Mr. Moeys to meet with other organizations and agencies to investigate activities related to maintenance and funding opportunities.

9. Other business

Federal Gas Tax Funding

Councillor Inglis asked if there are plans in the future to relax the rules around what Federal Gas Tax funds might be used for. Councillor Doyle noted his recent attendance at the Vancouver FCM conference where attendees were advised that a new set of rules are currently being formulated which would permit other uses of these funds to provide municipalities with additional flexibility.

Other Trail Initiatives

It was noted that this Committee was mandated to look at other trail initiatives and not just the K&P Trail and it was questioned if and when this Committee would be doing that. Ms. Young noted the Trails Concept Plan will address this.

10. Next meeting date

The next regular meeting of the Trails Advisory Committee is scheduled for Thursday, October 3, 2013 in the County Boardroom.

11. Adjournment

Moved By: Ms. Hollywood

Seconded By: Councillor Davison

THAT the meeting adjourned at 11:14 a.m.

CARRIED



COMMITTEE REPORT

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini
Deputy Clerk

Date prepared: August 1, 2013

Date of meeting: September 18, 2013

Re: Trails Advisory Committee – Recommendations to Council

Recommendation

a) **2013-146**
Trails Advisory Committee – 2013 Work Plan Update

THAT County Council accept the Trans Canada Trail funding of \$228,000 and be used as outlined in the Appendix A this update;

AND FINALLY THAT County Council authorize staff and committee member Marc Moeys to meet with Eastern Ontario Trails Alliance and other similar agencies to investigate activities related to maintenance and funding opportunities.

A copy of Appendix A was attached to the August 1, 2013 Trails Advisory Committee agenda and can be viewed at
<https://frontenac.civicweb.net/Documents/DocumentList.aspx?ID=39349>



**Minutes of the Sustainability Advisory Committee Meeting
August 12, 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, August 12, 2013 at 10:00 a.m.

In attendance:

- Geoff Sandiford, Chair
- Ron Hipfner, Vice Chair
- John McDougall, County Councillor
- Denis Doyle, County Councillor
- Don Ross, Community Member

Staff:

- Elizabeth Savill, CAO/Clerk
- Kristin Mullin, Communications Officer, Recording Secretary
- Peter Young, Community Planner
- Anne Marie Young, Manager of Economic Sustainability

1. Call to order

The Chair called the meeting to order at 10: 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: Mr. Hipfner
Seconded By: Councillor Doyle

THAT the minutes of the Sustainability Advisory Committee meeting held June 3, 2013 be approved as circulated.

CARRIED

5. Deputations and/or presentations – Nil

6. Communications – Nil

7. Reports/Topics for Discussion

a) **2013-145**
Sustainability Advisory Committee – Recycling Impact Report

Moved By: Councillor Doyle

Seconded By: Mr. Ross

THAT the Sustainability Advisory Committee receive this Sustainability - Recycling Impact Report for information only.

CARRIED

It was suggested that a similar recycling report also be done for the ambulance bases, and that updates be provided to the City of Kingston.

b) **2013-156**
Sustainability Advisory Committee – PAPER/CHEERIO Update Report

Moved By: Councillor Doyle

Seconded By: Councillor McDougall

THAT the Sustainability Advisory Committee receive this Sustainability - PAPER/CHEERIO Update Report for information purposes;

AND FURTHER 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.

CARRIED

Mr. Young provided an overview of the CHEERIO project. Ms. Savill described the risks involved in such a program. Councillor Doyle suggested that Frontenac County should take the lead on this project and noted his previous conversations with the Kingston Mayor regarding the CHEERIO project. City of Kingston Staff has been alerted to the project; however no action has been taken to date.

Ms. Savill will be attending the Community Energy Network Summer Retreat in Ottawa on August 22 that will include discussion of the CHEERIO project.

Mr. McDougall suggested that the committee work with "Hearthmakers".

Motion to Amend – To Add a Clause

Moved by: Councillor Doyle
Seconded by: Mr Ross

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.

CARRIED

c) **2013-157**
Sustainability Advisory Committee – Support to Small Scale Community Sustainability Initiatives Update

Moved By: Councillor Doyle
Seconded By: Councillor McDougall

THAT the Sustainability Advisory Committee receive the *Sustainability – Support for Smaller Scale Community Sustainability Initiatives Update* report for information.

CARRIED

Ms. Young provided an overview of the report and discussed the value of the volunteer hours being added to the value of projects.

d) **2013-148**
Sustainability Advisory Committee – 2013 Work Plan Update

Moved By: Councillor Doyle
Seconded By: Mr. Ross

THAT the Sustainability Advisory Committee receive this *Sustainability - 2013 Work Plan Update* report for information only.

AND FURTHER THAT the Sustainability Advisory Committee recommend 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 the Sustainability Advisory Committee recommend an ICSP Workshop to be planned for September 20, 2013 (location to be confirmed) that would include a keynote speaker, catered lunch, and venue rental at an approximate cost of \$1,400.

CARRIED

2.a. – Volunteer Encouragement Program

Mr. Sandiford reported that the County may not need to manage volunteerism throughout the County but may need to support the organizations that require assistance in recruiting volunteers.

Mr. McDougall suggested that the County help organizations to recruit volunteers by providing guidance in volunteer retention.

Mr. Sandiford suggested that the County add navigation for organizations to find resources to assist in volunteer retention

ACTION

Staff to research the opportunity to provide leadership to local organizations in need of volunteers and provide a location to post volunteer opportunities. Staff to report back at the next meeting.

Staff were asked to share the invitation list to the committee members so that they can suggest other invitees.

2.d. – Speaker Series

Mr. Sandiford discussed results of the survey indicating that energy retrofits and solar hot water were the top choices of topic in the survey.

The committee discussed presenting the Cheerio project at the first speaker series.

Hearthmakers was suggested as the top speaker choice for the first speaker series.

Mr. Ross suggested that the series be used as an outreach group or recruitment for support of the CHEERIO project.

Mr. Sandiford suggested that logistically we send out a slide show for the speaker series and create the meeting over the phone line as audio only.

The committee discussed the first date for the series be in the latter part of the 4th quarter of this year.

ACTION

Mr. Sandiford will send out a draft agenda to committee members.

4 – Stimulate relationships and synergies with the Townships by presenting at Council meetings and through other meeting opportunities

Mr. Sandiford reported that the presentation to the Township of Frontenac Islands did not take place as both parties decided it was not worth their time. The speaker series may be a better venue for this update.

6 – Assist with the preparations for the Annual Workshop

Ms. Young reported that she will connect with Don Grant to confirm his interest in assisting with the 2013 Workshop. The committee suggested the Verona Methodist Church as a venue for the event and agreed that starting early and trying to wrap up around 3pm was successful last year and should be continued. The committee also suggested touching on the speaker series sessions to advertise the opportunity, as well as the possibility of introducing CHEERIO, & Official Plan Observations.

Mr. Ross suggested that we use the workshop to affirm priorities of separate townships within the County with the possibility of creating discussion groups by township, where councillors would listen to community ideas as opposed to driving the conversation.

The committee discussed the creation of a heritage and culture plan for the County and it was noted that the loss of the monarch butterfly and bat populations in the County should be discussed at the workshop.

ACTION

Ms. Young to send details of conversation with Don Grant to the committee.

7 – Comment on the draft Communications Plan being developed for Council's approval in 2013

The draft communications plan has gone out to all committees and will be presented to County Council by the end of 2013.

8. Other business – Nil

9. Next meeting date

The next regular meeting of the Sustainability Advisory Committee is scheduled for Monday, October 7, 2013 at 10:00 a.m. at the County Administrative Building.

10. Adjournment

Moved By: Councillor Doyle

Seconded By: Councillor McDougall

THAT the meeting hereby adjourn at 11:28 a.m.

CARRIED



COMMITTEE REPORT

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini
Deputy Clerk

Date prepared: August 13, 2013

Date of meeting: September 18, 2013

Re: **Sustainability Advisory Committee – Recommendations to Council**

Recommendation

a) **2013-156**
Sustainability Advisory Committee – PAPER/CHEERIO Update Report

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.

b) **2013-148**
Sustainability Advisory Committee – 2013 Work Plan Update

THAT the Sustainability Advisory Committee recommend 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 the Sustainability Advisory Committee recommend an ICSP Workshop to be planned for September 20, 2013 (location to be confirmed) that would include a keynote speaker, catered lunch, and venue rental at an approximate cost of \$1,400.



**Minutes of the 150th Anniversary Planning Advisory Committee Meeting
August 28, 2013**

A meeting of the 150th Anniversary Planning Advisory Committee was held in the Frontenac Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, August 28, 2013 at 10:00 a.m.

In attendance:

- Marcel Giroux, Chair
- Jim Vanden Hoek
- Barbara Sproule
- Phil Leonard
- Warden Janet Gutowski, Ex-Officio

Regrets:

- Councillor Gary Davison

Staff:

- Elizabeth Savill, CAO
- Angelique Tamblyn, Executive Assistant
- Kristin Mullin, Communications Officer

1. Call to order

Mr. Giroux, Chair, called the meeting to order at 10:03 a.m.

2. Adoption of the agenda

Moved By: Mr. Sproule

Seconded By: Warden Gutowski

THAT the agenda for the August 28, 2013 150th Anniversary Planning Advisory Committee be adopted as circulated.

CARRIED

3. Disclosure of pecuniary interest and general nature thereof

The Chair instructed the recording secretary to record that, in accordance with the *Municipal Conflict of Interest Act*, no disclosures of pecuniary interest were declared.

4. Adoption of minutes

Moved By: Ms. Sproule

Seconded By: Mr. Vanden Hoek

THAT the minutes of the meeting of the 150th Anniversary Planning Advisory Committee held on June 26, 2013 be adopted as amended to correct the spelling of Virgil Garrett's name.

CARRIED

5. **Deputations and/or presentations**
6. **Communications**
7. **150th Anniversary Advisory Committee (AAC) Work Plan**

2013-158

150th Anniversary Planning Advisory Committee – 2013 Work Plan Update

Moved By: Mr. Leonard

Seconded By: Ms. Sproule

THAT the 150th Anniversary Planning Advisory Committee accept this 2013 Work Plan Update report for information.

CARRIED

Community Survey

The survey ad was published in the newspaper last week and 53 surveys have been completed. Appendix A shows the results as of last week. Mr. Giroux did a quick ranking of the responses and it seems like everyone is most interested in food at the event. There is not a deadline on the survey. It's been distributed at many of the events. It was suggested to distribute the survey at the ICSP Workshop on September 20. It was also suggested to keep the survey active until the end of September.

ACTION150th014: Staff to distribute the 150th Anniversary Survey at the ICSP Workshop on September 20, 2013.

ACTION150th015: Ms. Mullin to forward the survey to the Historical Society and Wolfe Island Plowing Match and some organizations noted by Mr. Vanden Hoek.

Ms. Mullin distributed the 150th stickers to the Committee. Positive comments received.

Name tags

Trophy House can create a metal name tag. Ms. Mullin distributed a colour sample to members. The cost is \$12 each. The committee is satisfied with the design and would like the magnetic name tags.

