



Committee of the Whole Meeting
October 14, 2015 – 9:00 a.m.
Township of South Frontenac Council Chamber
4432 George St, Sydenham, ON

AGENDA

Page

1. **CALL TO ORDER**
2. **ADOPTION OF AGENDA**
 - a) **That** the agenda for the October 14, 2015 Committee of the Whole meeting be adopted.
3. **DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**
4. **DEPUTATIONS AND/OR PRESENTATIONS**

5. **REPORTS**

- a) **2015-103**
2016 DRAFT Budget – Business Plans and Project Proposals

That the Council of the County of Frontenac receive report 2015-103, 2016 DRAFT Budget – Business Plans and Project Proposals;
And Further That Council approve the 2016 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2016 draft budget deliberations.

1. **Fairmount Home**

1. GUDI Evaluation for Water Supply Wells
2. Septic System Study

1. **Frontenac Paramedic Service**

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- 1. Logistics increase from 1.6 to 2 FTE
- 2. Logistics vehicle

1. Planning and Economic Development

- 1. Advancing Economic Development
- 2. Sustainability Reserve Allocation
- 3. Communal Services Project
- 4. K&P Trail Land Acquisition

1. Corporate Services- Council

- 1. Shared Services – Infield Communications Gap Analysis
- 2. Council – Membership in Great Lakes and St. Lawrence City Initiatives;
- 3. Council – Membership in the Community School Alliance
- 4. Finance – Work Order Software
- 5. Human Resources – Disability Management contract

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b) **2015-084**

Corporate Services

Frontenac Chief Administrative Officers Infield Communications “Gap Analysis Study” Report

[This report was deferred from the September 23, 2015 Council meeting to the Budget Deliberations and has been included as a Project Proposal in Report 2015-103]

That the County of Frontenac accept the recommendation of the member municipalities to be the procurement and funding lead for the Infield Communications “Gap Analysis Study” Report in 2016;

And Further That the maximum upset amount of \$35,000 be placed in the 2016 County Budget to be funded by the County Levy above the base service level budget and stability reserve transfer, thereby resulting in a tax levy increase that exceeds the CPI target.

6. RISE AND REPORT

- a) **That** the Committee of the Whole rise.

And Further That the report of the Committee of the Whole Council be forwarded to County Council for Adoption.

7. COMMUNICATIONS

8. NOTICE OF MOTION

9. OTHER BUSINESS

10. PUBLIC QUESTION PERIOD

11. ADJOURNMENT



Report 2015-103

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: October 14, 2015

Re: 2016 DRAFT Budget – Business Plans and Project Proposals

Recommendation

That the Council of the County of Frontenac receive report 2015-103, 2016 DRAFT Budget – Business Plans and Project Proposals;

And Further That Council approve the 2016 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2016 draft budget deliberations.

| | |
|--|--|
| Fairmount Home | |
| GUDI Evaluation for Water Supply Wells | |
| Septic System Study | |
| Frontenac Paramedic Service | |
| Logistics increase from 1.6 to 2 FTE | |
| Logistics vehicle | |
| Planning and Economic Development | |
| Advancing Economic Development | |
| Sustainability Reserve Allocation | |
| Communal Services Project | |
| K&P Trail Land Acquisition | |
| Corporate Services- Council | |
| Shared Services | Infield Communications Gap Analysis |
| Council | Membership in Great Lakes and St. Lawrence City Initiatives; |
| | Membership in the Community School Alliance |
| Finance | Work Order Software |

Human Resources Disability Management Contract Service

Background

The County has a number of high level planning documents including the Integrated Community Sustainability Plan, the Official Plan, the Strategic Plan and the Long Range Financial Plan. The Budget Policy, adopted in June 2015, (Appendix A) identifies that Business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, the business plans will identify anticipated changes in service level funding considerations, key performance indicators, risk and customer services objectives.

Comment

Business Plans: Staff have prepared the first iteration of departmental/unit business plans. These will continue to be reviewed and revised, but set a general direction for the next five years. Business plans include staff's anticipation of future requirements based on analysis of industry trends, demographics, anticipated legislative changes, and other pressures. Any increase in service level anticipated in future years is presented for Council information, as each service level change would be brought to Council for approval prior to implementation.

Key performance indicators are a key component of the business plan on which staff will report annually. These indicators will also be reviewed and refined.