ACTION150th016: Ms. Mullin to order the Name Tags for Committee Members and some of the County Staff.

Proposed Community Events for Committee Attendance

Update on the Canada Day Events

North Frontenac: Ms. Sproule shared that the Canada Day events went well in North Frontenac. Posters were displayed at Snow Road.

Central Frontenac: Mr. Giroux and Warden Gutowski set up a booth at the Canada Day events and received some surveys.

Warden Gutowski suggested creating Photo Albums online. A scanner could be available at the Heritage Festival to capture photos shared there. Both the Warden and Mr. Giroux have scanners. Queen's University holds County archives and Ms. Savill suggested that committee members might accompany staff to review. Mr. Giroux and Ms. Sproule expressed interest. Ms. Sproule also suggested contacting the Lanark Era for archived photos.

ACTION150th017: Mr. Giroux and Warden Gutowski to follow up with the Frontenac News to access scanning resident photos and documents.

ACTION150th018: Staff to contact The Whig and Lanark Era to check archives.

ACTION150th019: Staff to schedule a time to visit the Queen's Archives and confirm with Ms. Sproule and Mr. Giroux.

Warden Gutowski commented that the 150th vest is easy to use. She wore it over the summer including Parham Fair, EOWC, Lake Association meetings and other events.

South Frontenac: Mr. Leonard commented that Councillor Davison attended some of the Canada Day parades in South Frontenac.

ACTION150th020: Councillor Davison to report on the South Frontenac Canada events at the October meeting.

Frontenac Islands: Mr. Vanden Hoek indicated that there was no Canada Day Celebrations held on Wolfe Island this year. He would like to change that for next year.

Plowing Match September 14, 2013

Mr. Vanden Hoek is organizing a Celebrity Class at the Plowing Match on September 14th. He has confirmed Mayor Doyle, MPP Gerretsen and Elvis impersonator as some of the celebrities. He would like to see representation from the County. He has forwarded several other invitations; he would like CKWS to cover this event.

Liz received a response from Councillor Davison and he will challenge Mr. Leonard. If anyone is interested in participating at the celebrity match, he will provide breakfast and he will arrange for transportation. Next year he is hoping to have a booth set up at the Ball Tournament and Canada Day Festivities. The Plowing Match is good to go for September 14th and he will distribute the survey and the stickers.

Mr. Leonard, Mr. Davison and Warden Gutowski are all interested in participating in the Plowing Match.

Central Frontenac: Mr. Giroux set up the booth at the Frontenac Essential Services Fair in Cloyne. There was very little public traffic at the event and of those who did attend, more were from Lennox and Addington.

Mr. Giroux was unable to attend the Blue Skies Festival.

The booth will be set up at the Battersea Pumpkin Festival with Mr. Leonard and Mr. Davison in attendance.

Additional Events: The booth will be set up at the ICSP Workshop at the Verona Free Methodist Church in Verona on September 20 2013.

a. Partnership Opportunities

150th Anniversary Logo Sharing

Ms. Mullin prepared a letter for community members and groups that have expressed interest in the celebrations to enter into a reciprocal logo sharing partnership. The letter and agreement are included at the end of this report as Appendix B.

Ms. Mullin distributed appendix B. It suggested to also focus on associations, individuals, societies and not only businesses. For example, the Wolfe Island Historical Society and the Plowing Match. They have already passed resolutions to support the 150th. Mr. Vanden Hoek suggested recognition at the 150th main events. Recognition should be number one.

b. Recruitment of Volunteers

Total Scope

A "hub and spokes" diagram was discussed:

- Central Celebration (Mr. Leonard and Mr. Davison will coordinate this group)
- Historic Artifacts – management of the collection and exhibition
- Legacy Project(s)
- Scholarship Program (Warden Gutowski will liaise with this group)
- Documentation of History (Mr. Leonard will liaise with this group)
- Passport Program (Mr. Vanden Hoek will liaise with this group)
- Plowing Match (Mr. Vanden Hoek will liaise with this group)
- Costume Ball (Mr. Giroux will will liaise with this group)

ACTION150th020: Warden Gutowski to email/ follow up with Brenda Hunter at the Limestone District School Board regarding the Scholarship Program.

Documentation of our History

Ms. Savill shared that Councillor McDougall commented at the last SAC meeting that we need to recognize personal museums. A museum is being developed in the old school in Hartington on Road 38.

ACTION150th021: Mr. Leonard will contact Mr. Ken Brown, President of the Historical Society and ask if he would be interested in participating as a volunteer on the Historic Artifacts Working Group.

ACTION150th022: Ms. Mullin will follow up with the 150th PAC Members for updates on the Working Groups.

ACTION150th023: Ms. Mullin to add Costume Ball to Appendix C.

Mr. Giroux spoke with Audrey's Costume House and they have many costumes available and he also followed up with Ms. Christina Wotherspoon in regards to the music for the Costume Ball (1865) and she's interested in playing instruments/ music at the Costume Ball.

Mr. Vanden Hoek suggested 5-6 individuals for each working group, but the committee member will not need to chair these groups.

ACTION150th024: Mr. Vanden Hoek will support Passport and he will follow up with individuals to contact in regards to leading or coordinating/ organizers of the 2013 Organizer of the Plowing Match.

Mr. Vanden Hoek suggested that once the 150th survey is closed, the Committee can focus on the working groups and adding the names.

Historic Artefacts – Volunteer Curator

ACTION150th025: Mr. Leonard will contact Ken Brown as the Volunteer Curator or if Mr. Brown could recommend some individuals for the working group.

ACTION150th026: Warden Gutowski will follow up with Karen McGregor at St. Lawrence College re: Youth Intern Program and the funding available. An intern could possibly support Passport Program and Historic Artefacts working group.

c. Legacy Project

At the June meeting, the committee discussed contributing to a legacy project in each of the 4 townships.

Suggestions for legacy projects:

- a) War Memorial in NF
- b) Museum in SF
- c) Mural Project in Sharbot Lake by the Heritage Railway Committee in CF
- d) Redevelopment of Wolfe Island Canal in FI
- e) Splash park in any township

Warden Gutowski agrees with the above Legacy Projects and supports the idea of trying to situate them near the Frontenac K&P Trail. Councillor Gerry Martin is chairing the committee of the War Memorial in North Frontenac and John Duschene is interested in this project and design for the space. We should also look at something near the new ambulance station in Robertsville.

Assist in the development of a major event and/or several smaller events

RCMP Musical Ride - Committee recommended that we remove this.

Recruitment of Volunteers - no discussion

Passport Program - Each municipality could provide a short list of who could participate in the Passport Program. Mr. Vanden Hoek would like to have paper option for the Passport program, not set up only for electronic devices.

ACTION150th027: Committee members to provide the name of a passport "Lead" from each of the 4 Townships to Mr. Vanden Hoek by October. Members to share Mr. Vanden Hoek's contact information with these individuals to get the conversation started.

Sandra White from the Sharbot Lake Inn was identified as a possible Lead for that township.

ACTION150th028: Ms. Anne Marie Young to gather some contacts for Mr. Vanden Hoek for the Passport Program by September 30, 2013. He would like to have a meeting with the group by mid October.

Mr. Giroux entertained additional discussion.

Ms. Savill spoke to the opportunity to continue building awareness of the celebrations by adding a notice on the existing County signage. Inexpensive options like "skins" that can be applied were considered.

Warden Gutowski shared information on an internship program that has been brought to her attention. The opportunity to add an intern to the 150th Anniversary project, even for a few weeks, would provide significant needed support as the working groups begin to form and function.

Moved By: Mr. Leonard

Seconded By: Ms. Sproule

THAT the 150th Anniversary Planning Committee recommend to Council of the County of Frontenac that all public County signs, including those along the Frontenac K&P Trail, have the 150th Anniversary logo and dates displayed;

AND FURTHER THAT the 150th Anniversary Planning Committee recommend to Council of the County of Frontenac that opportunities to introduce an intern position be pursued and supported to assist with the work and projects being developed to further the celebrations as no cost to the County.

CARRIED

8. Other business

Mr. Giroux suggested that the Committee start thinking about meeting dates for 2014 and budget in 2014. The 2014 Work Plan will include establishing the working dates and budget requirements.

9. Next meeting date

The next meeting of the 150th Anniversary Planning Advisory Committee is scheduled for Wednesday, October 30, 2013 at 9:00 a.m. at the County Administrative Building.

10. Adjournment

Moved By: Mr. Leonard

Seconded By: Mr. Vanden Hoek

THAT the 150th Anniversary Planning Advisory Committee meeting adjourn at 11:59 a.m.

CARRIED



COMMITTEE REPORT

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini
Deputy Clerk

Date prepared: September 11, 2013

Date of meeting: September 18, 2013

Re: **150th Anniversary Planning Advisory Committee –
Recommendations to Council**

Recommendation

THAT the 150th Anniversary Planning Committee recommend to Council of the County of Frontenac that all public County signs, including those along the Frontenac K&P Trail, have the 150th Anniversary logo and dates displayed;

AND FURTHER THAT the 150th Anniversary Planning Committee recommend to Council of the County of Frontenac that opportunities to introduce an intern position be pursued and supported to assist with the work and projects being developed to further the celebrations as no cost to the County.



**Joint Accessibility Advisory Committee Meeting Minutes
September 9, 2013**

A meeting of the Frontenac Joint Accessibility Advisory Committee (FAAC) was held at the Sydenham Public Library, 4432 George Street, Sydenham, on Monday, September 9, 2013 at 10:00 a.m.

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

Staff: Jannette Amini, Deputy Clerk, County of Frontenac
Steve Riddell, Director of Emergency Services/Fire Chief
Township of North Frontenac

1. Call to order

Mr. Allen, Chair, called the meeting to order at 10:05 a.m.

2. Adoption of the agenda

Moved By: Councillor McDougall
Seconded By: Councillor Davison

RESOLVED THAT the agenda be adopted as circulated.

CARRIED

3. Disclosure of pecuniary interest and general nature thereof

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

4. Adoption of minutes

Moved By: Ms. Arsenault
Seconded By: Councillor McDougall

RESOLVED THAT the minutes of the Joint Accessibility Advisory Committee meeting held May 27, 2013 be approved as circulated.

CARRIED

5. Deputations and/or presentations

Mr. David Townsend, Executive Director, Southern Frontenac Community Services Corporation presented to the Accessibility Advisory Committee the accessibility upgrades to the Grace Centre in Sydenham, which include a minimum one ramp and a railing along the stairs as well as dismantling of the old steps and bringing the exterior entrances up to grade. The upgrades will also include accessible parking.

Mr. Townsend added that there are also future plans for adding an extension to the Grace Centre which will house all services in one location. An overview was also provided of the services and opportunities the Grace Centre offers or will offer to the community.

6. Communications

- i. Correspondence received from Simply Access Service Innovations (SASI) Taxi advising of its wheelchair accessible transportation.
- ii. Correspondence received from the Accessibility Directorate of Ontario advising that 2013 is an Accessibility reporting year for designated public sector organizations.
- iii. Correspondence from Neil Allen, Chair, to the Townships providing the FAAC Annual Year in Review
- iv. Correspondence from the Accessibility Directorate of Ontario advising of the appointments to the Ontario Accessibility Standards Advisory Council/Standards Development Committee

7. Accessibility Advisory Committee Work Plan

2013-159

Accessibility Progress Report 3rd Quarter Update

Moved By: Ms. Arsenault
Seconded By: Mr. Allen

RESOLVED THAT the Joint Accessibility Advisory Committee receive the Accessibility Progress Report 3rd Quarter Update for information;

AND FURTHER THAT the Joint Accessibility Advisory Committee recommend to County Council the approval of a County of Frontenac Accessibility Logo attached to this report as Appendix C;

AND FURTHER THAT the Joint Accessibility Advisory Committee recommend to County Council approval of an Accessibility Statement "Making Accessibility Happen" for the County of Frontenac, to be used with the Accessibility Logo;

AND FURTHER THAT staff report back to the Joint Accessibility Advisory Committee on other ways and avenues the Accessibility Logo and Statement might be used within the County of Frontenac.

CARRIED

Ms. Amini reviewed the requirements of the new Integrated Accessibility Standards Regulation (IASR) policy noting that this is now a requirement under the Regulation and that the draft policy incorporates all aspects of the Regulation required to bring the County into compliance.

Moved By: Ms. Arsenault

Seconded By: Mr. Allen

THAT the Frontenac Accessibility Advisory Committee support the County of Frontenac Integrated Accessibility Standards Regulation (IASR) policy presented as Appendix A to report 2013-159, Accessibility Progress Report 3rd Quarter Update.

CARRIED

The Committee provided positive feedback with respect to the County's recent developments of the K & P Trail, noting that persons using wheelchairs and other mobility aids are now able to use the trail.

It was suggested that the Committee might be interested in the next Phase of the development of the trail and Ms. Amini was requested to provide the contact information of the Chair to the Manager of Economic Sustainability in order for a dialogue to take place.

With respect to the International Day of Persons with Disabilities Access Award plaque, the committee agreed with the staff choice of going with a 24 plated plaque.

The Committee discussed different words that might be included in an Accessibility Statements. The Accessibility Statement "Making Accessibility happen" was suggested and the Committee supported that statement.

With respect to the International Day of Persons with Disabilities Access Award Certificate, it was noted to the Committee that the photos could change to include photos specific to Frontenac County. It was suggested that Committee members send any photos depicting accessibility to Ms. Amini for use on the Certificate. In order to depict a more inclusive environment, it was suggested that photos include both able and disabled persons. It was also suggested that these types of photos could be taken at community events. County staff will also be encouraged to provide any photos they might have that depict accessibility.

Regarding the Mobi Mat, the Committee was advised that a site visit did take place at Big Sandy Bay on Wolfe Island to view the Mobi Mat located there. It was noted that winds tend to blow sand onto the Mat and cover it making it inaccessible. The Committee discussed the possibility of the County purchasing a Mobi Mat to determine if it would be a viable investment and if so, that information could be passed along to the Townships; however it was noted that the construction of the Mat itself contains small holes and not very accessible for walkers or chairs with small wheels. Mr. Neill will make a site visit to Big Sandy Bay and the Committee will look at this as a priority for next year. Ms. Amini will also forward the information about Mobi Mats to the Townships.

A member advised that in some municipalities, businesses are provided with a symbol or sticker that is placed in their window to indicate to the public that the business is accessible. As well, tourism brochures provide information on local businesses including whether or not the business is accessible and it was questioned if this Committee could do the same for County businesses. It was noted that there are private companies that provide this service; however the business must first meet certain requirements and inspections are carried out by expert staff. With respect to tourism brochures, accessibility is self identified by the business and the Committee and the County must be careful not to put itself in a liability situation. All businesses nominated for the International Day of Persons with Disabilities Access Award will receive a certificate of recognition which can be displayed by the business which would show its commitment to accessibility.

The committee discussed placing on the County website information regarding what constitutes an accessible building and providing a checklist that someone could follow. Staff will research other municipal websites, one of which was suggested being the City of Cornwall, regarding this and report back for the next meeting.

OMSSA Forum

Councillor McDougall provided the Committee with an overview of the Forum and his report and distributed copies of "A Guide to Conducting Accessible Meetings" and "A Guide to Accessible Public Engagement" which were both made available at the Forum. There were approximately 150 people in attendance at the Forum which included AAC members from all over Ontario and the atmosphere was one of joy and excitement with everyone helping each other. The next meeting will be dedicated to reviewing the nominations for International Day of Persons with Disabilities Access Award and if time permitting, the Committee will also review these documents more closely with possible recommendations to Council. It was noted that the City of Cornwall has made great strides in accessibility and has a very active AAC committee.

8. Other business

9. Next meeting date

The next meeting of the Frontenac Accessibility Advisory Committee will be Monday, November 18, 2013 at 10:00 a.m. in the Sydenham Library.

10. Adjournment

The meeting adjourned at 11:47 p.m.



COMMITTEE REPORT

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini
Deputy Clerk

Date prepared: September 10, 2013

Date of meeting: September, 2013

Re: **Joint Accessibility Advisory Committee**

Recommendation

a) **2013-159**
Accessibility Progress Report 3rd Quarter Update

THAT County Council approve a County of Frontenac Accessibility Logo attached to this report as Appendix A;

AND FURTHER THAT County Council approve the Accessibility Statement "Making Accessibility Happen" for the County of Frontenac, to be used with the Accessibility Logo;

AND FURTHER THAT staff report back to the Joint Accessibility Advisory Committee on other ways and avenues the Accessibility Logo and Statement might be used within the County of Frontenac.



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Cheque/Transaction/ Confirmation Number	Vendor ID	Vendor Name	Cheque Date	Amount
441093	RECE0002	RECEIVER GENERAL	8/12/2013	92,813.29
441456	RECE0002	RECEIVER GENERAL	8/12/2013	25,066.33
7112013	TDFU0001	TD FUTURE BUILDER	7/9/2013	150.00
7242013	TDFU0001	TD FUTURE BUILDER	7/24/2013	325.00
7242013	TDFU0001	TD FUTURE BUILDER	7/24/2013	150.00
100	FULT0004	SAVILL, ELIZABETH - IN TRUS	8/22/2013	826.80
1552500	RECE0002	RECEIVER GENERAL	7/17/2013	48,290.87
1552843	RECE0002	RECEIVER GENERAL	7/17/2013	21,773.42
2229	COUN0016	COUNTY OF FRONTENAC	7/16/2013	596.50
2233	SODE0001	SODEXO SERVICES CANADA	7/25/2013	68,572.16
2236	ROCH0001	ROCHON, SUE	7/24/2013	942.40
2240	COUN0016	COUNTY OF FRONTENAC	8/1/2013	586.50
2241	PARA0001	PARAMEDIC ASSOCIATION	8/1/2013	155.00
2842	OMER0001	OMERS	7/26/2013	222,930.33
3186434	MINI0001	MINISTER OF FINANCE	7/15/2013	24,994.67
37690	ADVA0004	ADVANCED PATIENT N.E.T.	7/23/2013	84.75
37691	BATT0002	BATTERSEA UNITED CHURCH	7/23/2013	240.00
37692	CANA0009	CANADIAN TIRE STORE 195	7/23/2013	484.96
37693	CANP0001	CANPAR TRANSPORT L.P.	7/23/2013	28.69
37694	CDWC0001	CDW CANADA	7/23/2013	945.97
37695	CREA0001	CREATIVE GFTS & BASKETS	7/23/2013	1,384.30
37696	CRIN0002	CRINTEC LTD.	7/23/2013	6,120.28
37697	DIGI0001	DELTA PRINTING	7/23/2013	609.66
37698	ENVI0001	ENVIRO-GUARD	7/23/2013	63.28
37699	FEDE0001	FEDEX TRADE NETWORKS	7/23/2013	9.39
37700	FULT0003	SAVILL ELIZABETH - IN TRUST	7/23/2013	607.89
37701	GASK0001	GASKIN, DR. ANNE	7/23/2013	1,190.40
37702	GLEN0001	GLENBURNIE GROCERY	7/23/2013	30.19
37703	HEND0002	HENDRIX HOTEL & RESTAUR	7/23/2013	76.16
37704	HOLW0001	HOLWAY & HUTCHINSON	7/23/2013	1,807.00
37705	JJEX0001	JJ EXPRESS	7/23/2013	187.13
37706	JJEX0002	J.J. EXPRESS	7/23/2013	128.70
37707	MAPL0001	MAPLE LANE FARMS	7/23/2013	220.00
37708	MCHE0001	M.C. HEALTHCARE PRODUCT	7/23/2013	159.90
37709	MOBI0001	MOBILITY CARE CO.	7/23/2013	1,477.50
37710	NESB0001	NESBITT ENGINEERING	7/23/2013	2,864.55
37711	NORT0008	NORTHWAY HARDWARE	7/23/2013	39.52
37712	REVE0001	REVELL FORD LINCOLN	7/23/2013	2,542.50
37713	SHER0001	SHERIFF OF THE COUNTY OF	7/23/2013	128.15
37714	STEA0005	STEAMATIC OF KINGSTON LTI	7/23/2013	107.35
37715	STER0001	STERICYCLE INC.	7/23/2013	537.50
37716	SUNH0001	SUNHARVEST GREENHOUSE	7/23/2013	203.84
37717	SYDE0003	SYDENHAM LANDSCAPE PRO	7/23/2013	455.37
37718	TROP0001	TROPHY HOUSE	7/23/2013	56.50
37719	TRUE0002	TRUE COMFORT HEATING & C	7/23/2013	1,048.64
37720	UNIT0001	UNITED COUNTIES OF LEEDS	7/23/2013	27,602.40
37721	CAMP0002	JODY CAMPBELL'S SEPTIC SE	7/29/2013	124.30

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37722	CANP0001	CANPAR TRANSPORT L.P.	7/29/2013	37.91
37723	CARS0001	CARSWELL	7/29/2013	177.45
37724	CDWC0001	CDW CANADA	7/29/2013	19,709.08
37725	CINT0001	CINTAS DOCUMENT MANAGEI	7/29/2013	169.50
37726	DOOR0001	DOOR DOCTOR	7/29/2013	388.44
37727	ETR00001	407 ETR	7/29/2013	36.22
37728	GASK0001	GASKIN, DR. ANNE	7/29/2013	1,243.75
37729	JJEX0002	J.J. EXPRESS	7/29/2013	11.70
37730	MOSI0001	MOSIER SERVICE CENTRE	7/29/2013	251.58
37731	PICT0001	PICTON ICE	7/29/2013	50.00
37732	RACK0001	RACKAIR INC.	7/29/2013	3,483.04
37733	REVE0001	REVELL FORD LINCOLN	7/29/2013	759.38
37734	RHER0001	R.HERMAN ARBITRATION/MEI	7/29/2013	2,614.73
37735	SHER0001	SHERIFF OF THE COUNTY OF	7/29/2013	227.68
37736	STER0001	STERICYCLE INC.	7/29/2013	316.51
37737	THRE0001	THREAT4 LTD.	7/29/2013	1,152.60
37738	TROP0001	TROPHY HOUSE	7/29/2013	11.30
37739	WALM0001	WALMART CREDIT DEPT.	7/29/2013	259.30
37740	WORK0002	WORKPLACE SAFETY AND IN:	7/29/2013	703.05
37741	MCNE0002	MCNEIL, BILLIE	7/29/2013	75.00
37742	TOWN0003	TOWNSHIP OF NORTH FRONT	8/9/2013	100.00
37743	CANA0009	CANADIAN TIRE STORE 195	8/22/2013	254.60
37744	CANP0001	CANPAR TRANSPORT L.P.	8/22/2013	32.95
37745	COUN0002	THE COUNTY OF PETERBORC	8/22/2013	197.16
37746	DIGI0001	DELTA PRINTING	8/22/2013	247.75
37747	DOOR0001	DOOR DOCTOR	8/22/2013	216.90
37748	ENVI0001	ENVIRO-GUARD	8/22/2013	63.28
37749	FREN0001	FRENCH'S SALES	8/22/2013	757.10
37750	FRON0005	FRONTENAC STEWARDSHIP C	8/22/2013	3,779.07
37751	FULT0003	SAVILL ELIZABETH - IN TRUST	8/22/2013	195.55
37752	GASK0001	GASKIN, DR. ANNE	8/22/2013	1,190.40
37753	GLEN0001	GLENBURNIE GROCERY	8/22/2013	25.96
37754	HANN0001	HANNAH ENVIRONMENTAL EC	8/22/2013	2,887.72
37755	JACO0002	VERNA JACOB	8/22/2013	100.00
37756	JJEX0001	JJ EXPRESS	8/22/2013	140.40
37757	MCNE0002	MCNEIL, BILLIE	8/22/2013	150.00
37758	MELO0001	MELODY MAGIC	8/22/2013	135.00
37759	ONTA0001	ONTARIO EAST ECONOMIC DI	8/22/2013	333.35
37760	PERF0002	PERFORMANCE CONCEPTS C	8/22/2013	1,463.00
37761	PICK0001	PAM VANCOUGHNETT	8/22/2013	100.00
37762	PROF0002	PROFORMA	8/22/2013	585.63
37763	RECE0003	RECEIVER GENERAL	8/22/2013	188.40
37764	SHER0001	SHERIFF OF THE COUNTY OF	8/22/2013	233.04
37765	SIEM0001	SIEMENS BUILDING TECHNOL	8/22/2013	4,385.53
37766	SILK0001	SILKWOOD LAWN AND GARDE	8/22/2013	812.24
37767	STEA0005	STEAMATIC OF KINGSTON LTI	8/22/2013	107.35
37768	STER0001	STERICYCLE INC.	8/22/2013	90.59

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37769	TOWN0001	TOWNSHIP OF CENTRAL FRO	8/22/2013	1,808.00
37770	VANS0001	VAN'S MOBILE WASH	8/22/2013	542.40
37771	WATS0001	LINDA SILVER	8/22/2013	185.00
37772	YOUT0001	YOUTH DIVERSION PROGRAM	8/22/2013	37.45
37773	CHIC0002	CHICA EASTERN ONTARIO	8/22/2013	100.00
37774	4IMP0001	4IMPRINT INC.	9/6/2013	309.03
37775	AQUA0001	AQUA TERRA RESTAURANT	9/6/2013	568.32
37776	CANP0001	CANPAR TRANSPORT L.P.	9/6/2013	19.87
37777	CARL0001	CARLETON UNIFORMS INC.	9/6/2013	3,325.59
37778	CDWC0001	CDW CANADA	9/6/2013	39.02
37779	CHAR0003	PAUL CHARBONNEAU	9/6/2013	200.00
37780	CROW0001	CROWN COLLISION SERVICE	9/6/2013	497.20
37781	DIGI0001	DELTA PRINTING	9/6/2013	243.23
37782	DIGI0004	DIGITAL BOUNDARY GROUP	9/6/2013	3,361.75
37783	DISC0003	DISCOUNT AUTO GLASS	9/6/2013	662.29
37784	DOOR0001	DOOR DOCTOR	9/6/2013	705.00
37785	FORM0001	FORMAN FARMS	9/6/2013	167.31
37786	FULT0003	SAVILL ELIZABETH - IN TRUST	9/6/2013	173.42
37787	GLEN0001	GLENBURNIE GROCERY	9/6/2013	79.02
37788	GLYN0001	GLYNN, PETER	9/6/2013	87.52
37789	JJEX0002	J.J. EXPRESS	9/6/2013	42.88
37790	ONTA0015	ONTARIO ASSOCIATION OF D	9/6/2013	75.00
37791	PINC0001	PINCHIN ENVIRONMENTAL	9/6/2013	2,322.15
37792	REVE0001	REVELL FORD LINCOLN	9/6/2013	50.85
37793	ROSS0001	ROSS, DON	9/6/2013	50.88
37794	SHAR0002	SHARBOT LAKE PROPERTY O	9/6/2013	5,000.00
37795	SHER0001	SHERIFF OF THE COUNTY OF	9/6/2013	300.74
37796	SILK0001	SILKWOOD LAWN AND GARDE	9/6/2013	812.24
37797	SPAC0001	SPACE AGE SHELVING	9/6/2013	1,738.12
37798	STER0001	STERICYCLE INC.	9/6/2013	260.65
37799	THEC0006	CANADIAN LIVER FOUNDATIO	9/6/2013	427.53
37800	WMUR0001	MR. W. MURRAY COTTON	9/6/2013	1,949.25
37801	BATE0001	LINDA BATES	9/6/2013	1,153.17
37802	THEK0001	THE KINGSTON WHIG STAND/	9/6/2013	139.90
39347	TDFU0001	TD FUTURE BUILDER	7/9/2013	325.00
39768	TDFU0001	TD FUTURE BUILDER	7/18/2013	1,540.00
40719	TDFU0001	TD FUTURE BUILDER	8/1/2013	1,340.00
4420457	RECE0002	RECEIVER GENERAL	8/5/2013	45,417.41
4421158	RECE0002	RECEIVER GENERAL	8/5/2013	24,858.22
6249522	RECE0002	RECEIVER GENERAL	7/10/2013	112,312.25
6249851	RECE0002	RECEIVER GENERAL	7/10/2013	12,531.79
7605022	RECE0002	RECEIVER GENERAL	7/24/2013	105,272.35
7605398	RECE0002	RECEIVER GENERAL	7/24/2013	22,098.18
99	FULT0004	SAVILL, ELIZABETH - IN TRUS	7/23/2013	603.55
A5A3J5	BELL0001	BELL CANADA	8/7/2013	273.23
A5A3J6	STAR0001	SHAW DIRECT	8/2/2013	93.58
A5A3J7	BELL0002	BELL MOBILITY	7/29/2013	2,729.86

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A5A3W8	HYDR0001	HYDRO ONE	8/6/2013	116.49
A5A3W9	HYDR0001	HYDRO ONE	7/30/2013	224.11
A5A3X2	HYDR0001	HYDRO ONE	8/6/2013	144.98
A5A3X3	HYDR0001	HYDRO ONE	7/30/2013	6.10
A5A6Z9	PETR0001	PETRO CANADA	8/2/2013	13,839.76
A5A7A2	CULL0002	CULLIGAN WATER CONDITION	7/29/2013	85.75
A5A7A3	CULL0002	CULLIGAN WATER CONDITION	7/29/2013	48.25
A5A7A4	CULL0002	CULLIGAN WATER CONDITION	7/29/2013	42.00
A5A7A5	CULL0002	CULLIGAN WATER CONDITION	7/29/2013	69.25
A5A7A6	CULL0002	CULLIGAN WATER CONDITION	7/29/2013	14.75
A5A7A7	CULL0002	CULLIGAN WATER CONDITION	7/29/2013	34.25
AR1206	PARA0001	PARAMEDIC ASSOCIATION	7/18/2013	150.00
AR73	ROCH0001	ROCHON, SUE	7/9/2013	779.00
DRAFT63681897	CUNN0003	CUNNINGHAM, SWAN, CARTY	7/19/2013	20,472.95
EFT0002662	CITY0002	CITY OF KINGSTON	7/8/2013	152,357.62
EFT0002663	CUPE0001	CUPE LOCAL 109	7/8/2013	615.65
EFT0002664	NORT0006	NORTHERN FRONTENAC COM	7/8/2013	51,600.00
EFT0002665	OPSE0001	OPSEU LOCAL 462	7/8/2013	7,226.40
EFT0002666	PHYS0001	PHYSIO-CONTROL CANADA S	7/8/2013	68,804.42
EFT0002667	SECR0001	CUPE NATIONAL	7/8/2013	6,862.14
EFT0002671	4OFF0001	4 OFFICE AUTOMATION LIMITI	7/15/2013	15.82
EFT0002672	ACKL0001	ACKLANDS GRAINGER INC.	7/15/2013	284.02
EFT0002673	AIRR0001	AIR-RESP MEDICAL INC.	7/15/2013	114.84
EFT0002674	ALLI0002	ALLIED MEDICAL	7/15/2013	19,330.40
EFT0002675	ANDE0001	KYLE ANDREWS	7/15/2013	587.60
EFT0002676	BAGO0001	BAGOT MEDICAL CENTRE	7/15/2013	1,243.75
EFT0002677	BEEH0001	BEEHLER BROS. ELECTRICAL	7/15/2013	579.58
EFT0002678	CADU0001	CADUCEON ENVIRONMENTAL	7/15/2013	209.91
EFT0002679	CANA0008	CANADIAN TIRE	7/15/2013	503.90
EFT0002680	DALT0001	DALTCO ELECTRIC AND SUPP	7/15/2013	18.42
EFT0002681	ELEC0001	ELECTRICAL SAFETY AUTHOF	7/15/2013	2,197.85
EFT0002682	GENI0001	GENIVAR CONSULTANTS LIMI	7/15/2013	967.28
EFT0002683	GIRO0001	GIROUX, MARCEL	7/15/2013	67.20
EFT0002684	GRAN0003	OFFICE MAX GRAND & TOY LT	7/15/2013	1,295.91
EFT0002685	INTE0001	INTEGRATED COMMUNICATIC	7/15/2013	423.75
EFT0002686	K3CC0001	K3C COMMUNITY COUNSELLII	7/15/2013	620.00
EFT0002687	KAPS0001	KAPS KINGSTN AREA PATIEN	7/15/2013	105.00
EFT0002688	KENS0002	1557145 ONTARIO LTD.	7/15/2013	271.20
EFT0002689	KING0019	KINGSTON ACCESS BUS	7/15/2013	70.00
EFT0002690	LEON0003	LEONARD, PHIL	7/15/2013	31.20
EFT0002691	MALR0001	MALROZ	7/15/2013	3,051.00
EFT0002692	MDSL0001	LIFELABS LP	7/15/2013	1,167.50
EFT0002693	MEDA0001	CASTLE & COOPER INC.	7/15/2013	272.22
EFT0002694	NEIL0001	NEIL'S FLOWERS	7/15/2013	237.30
EFT0002695	PATR0001	PAT ROGERS TOWING SERVI	7/15/2013	203.40
EFT0002696	PHYS0001	PHYSIO-CONTROL CANADA S	7/15/2013	14,253.37
EFT0002697	QUAL0001	QUALITY LIFE SERVICES INC.	7/15/2013	4,107.97

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EFT0002698	RNAW0001	WIRELESS RNA TECHNOLOG\	7/15/2013	1,028.30
EFT0002699	SCOT0001	SCOTT INDUSTRIAL SERVICE\	7/15/2013	851.19
EFT0002700	SERV0001	SERVE PRO - KINGSTON	7/15/2013	1,869.02
EFT0002701	SPRO0001	SPROULE, BARBARA	7/15/2013	115.20
EFT0002702	SWIS0001	SWISH MAINTENANCE LTD	7/15/2013	576.96
EFT0002703	THOM0006	THOMPSON ELECTRIC	7/15/2013	416.07
EFT0002704	THYE0001	THYESSEN KRUPP ELEVATOR	7/15/2013	1,121.35
EFT0002705	TRIM0001	TRIM-LINE OF SOUTH EASTE	7/15/2013	226.00
EFT0002706	WEST0002	WESTBURNE/RUDDY ELECTR	7/15/2013	94.92
EFT0002707	WOLS0001	WOLSELEY MECHANICAL GR	7/15/2013	29.48
EFT0002708	FERN0001	FERNO	7/15/2013	8,809.98
EFT0002709	BOCC0001	LINDE CANADA	7/15/2013	1,662.86
EFT0002710	AGCF0001	AGC FLAT GLASS NORTH AME	7/22/2013	146.90
EFT0002711	ALEX0001	ALEX MCCOY PLUMBING AND	7/22/2013	1,882.50
EFT0002712	ANYT0001	ANYTHING ELECTRIC	7/22/2013	586.47
EFT0002713	BARD0002	BARDON SUPPLIES LTD	7/22/2013	434.02
EFT0002714	BEEH0001	BEEHLER BROS. ELECTRICAL	7/22/2013	358.56
EFT0002715	BENS0001	BENSON TRUCK & TRAILER	7/22/2013	17,326.61
EFT0002716	CANA0008	CANADIAN TIRE	7/22/2013	247.39
EFT0002717	CANA0037	WASTE MANAGEMENT	7/22/2013	2,110.51
EFT0002718	CHOQ0001	CHOQUETTE CKS	7/22/2013	172.33
EFT0002719	CUNN0001	CUNNINGHAM SWAN CARTY L	7/22/2013	7,977.92
EFT0002720	DIAM0002	DIAMOND MUNICIPAL SOLUTI	7/22/2013	20,930.84
EFT0002721	DIGI0002	DIGITAL OFFICE SYSTEMS	7/22/2013	369.69
EFT0002722	DIRE0003	DIRECT ENERGY BUSINESS S	7/22/2013	1,142.43
EFT0002723	ESFO0002	E.S.FOX LIMITED	7/22/2013	3,796.49
EFT0002724	GRAN0003	OFFICE MAX GRAND & TOY L	7/22/2013	225.57
EFT0002725	HOTE0001	HOTEL DIEU HOSPITAL	7/22/2013	790.00
EFT0002726	INTE0003	INTERDEV TECHNOLOGIES IN	7/22/2013	5,647.74
EFT0002727	KFLA0001	KFL&A HEALTH UNIT	7/22/2013	57,561.00
EFT0002728	KING0012	KINGSTON FRONTENAC PUBL	7/22/2013	61,233.00
EFT0002729	MANP0001	MANPOWER	7/22/2013	3,785.53
EFT0002730	MARI0001	MARILYN'S CLEANING SERVIC	7/22/2013	150.00
EFT0002731	MCKE0003	MCKEOWN & WOOD FUELS	7/22/2013	296.46
EFT0002732	MEDI0008	MED-I-PANT INC.	7/22/2013	773.23
EFT0002733	NORT0006	NORTHERN FRONTENAC COM	7/22/2013	29.00
EFT0002734	PRIN0001	PRINCESS AUTO	7/22/2013	84.72
EFT0002735	QUAL0001	QUALITY LIFE SERVICES INC.	7/22/2013	1,231.59
EFT0002736	RGHE0001	SERVICE IN MOTION KINGSTC	7/22/2013	232.16
EFT0002737	RNAW0001	WIRELESS RNA TECHNOLOG\	7/22/2013	133.34
EFT0002738	SUNL0001	SUN LIFE ASSURANCE COMP/	7/22/2013	52,845.92
EFT0002739	WECA0001	WE CARE HEALTH SERVICES	7/22/2013	880.00
EFT0002740	GEMM0001	GEMMILL, DAVE	8/1/2013	2,636.66
EFT0002741	DACO0001	KINGSTOWN INVESTMENTS II	8/1/2013	4,279.88
EFT0002742	HOTE0001	HOTEL DIEU HOSPITAL	8/1/2013	2,497.06
EFT0002743	QUIN0002	QUINTE CRANE RENTALS INC	8/1/2013	4,859.00
EFT0002744	4OFF0001	4 OFFICE AUTOMATION LIMITI	8/2/2013	1,748.94

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Cheque/Transaction/ Confirmation Number	Vendor ID	Vendor Name	Cheque Date	Amount
EFT0002745	ACKL0001	ACKLANDS GRAINGER INC.	8/2/2013	320.84
EFT0002746	AIRL0001	AIR LIQUIDE CANADA INC.	8/2/2013	24.41
EFT0002747	ALEX0001	ALEX MCCOY PLUMBING AND	8/2/2013	980.28
EFT0002748	ALLI0002	ALLIED MEDICAL	8/2/2013	4,694.62
EFT0002749	ANDE0001	KYLE ANDREWS	8/2/2013	587.60
EFT0002750	ARJO0001	ARJO HUNTLEIGH CANADA	8/2/2013	3,127.60
EFT0002751	BATE0001	LINDA BATES	8/2/2013	1,130.56
EFT0002752	BEEH0001	BEEHLER BROS. ELECTRICAL	8/2/2013	332.22
EFT0002753	BENS0001	BENSON TRUCK & TRAILER	8/2/2013	2,272.35
EFT0002754	BENS0002	BENSON COMMERCIAL TIRE	8/2/2013	453.65
EFT0002755	BLUE0001	BLUE CROSS	8/2/2013	71,376.69
EFT0002756	BOCC0001	LINDE CANADA	8/2/2013	3,476.57
EFT0002757	BUBB0001	BUBBLES CLEANING SERVICE	8/2/2013	751.45
EFT0002758	CADU0001	CADUCEON ENVIRONMENTAL	8/2/2013	331.23
EFT0002759	CALL0001	CALLIGARIS SATELLITE ELEC	8/2/2013	762.69
EFT0002760	CAMP0001	CAMPANA SYSTEMS INC.	8/2/2013	2,983.20
EFT0002761	CANA0008	CANADIAN TIRE	8/2/2013	650.91
EFT0002762	CANA0016	CANADIAN BEARINGS LTD	8/2/2013	44.44
EFT0002763	CANA0037	WASTE MANAGEMENT	8/2/2013	521.79
EFT0002764	CANA0041	CANADIAN LINEN AND UNIFO	8/2/2013	680.70
EFT0002765	CHOQ0001	CHOQUETTE CKS	8/2/2013	291.53
EFT0002766	CHRI0002	CHRISTIE WALTHER	8/2/2013	68.93
EFT0002767	COLL0001	COLLINS	8/2/2013	375.15
EFT0002768	CRES0001	CRESTLINE COACH LTD.	8/2/2013	2,308.18
EFT0002769	CUPE0001	CUPE LOCAL 109	8/2/2013	666.63
EFT0002770	DALT0001	DALTCO ELECTRIC AND SUPP	8/2/2013	1,550.24
EFT0002771	DIGI0002	DIGITAL OFFICE SYSTEMS	8/2/2013	28.82
EFT0002772	DIGI0003	DIGITAL OFFICE	8/2/2013	185.08
EFT0002773	ECOL0001	ECOLAB	8/2/2013	1,108.06
EFT0002774	ESFO0002	E.S.FOX LIMITED	8/2/2013	2,257.37
EFT0002775	FAMI0001	K3C COMMUNITY COUNSELLII	8/2/2013	2,633.50
EFT0002776	FRIE0001	FRIENDS OF ARDEN C/O TERF	8/2/2013	2,224.88
EFT0002777	FUTU0001	CARDINAL HEALTH CANADA II	8/2/2013	5,431.09
EFT0002778	GENI0001	GENIVAR CONSULTANTS LIM	8/2/2013	1,135.65
EFT0002779	GRAN0003	OFFICE MAX GRAND & TOY L1	8/2/2013	873.54
EFT0002780	GRAP0001	PRINTFUSION INC.	8/2/2013	2,751.66
EFT0002781	HAMI0001	HAMILTON SMITH LTD	8/2/2013	10,469.45
EFT0002782	HEAL0003	HEALTH SUPPORTS & FITTING	8/2/2013	138.00
EFT0002783	HICK0001	HICKS MORLEY HAMILTON ST	8/2/2013	716.23
EFT0002784	HIPS0001	HIPSAVER CANADA	8/2/2013	145.71
EFT0002785	HOLL0002	HOLLINGSWORTH SUPPLY SE	8/2/2013	3,888.19
EFT0002786	HOTE0002	HOME CARDIOGRAPIC INC	8/2/2013	30.00
EFT0002787	ICIP0001	PPG ARCHITECTURAL COATIN	8/2/2013	114.24
EFT0002788	ICOM0001	ICOMPASSS TECHNOLOGIES	8/2/2013	10,311.25
EFT0002789	INTE0001	INTEGRATED COMMUNICATIO	8/2/2013	169.50
EFT0002790	K3CC0001	K3C COMMUNITY COUNSELLII	8/2/2013	620.00
EFT0002791	KING0009	KINGSTON REGIONAL HOSPIT	8/2/2013	987.55

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EFT0002792	LEVA0003	LEVAC PROPANE INC.	8/2/2013	96.23
EFT0002793	MALL0002	MALLORY'S FIRE SYSTEMS LT	8/2/2013	1,574.09
EFT0002794	MANP0001	MANPOWER	8/2/2013	1,899.07
EFT0002795	MARI0001	MARILYN'S CLEANING SERVIC	8/2/2013	150.00
EFT0002796	MDSL0001	LIFELABS LP	8/2/2013	820.00
EFT0002797	MEDI0001	MEDICAL MART	8/2/2013	1,644.17
EFT0002798	MEDI0006	MEDIGAS - DIV OF PRAXAIR C	8/2/2013	75.01
EFT0002799	MEDI0008	MED-I-PANT INC.	8/2/2013	271.88
EFT0002800	MICR0001	MICROAGE KINGSTON	8/2/2013	325.16
EFT0002802	OPSE0001	OPSEU LOCAL 462	8/2/2013	7,802.45
EFT0002803	PATR0001	PAT ROGERS TOWING SERVI	8/2/2013	271.20
EFT0002804	QUAL0001	QUALITY LIFE SERVICES INC.	8/2/2013	1,027.05
EFT0002805	RENT0001	RENTOKIL PEST CONTROL CA	8/2/2013	318.66
EFT0002806	RIGN0001	RIGNEY BUILDING SUPPLIES I	8/2/2013	489.69
EFT0002807	RNAW0001	WIRELESS RNA TECHNOLOG	8/2/2013	2,566.23
EFT0002808	SECR0001	CUPE NATIONAL	8/2/2013	7,471.93
EFT0002809	SHOP0002	SHOPPERS DRUG MART	8/2/2013	3,289.81
EFT0002810	SILV0003	SILVERT'S STORE	8/2/2013	190.88
EFT0002811	SWIS0001	SWISH MAINTENANCE LTD	8/2/2013	1,056.74
EFT0002812	TAYL0001	TAYLOR CHEVROLET CADILL	8/2/2013	563.35
EFT0002813	THEK0001	THE KINGSTON WHIG STAND	8/2/2013	1,551.93
EFT0002814	THYE0001	THYESSEN KRUPP ELEVATOF	8/2/2013	4,230.72
EFT0002815	TOWN0004	TOWNSHIP OF SOUTH FRONT	8/2/2013	225.51
EFT0002816	VERS0001	VERSUS BUSINESS FORMS AI	8/2/2013	22.60
EFT0002817	WECA0001	WE CARE HEALTH SERVICES	8/2/2013	1,710.00
EFT0002818	WIVI0001	W.I. VILLAGER LTD.	8/2/2013	343.47
EFT0002819	WORD0001	REBECCA WORDEN	8/2/2013	360.00
EFT0002820	WRBR0001	W.R. BRIGHTMAN & SON LTD	8/2/2013	678.00
EFT0002821	XPLO0001	XPLOLNET COMMUNICATION	8/2/2013	84.73
EFT0002822	FERN0001	FERNO	8/2/2013	17,270.97
EFT0002823	KING0005	KINGSTON GENERAL HOSPIT	8/2/2013	30,009.99
EFT0002824	CITY0002	CITY OF KINGSTON	8/12/2013	152,357.62
EFT0002825	MUNI0002	MUNICIPAL PROPERTY ASSES	8/12/2013	186,270.26
EFT0002826	AIGC0001	AIG INSURANCE COMPANY OI	8/30/2013	894.50
EFT0002827	ALEX0001	ALEX MCCOY PLUMBING AND	8/30/2013	2,550.41
EFT0002828	ANDE0001	KYLE ANDREWS	8/30/2013	587.60
EFT0002829	ARJO0001	ARJO HUNTLEIGH CANADA	8/30/2013	1,920.22
EFT0002830	BAYR0001	BAYRIDGE PRINTER PRO	8/30/2013	197.75
EFT0002831	BEEH0001	BEEHLER BROS. ELECTRICAL	8/30/2013	1,168.44
EFT0002832	BENS0002	BENSON COMMERCIAL TIRE	8/30/2013	32.77
EFT0002833	CANA0016	CANADIAN BEARINGS LTD	8/30/2013	69.40
EFT0002834	CANA0034	CANADIAN SMALL ENGINES	8/30/2013	56.45
EFT0002835	CANA0037	WASTE MANAGEMENT	8/30/2013	2,335.99
EFT0002836	CHOQ0001	CHOQUETTE CKS	8/30/2013	577.75
EFT0002837	CONS0002	CONSTRUCT IT LTD.	8/30/2013	1,959.89
EFT0002838	DALT0001	DALTCO ELECTRIC AND SUPP	8/30/2013	1,550.25
EFT0002839	DIGI0002	DIGITAL OFFICE SYSTEMS	8/30/2013	220.45

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EFT0002840	DIGI0003	DIGITAL OFFICE	8/30/2013	122.10
EFT0002841	ECOL0001	ECOLAB	8/30/2013	550.23
EFT0002842	ESFO0002	E.S.FOX LIMITED	8/30/2013	13,541.64
EFT0002843	ESOL0001	E SOLUTIONS GROUP	8/30/2013	2,203.50
EFT0002844	FERN0001	FERNO	8/30/2013	4,474.80
EFT0002845	FOUR0001	FOUR POINTS BY SHERATON	8/30/2013	5,029.85
EFT0002846	GILM0001	GILMORE REPRODUCTIONS	8/30/2013	1,490.47
EFT0002847	GRAN0003	OFFICE MAX GRAND & TOY LT	8/30/2013	613.74
EFT0002848	HAMI0001	HAMILTON SMITH LTD	8/30/2013	598.66
EFT0002849	HEAL0003	HEALTH SUPPORTS & FITTING	8/30/2013	99.00
EFT0002850	HOTE0001	HOTEL DIEU HOSPITAL	8/30/2013	510.00
EFT0002851	K3CC0001	K3C COMMUNITY COUNSELLING	8/30/2013	930.00
EFT0002852	KING0019	KINGSTON ACCESS BUS	8/30/2013	27.50
EFT0002853	KING0047	KINGSTON INJURY MANAGEMENT	8/30/2013	2,354.00
EFT0002854	MALR0001	MALROZ	8/30/2013	7,119.00
EFT0002855	MANP0001	MANPOWER	8/30/2013	3,395.62
EFT0002856	MDSL0001	LIFELABS LP	8/30/2013	1,032.50
EFT0002857	MEDI0006	MEDIGAS - DIV OF PRAXAIR CORP	8/30/2013	146.76
EFT0002858	MEDI0008	MED-I-PANT INC.	8/30/2013	370.41
EFT0002859	MICR0001	MICROAGE KINGSTON	8/30/2013	3,935.23
EFT0002860	MODE0001	MODERN TAXI CAB LTD	8/30/2013	23.35
EFT0002861	MOTI0001	MOTION SPECIALTIES	8/30/2013	18,756.28
EFT0002862	NORM0001	DON NORMAN	8/30/2013	175.00
EFT0002863	RGHE0001	SERVICE IN MOTION KINGSTON	8/30/2013	431.59
EFT0002864	SHOP0002	SHOPPERS DRUG MART	8/30/2013	3,420.87
EFT0002865	SUNL0001	SUN LIFE ASSURANCE COMPANY	8/30/2013	53,334.59
EFT0002866	THEK0001	THE KINGSTON WHIG STAND	8/30/2013	69.95
EFT0002867	TOWN0004	TOWNSHIP OF SOUTH FRONT	8/30/2013	2,105.00
EFT0002868	TRIM0001	TRIM-LINE OF SOUTH EASTERN	8/30/2013	28.25
EFT0002869	WEST0002	WESTBURNE/RUDDY ELECTRIC	8/30/2013	862.76
EFT0002870	WORD0001	REBECCA WORDEN	8/30/2013	180.00
EFT0002871	WRBR0001	W.R. BRIGHTMAN & SON LTD	8/30/2013	84.75
EFT0002872	XPLO0001	XPLORNET COMMUNICATIONS	8/30/2013	84.73
EFT0002873	AGCF0001	AGC FLAT GLASS NORTH AMERICA	8/30/2013	745.80
EFT0002874	HOTE0002	HOME CARDIOGRAPHIC INC	8/30/2013	90.00
EFT0002875	DACO0001	KINGSTOWN INVESTMENTS INC	8/30/2013	4,279.88
EFT0002876	GEMM0001	GEMMILL, DAVE	8/30/2013	2,636.66
EFT0002877	HOTE0001	HOTEL DIEU HOSPITAL	8/30/2013	2,497.06
EFT0002878	QUIN0002	QUINTE CRANE RENTALS INC	8/30/2013	4,859.00
EIPP07082013	IMPE0001	IMPERIAL OIL	7/8/2013	7,903.39
EIPP08062013	IMPE0001	IMPERIAL OIL	8/6/2013	8,408.13
H2X7R2	MINI0024	MINISTRY OF THE ATTORNEY	7/31/2013	202.50
H2X7R3	MINI0024	MINISTRY OF THE ATTORNEY	7/31/2013	505.50
H2X7R4	MINI0024	MINISTRY OF THE ATTORNEY	7/31/2013	374.50
J7J9Y8	BELL0001	BELL CANADA	7/8/2013	276.89
L8L5R9	UTIL0001	UTILITIES KINGSTON	7/8/2013	614.50
L8L5U2	BELL0001	BELL CANADA	7/15/2013	122.74

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L8L5Z6	HYDR0001	HYDRO ONE	7/9/2013	9.56
PAP07082013	UNIO0001	UNION GAS	7/8/2013	1,912.45
PAP08062013	UNIO0001	UNION GAS	8/6/2013	1,165.11
Q3K9W2	HYDR0001	HYDRO ONE	7/9/2013	494.16
Q3K9W3	HYDR0001	HYDRO ONE	7/9/2013	384.01
W5J7Q8	MINI0024	MINISTRY OF THE ATTORNEY	7/16/2013	202.50
W5J7Q9	MINI0024	MINISTRY OF THE ATTORNEY	7/16/2013	505.50
W5J7R2	MINI0024	MINISTRY OF THE ATTORNEY	7/16/2013	374.50
WG490	TDVI0002	TD VISA (6040) MARIAN VABRI	7/26/2013	1,125.68
WG530	TDVI0024	TD VISA (3154) DAVID MILLARI	7/23/2013	734.64
WG532	TDVI0020	TD VISA (3220) ANGELIQUE T/	7/23/2013	27.65
WG541	TDVI0009	TD VISA (6057) JULIE SHILLINC	7/23/2013	125.97
WQ095	TDVI0012	TD VISA (6032) ELIZABETH SA'	7/23/2013	368.33
X5Z7W9	UTIL0001	UTILITIES KINGSTON	7/24/2013	148.90
X5Z7X2	UTIL0001	UTILITIES KINGSTON	7/24/2013	191.81
X5Z7X3	UTIL0001	UTILITIES KINGSTON	7/24/2013	129.27
X5Z7X4	UNIO0001	UNION GAS	7/24/2013	35.31
X5Z7X5	HYDR0002	HYDRO ONE	7/19/2013	16,076.83
X5Z7X6	HYDR0002	HYDRO ONE	7/19/2013	131.22
X5Z7X7	BELL0001	BELL CANADA	7/22/2013	817.50
X5Z7X8	BELL0001	BELL CANADA	7/22/2013	428.47
X5Z7X9	BELL0001	BELL CANADA	7/19/2013	180.32
X5Z7Y2	BELL0001	BELL CANADA	7/23/2013	203.33
X5Z7Y3	UNIO0002	RELIANCE HOME COMFORT	7/19/2013	20.23
X5Z7Y4	STAR0001	SHAW DIRECT	7/19/2013	280.93
X5Z7Y5	KING0008	KINGSTON ONLINE SERVICES	7/19/2013	98.25
X5Z7Y6	RONA0001	RONA HOME & GARDEN	7/23/2013	204.02
X5Z7Y7	WTCC0001	WTC COMMUNICATIONS	7/22/2013	295.26
X5Z7Y8	WTCC0001	WTC COMMUNICATIONS	7/22/2013	847.44
X5Z7Z8	HYDR0002	HYDRO ONE	7/22/2013	19,329.38
Y6K2R2	INFO0001	INFOSAT TELECOMMUNICATI	7/23/2013	142.12
Y6K2R3	UNIO0001	UNION GAS	7/23/2013	41.05
Y6K2R4	TELU0001	TELUS MOBILITY	7/23/2013	109.50
Y6K2R5	CULL0002	CULLIGAN WATER CONDITION	7/23/2013	1,569.01
Y6K2R6	NORT0004	NORTH FRONTENAC TELEPH	7/23/2013	315.78
Y9H4J5	UNIO0001	UNION GAS	8/1/2013	24.95
Y9H4J6	BELL0001	BELL CANADA	8/1/2013	237.22
Y9H4J7	BELL0001	BELL CANADA	7/26/2013	399.71
Y9H4J8	BELL0001	BELL CANADA	7/26/2013	184.87
Y9H4J9	BELL0001	BELL CANADA	7/26/2013	199.30
Y9H4K2	BELL0001	BELL CANADA	7/24/2013	11.36
Y9H4K3	BELL0001	BELL CANADA	8/1/2013	91.80
Y9H4K4	CULL0002	CULLIGAN WATER CONDITION	7/24/2013	784.49
Y9H4Q4	HYDR0001	HYDRO ONE	7/26/2013	577.06
Y9H4Q5	HYDR0001	HYDRO ONE	7/26/2013	158.93
Y9H4Q6	CULL0002	CULLIGAN WATER CONDITION	7/24/2013	864.45
Z7K7Y2	WORK0002	WORKPLACE SAFETY AND IN	7/26/2013	61,239.56

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<u>Cheque/Transaction/ Confirmation Number</u>	<u>Vendor ID</u>	<u>Vendor Name</u>	<u>Cheque Date</u>	<u>Amount</u>
Total Transactions:	423	Total Amount of Transactions:	2,482,494.35	
Void Transactions: Cheque 98, EFT0002801, EFT0002668 - EFT0002670				



POSTED CHEQUE LISTING

COUNTY OF FRONTENAC

(Great Plains)

FOR THE PERIOD OF: July 6, 2013 - September 9, 2013 (inclusive)

CHEQUE TOTAL:

2,482,494.35

TOTAL:

\$2,482,494.35

POSTED CHEQUE LISTINGPAYROLL

FOR THE PERIOD OF: July 6, 2013 - September 9, 2013 (inclusive)

PAYROLL DATE

PP#14	June 24, 2013 - July 7, 2013	Canadian Payroll	\$	177,710.76
PP#15	July 1, 2013 - July 14, 2013	Canadian Payroll	\$	300,097.07
SP	Specia Pay 7/25/2013	Canadian Payroll	\$	3,503.40
PP#15	July 8, 2013 - July 21, 2013	Canadian Payroll	\$	184,234.84
PP#16	July 15, 2013 - July 28, 2013	Canadian Payroll	\$	293,919.05
PP#16	July 22, 2013 - August 4, 2013	Canadian Payroll	\$	177,903.32
PP#17	July 29, 2013 - August 11, 2013	Canadian Payroll	\$	314,821.11
PP#17	August 5, 2013 - August 18, 2013	Canadian Payroll	\$	183,227.13
PP#18	August 12, 2013 - August 25, 2013	Canadian Payroll	\$	314,032.42
SP	Special Pay August 30, 2013	Canadian Payroll	\$	1,620.45
SP	Special Pay September 3, 2013	Canadian Payroll	\$	370.28
PP#18	August 19, 2013 - September 1, 2013	Canadian Payroll	\$	172,865.80

<u>PAYROLL TOTAL:</u>		\$	2,124,305.63

<u>TOTAL:</u>		\$	<u>2,124,305.63</u>

FCM 2013 Conference Report from Councillors Doyle and Jones

At the outset of the meeting FCM officials along with BC Premier Christie Clarke and Vancouver Mayor Greg Robertson spoke very passionately regarding the importance of Municipalities in making Canada strong and to successfully grow our economy. One strong message without strong local communities, and municipalities we have nothing. The point was made that all levels of government must work together to build the size of the overall economic pie so that we all have more to share, as opposed to each municipality going after what others have.

There was discussion about FCM continually works with the Federal Government to improve the relationship, and express concerns of Municipalities, and they work hard to get financial support on various fronts. They admitted that the relationship has been broken for some time, but is now improving. They pointed to the fact that the FGT is now on solid footing and legislation has been passed to keep the gas tax flowing.

There was a session on "Advocacy" pointing out that all Councillors, and municipalities must lobby their MP's at every chance to get more money flowing from the fed's to maintain infrastructure. It was stated that municipalities are responsible for 60% of the infrastructure in Canada, but collectively we only get 8% of all tax money raised in Canada. FCM's spent considerable time negotiating with many Federal politicians and departments to increase financial support. One recent success was Finance Minister Jim Flaherty announce "The Build Canada Plan" while all the details and money are not available yet, stay tuned. One issue mentioned was that 40 to 50 years ago the Federal Government used to spend about 5% of GDP on infrastructure, while by 10 to 15 years ago it had dropped to 2%, but with renewed pressure by FCM and municipalities, interest it is growing, and spending is now back up to nearly 4%. Even with this improvement it was mentioned that an immediate \$123 Billion expenditure would be needed to bring infrastructure up to a minimal level of repair. The need for better Asset Management was mentioned, which with recent direction from Infrastructure Ontario direction we are getting a handle on this, but most of Canada is not. At the conclusion of this session it was stated that what is sadly lacking is a special infrastructure plan for smaller municipalities that have little industrial and commercial tax base.

Federal Heritage Minister, James Moore brought a message from Prime Minister Harper and discussed that they are focussing on the economy etc. This was basically a commercial for the government of the day repeating what everyone has read in the press. He did make the point that all levels of Government must spend Taxpayers money wisely and effectively, and that all levels of government support the same people, that is at the end of the day all taxpayers are local.

Rick Hansen gave a motivational talk with the main message that we must all focus on what we CAN DO, and do not get hung up on what you CAN'T DO! Some days when things are not going well, you have to make up your mind that you are just have to keep going, and do not give up. If you give up then you will fail for sure!

There was a good session put on by Xerox on creating efficient cities through Continual Process Improvement. Tools such as Six Sigma were mentioned as useful to analyse your current state and identify areas that you could gain efficiency and save costs. Typically this would be done after you completed a high level review and identify specific areas to flow chart and use specific tools to get inside the detail to determine where changes should be made to get the best bang for your dollar, eliminating steps in the process and programs that are of little value to your customers (Taxpayers). They presented a recent review completed at Chatham Ontario Police department where they determined that between 2 to 4 hours was being spent by each police officer every day on paperwork, the Six Sigma review found 104 steps had to be performed to bring the average charge before the Crown. By the end of the review they removed 10% of the workload and increased productivity by 20%. This ended up by effectively added 10 police officers across the police force without hiring any new staff.

Federal Minister of Transport and Infrastructure, Denis Lebel, who is a past Mayor of Laval Quebec, made a commitment to continue to work closely with FCM and municipalities. He pointed to recent decision for the Feds to spend \$50 Billion over the next 10 years as being the biggest long term infrastructure funding ever provided. Of course the issue is \$123 Billion is needed immediately and this only flows at the rate of \$5 Billion per year (about 4% of what is needed immediately, with the programs not yet in place for municipalities to get our hands on the money! He repeated one of the main themes of the conference and that is all levels of government must work closer together to support the common customer, "the Taxpayer"!

FCM committee Vice-chair, Roger Anderson, lead a session on work being done on alternative financing, and mentioned things like Private-Public-Partnerships (P3). He did say now the FGT is stable and will provide \$10.4 Billion over the next 10 years and starting in 2015 it will be indexed at the rate of 2% increase per year.

We heard from leader of the Opposition Tom Mulclair, who had the Infrastructure deficit up to \$200 Billion dollars and stated that while the government is bragging that they have increased funding to the Municipalities, that when you look across all changes they have actually reduced funding by \$5.2 Billion? That is while Infrastructure money may have gone up, other programs have been reduce or cut compleely.

A session lead by Doug Reycroft who is Chair of the FCM Policy Committee reviewed committee work focussed on long term infrastructure planning and development of a report card to measure how municipalities are doing. It was stated that while over the years funding has been unpredictable, with recent announcements and the work FCM have been doing it is now much better. They are also focussing on Telecommunications and broadband expansion, which is very important for rural Canada. Again they emphasised that all municipalities need to continually lobby the feds directly.

There was a debate session on how to engage the public in various municipal matters. The conclusion was that we are doing poorly on this and need more focus in all municipalities.

Leader of the Green Party, Elizabeth May made a very lively presentation. She had the current infrastructure deficit at \$150 Billion, and made the point that by the Fed's only providing \$5 billion per year it simply is not enough, and that much more is needed to get on top of this major issue. She made the point that the Federal government inappropriately treat FCM as just another lobby, or special interest, group and that they must change their attitude and treat them like a true partner. She discussed that while the infrastructure deficit gets a lot of press that even a bigger issue is the Ecology deficit which is being ignored!

Leader of the Liberal Party, Justin Trudeau, addressed the conference with their party commercial. He said some kind words about the value and dedication of all Municipal Councillors. With some of the things going on with in appropriate behaviour of a small number of politicians at all levels, it makes us all look bad - that is one rotten apple can spoil the entire barrel, and ruin the image of the rest of us, and bring on undeserving condemnation to all politicians, which keeps otherwise willing people from running for public office.! He followed a theme that we all support the same Taxpayer and must work closely together to move things forward and change the current governments way of approaching every issue, and that is they must always win.

Minister Fast, of International Trade, spoke about the importance of the Canada – EU Trade Agreement being worked on, and said that they are predicting 100,000 new jobs in Canada if this can be finalized. As was the message from all Federal Government speakers we heard again the need for FCM and municipalities to work closer together in the future. He wants to hear our concerns with the trade agreement, and said that his government is committed to taking advantage of all International trade opportunities.

There was an interesting President's form with notable participants like Angus Reid from the polling company with his name. They spoke of a lot of interesting facts, such as in Canada the satisfaction with local municipal government is at about 70%, while in the USA it is only 60%. But when it comes to Provincial and Federal government satisfaction across Canada it is 50 and 40 percent

respectively. One concerning number for municipality's shows that a whopping 16% on average think we are wasting taxpayers money and indicated that they are very angry. Angus Reid himself, when talking about taxpayer dissatisfaction, commented that he felt that Regional and County governments are basically dysfunctional and un-democratic and are generally held in low esteem by taxpayers. At this retired Federal Minister, Chuck Stroll, joined in to say that he is pleased to see the progress and improvement in the working relation between the Feds, FCM and municipalities since he left politics. Brock Carleton, the president of FCM joined in on the panel and discussion regarding the stress that various downloading has caused the Municipal governments. There was much discussion that Municipalities had to be extremely careful on adding any new programs and expenses that are not absolutely needed, as once you take them on it is extremely difficult to get rid of these unnecessary, and unjustified programs. Chuck Stroll left the audience with a bit of advice learned from his many years in politics and that is "you have to work very hard every day as nothing gets down by accident, and you just have to do a better job of engaging the public to get their support.

There was a very interesting session titled "Strengthening Local Partnerships", with Academics, Municipal Politicians, and Union Leaders. There was discussion on you need to look at PS's, outsourcing, the environmental impact on what you do and etc.. On the P3's there was general agreement that since these are long term contracts, municipalities need to be very careful on understanding the long term cost, as some have caused a lot of stress when things go wrong with the private partner, and you can't get out of it for another 30 to 40 years, unless you pay outrageous cancellation fees. A survey done in the US showed that 52% cent of respondents stated there was no cost savings after the P3 was put in place, and that customer satisfaction generally went down! Given a lot of these are 50 year contracts municipalities that got into P3's got very frustrated when satisfaction went down, and contracts did not address how to rectify these, and other issues, as no penalties were in the contract. There was discussion that rather than P3's there are many municipalities now partnering with their neighbouring municipalities rather than getting involved in a P3. It was also discussed that if you want to deal with a private sector company, short term contract (like one year) is the best and then if it is not working out get a new firm in. Paul Moise, CUPE national President made the point that the unions and Politicians need to work close together to keep union peace and bragged about not having any strikes in his union for many years now as they sit down across the table and work out their differences. Paul made the valid point that be very careful when contracting out, or going to the P3 model, as you are still responsible and the public is still going to call the Mayor or Councillor, and if not fixed you will answer for it on Election Day. The frustration is if it is not being handled by municipal employees it is often difficult to correct quickly as no contract is good enough to turn something around over night when things go wrong!

All and all a very good conference and FCM is a great organization. Dorothy Hector did get re-elected as an FCM Director. There was a suggestion that Councillors should get involved in various FCM committees, but the municipality they are from is generally expected to cover costs, thus we should have this discussion at the County Council table.

Sessions attended by Councillor Jones, Doyle attended those reviewed above:-

Trade Show

President's Forum

Study Tour – First Nations Relations (Musqueam First Nations)

Keynote speech - Rick Hansen

Workshop – Innovative Infrastructure 101

Keynote speech - Denis Lebel

Study Tour – On the Path to a Sustainable Future-Rediscover Concrete

Forum – Infrastructure & Transportation

Plenary – President's Forum II

Keynote speech – Justin Trudeau

Election of Board of Directors – Ontario

Election of Regional Chairs - Ontario

BY-LAW NO. 2013-0031

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

A By-law to authorize the Corporation of the County of Frontenac to distribute the Federal Gas Tax amongst its four lower-tiered municipalities;

WHEREAS Ontario municipalities recognize that all governments must work together collaboratively and in harmony to ensure that investments in communities are strategic, purposeful and forward-looking;

AND WHEREAS the Corporation of the County of Frontenac (the Recipient) adopted By-law 2010-0015 which authorized the Warden and Clerk to execute an agreement with AMO regarding the Federal Gas Tax since the execution of that agreement is mandatory if the County of Frontenac wanted to participate in the transfer of federal gas tax revenue;

AND WHEREAS Section 6.2 of the Agreement permits the Recipient to allocate funds to another Eligible Recipient;

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the County of Frontenac hereby orders and enacts:

1. **THAT** the Treasurer be authorized to distribute the Federal Gas Tax to the four lower-tiered municipalities as per the attached Schedule for the year 2013;
2. **THAT** this By-law shall come into force and have effect upon the final passing thereof.

Read a First and Second Time this 18th day of September, 2013.

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of September, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk

By-Law No. 2013-0031 – To distribute the Federal Gas Tax to lower tiers
September 18, 2013

**COUNTY OF FRONTENAC DISTRIBUTION OF FEDERAL GAS TAX
FOR 2013**

Municipality	Weighted Assessment %		Federal Gas Tax Distribution	
	2012	2013	2012	2013
Township of Frontenac Islands	9.95%	9.89%	\$62,211.89	\$80,914
Township of South Frontenac	57.14%	57.56%	\$357,098.56	\$470,671
Township of Central Frontenac	16.92%	16.59%	\$105,764.25	\$135,667
Township of North Frontenac	15.99%	15.96%	\$99,925.30	\$130,481
Total Federal Gas Tax Distribution from the County			\$625,000	\$817,734

By-Law No. 2013-0031 – To distribute the Federal Gas Tax to lower tiers
September 18, 2013

BY-LAW NO. 2013-0032

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

By-law to amend By-law 2012-0029 being a By-law to establish a fees and fares schedule for the Frontenac-Howe Islander Ferry operation for the year 2013

WHEREAS Section 391 of the *Municipal Act, 2001, S.O. 2001, c.25, as amended* authorizes a municipality to impose fees or charges on persons:

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- (c) for the use of its property including property under its control.

AND WHEREAS the Corporation of the County of Frontenac operates a ferry to and from Howe Island known as the Frontenac-Howe Islander Ferry;

AND WHEREAS the Council of the Corporation of the County of Frontenac adopted By-law No. 2012-0029 on the 21st day of November, 2012, to establish a fees and fares schedule for the Frontenac-Howe Islander Ferry operation for the year 2013;

NOW THEREFORE the Council of the Corporation of the County of Frontenac deems it expedient to amend By-law No 2012-0029 as follows:

1. THAT Section 5 The following fees shall apply for the year 2013: be amended to include;
Township of Frontenac Islands' vehicles and vehicles which, \$0.00
through previous notification, the Township of Frontenac Islands
identifies as undertaking Township business.
2. That this 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 September, 2013.

Read a Third Time, Signed, Sealed and Finally Passed this 18th day of September, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk

By-law No. 2013-0032 – To Amend By-law No. 2012-0029 (to establish a fees and fares schedule for the Frontenac-Howe Islander Ferry operation for the year 2013)
September 18, 2013

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BY-LAW NO. 2013-0033

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

Being a by-law to amend By-law No. 2013-0017 (being a by-law to adopt the estimates for the sums required during the year 2013 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac)

WHEREAS on May 2, 2013, the Council of the County of Frontenac adopted By-law No. 2013-0017, being a by-law to adopt the estimates for the sums required during the year 2013 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac;

AND WHEREAS at the regular meeting of County Council held on September 18, 2013, Council adopted Resolutions No. ____-13 and as follows resulting in an amendment to the 2013 County Budget:

THAT County Council receive this Financial Services – Robertsville Land Ambulance Station Project Award of Contract report;

AND FURTHER THAT County Council authorize, subject to the satisfaction of the CAO with the final negotiation of the contract, the execution of an agreement with Argue Construction to build the Ambulance Station in Robertsville.

AND FINALLY THAT County Council pass a bylaw later in the meeting to amend the 2013 budget to increase the capital budget by \$221,000 for the North Frontenac Land Ambulance Station and transfer \$221,000 from the County Land Ambulance reserve to cover the increase.

AND WHEREAS at the regular meeting of County Council held on September 18, 2013, Council adopted Resolutions No. ____-13 and as follows resulting in an amendment to the 2013 County Budget:

WHEREAS the County of Frontenac is involved in a Service Delivery and Organization Review and considering developing a Strategic Plan, AMO has announced a Symposium geared to County level governments that will assist in these efforts. Some items of interest to be discussed are:

- *Encourage open discussion on common issues;*
- *Practical ideas and techniques for short and long term strategic planning;*
- *Examine successes and lessons learned from within Ontario and from around the world;*

- *Promote cross collaboration between municipalities, agencies, associations and the community.*

BE IT RESOLVED THAT the Council of the County of Frontenac approve registering, and covering expenses of at least two County Councillors and the Chair of the Service Delivery and Organization Review Committee for the 2013 AMO Counties, Regions, Single Tier (CRST) Symposium to be held October 24th and 25th 2013 in Oshawa Ontario.

AND FINALLY THAT 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 \$2,500 for the 2013 AMO Counties, Regions, Single Tier (CRST) Symposium and transfer \$2,500 from the FRC Working Fund Reserve to cover this cost.

NOW THEREFORE, the Council of The Corporation of the County of Frontenac deems it expedient to enact the following amendment to the 2013 County of Frontenac budget as follows:

1. **THAT** a transfer from reserves be included in the 2013 budget as follows:

Expenditures:

1. Increase in budget of the North Frontenac Land Ambulance Station \$221,000
2. Increase in the operating budget for the 2013 AMO Counties, Regions, Single Tier (CRST) Symposium \$2,500

Revenue:

1. Transfer from the County Land Ambulance Reserve \$221,000
2. Transfer from the FRC Working Fund Reserve \$2,500

2. **THAT** this By-law shall come into force and take effect as of the date of final passing thereof.

Read a First and Second Time this 18th day of September, 2013.

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of September, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk

BY-LAW NO. 2013-0034**OF****THE CORPORATION OF THE COUNTY OF FRONTENAC**

being a by-law to establish the percentages by which tax decreases are limited for the year 2013 in respect of properties in the commercial, industrial and multi-residential classes

WHEREAS Section 330(1) of the *Municipal Act* states that the council of a municipality other than a lower tier municipality may pass a by-law to establish the percentages by which tax decreases are limited for 2013 in respect of properties in the commercial, industrial and multi-residential classes in order to recover all or part of the revenues foregone as a result of the application of Section 329(1) of the *Municipal Act*;

AND WHEREAS the claw back percentage is calculated as the total amount of tax in excess of the 5% cap as a percentage of the total of all reductions in a particular class;

AND WHEREAS the claw back percentages under Section 330(1) have been calculated as follows:

Capping Claw Back and Retained Percentages			
	Multi-residential	Commercial	Industrial
Claw Back Percentage	0.0000%	38.0841%	75.8136%
Retained Percentage	100.0000%	61.9159%	24.1864%
Total	100%	100%	100%

NOW THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac hereby implements the following adjustments between the lower tier municipalities and the County as a result of the capping and claw back process for 2012:

1.

Municipality	Multi-Residential Class	Commercial Class	Industrial Class
Frontenac Islands	\$0	\$5	\$0
South Frontenac	\$0	\$-1,097	\$-1,008
Central Frontenac	\$0	\$1,048	\$0
North Frontenac	\$0	\$16	\$1,008
County of Frontenac	\$0	\$28	\$0

By-law No. 2013-0034 - 2013 Property Tax Claw Back Threshold
September 18, 2013

Page 1 of 2

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 September, 2013.

Read a Third Time and Finally Passed this 18th day of September, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk

tions 22 and 23”;

their Response Time Plan to the Ministry of
Emergency Health Services Branch Director
ction 23 (5) including performance targets for
3, 4, 5, where CTAS is the Canadian Triage
to describe the severity of a patient’s condition;

ar the same table with the actual times
orted to the MOHLTC;

ounty of Frontenac hereby enacts the following
as amended, for its land ambulance response
, from January 1 to December 31:

SUDDEN CARDIAC ARREST

minutes from the time ambulance dispatch
aramedic, the County of Frontenac will
ipped and ready to use an AED at the location
den cardiac arrest.

TAS 1

minutes from the time ambulance dispatch
aramedic, the County of Frontenac will
as defined by the *Ambulance Act* and duly
determined to be CTAS 1.

TAS 2, 3, 4, 5

your to have a PARAMEDIC as defined by the
at the location of a patient determined to be

y of September, 2013.

and sealed the 18th day of September, 2013.

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk

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Page 2 of 2

BY-LAW NO. 2013-0037

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to confirm all actions and proceedings of County Council
on September 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 September 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 September 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 September 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 September, 2013.

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of September, 2013.

The Corporation of the County of Frontenac

Janet Gutowski, Warden

K. Elizabeth Savill, Clerk