Project Proposals: Staff are providing Council with project proposals for 2016 that align with Council strategic directions and priorities

In its review of project proposals it is suggested that Council

1. accept the project proposal and move it to the next stage of budget deliberation,
2. request additional information from staff
3. amend a project proposal and move the amended proposal to the next stage of the budget deliberation
4. reject a project proposal

Sustainability Implications

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

Financial Implications

The Budget policy identifies the target operational levy increase as the Ontario CPI as calculated in August of the year prior to the budget, 1.2% in 2015. As identified in the policy, while the target levy is Ontario CPI, it is important to recognize that many parts of a municipal budget are composed of items that may fluctuate above or below CPI. The impact of levy increases can be mitigated by assessment growth and the Stabilization reserve.

The cost of project proposals and proposed revenue sources are outlined in the attached **Schedule A**.

- 2nd column: Those projects related to Fairmount Home and Frontenac Paramedic Services would require a contribution from the City of Kingston.
- 3rd column: The Infield Communication Gap Analysis is to be funded through Township contribution
- 4th column: The Work Order software is the only project that is eligible to be funded through the Federal Gas Tax reserve as it relates to asset management.
- 5th column: The Economic Development and Planning projects propose the use of the Strategic projects reserve, the Land acquisition reserve and the Sustainability reserve.
- 6th column: Some projects have been identified as funded through the Levy (Stabilization reserve) as the CPI increase will not accommodate current operational requirements. Should these projects be approved by Council, a transfer from the Stabilization reserve would be required to maintain the levy increase at the CPI target.
- 7th column: It is proposed that the \$30,000 transfer to the Sustainability reserve be funded from the Levy in that this would be an additional .35% increase over the 1.2% CPI for the 2016 budget year. In future years the \$30,000 allocation would be maintained and would not result in an additional levy increase in future years. This reserve is similar to the Capital Replacement reserve allocations, currently .65%, in that the Sustainability reserve allows the smoothing of the tax rate over time. However, as indicated, the .35% increase would only occur in 2016.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team
Corporate Services Managers

Schedule A

| | Project Cost | City contribution | Township Contribution | Federal Gas Tax | Reserve | Levy (Stabilization Reserve) | Levy |
|---|------------------|-------------------|-----------------------|-----------------|------------------|------------------------------|-----------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Fairmount Home | | | | | | | |
| GUDI Evaluation for Water Supply Wells at 2069 Battersea Rd. | 17,000 | 11,560 | | | | 5,440 | |
| Septic System Study | 40,000 | 27,200 | | | 12,800 | | |
| Frontenac Paramedic Service | | | | | | | |
| Logistics part time to full time position – offset by reduction in discretionary paramedic hours and building maintenance reduction | 0 | | | | | | |
| Logistics vehicle - capital | 35,000 | 27,553 | | | | 7,447 | |
| Logistics vehicle – annual operating | 7,000 | 5,511 | | | | 1,489 | |
| Planning and Economic Development | | | | | | | |
| Advancing Economic Development | 210,000 | | | | 210,000 | | |
| Sustainability Reserve Allocation – annual | 30,000 | | | | | | 30,000 |
| Communal Services Project | 80,000 | | | | 80,000 | | |
| K&P Land Acquisition | 80,000 | | | | 80,000 | | |
| Corporate Services & Council | | | | | | | |
| Shared Services - Infield Communication Gap Analysis | 30,000 | | 30,000 | | | | |
| Membership in Great Lakes and Stl Lawrence City Initiatives | 3,000 | | | | | 3,000 | |
| Membership in the Community School Alliance | 1,000 | | | | | 1,000 | |
| Finance – Work order software | 60,000 | | | 60,000 | | | |
| Human Resources – Disability Management contract | 12,500 | 8,150 | | | | 4,350 | |
| Total | \$605,500 | \$79,974 | \$30,000 | \$60,000 | \$382,800 | \$22,726 | \$30,000 |



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Policy Statement

The development of a budget is the financial expression of the priorities of the organization. As a public entity the County of Frontenac has also recognized that “respect for the taxpayer” is of paramount importance.

In order to provide Council with the tools to make informed financial decisions, the County of Frontenac has adopted a Long Range Financial Planning (LRFP) framework. The LRFP builds upon recommendations received as part of our service delivery review, municipal best practice and the advice of our auditor.

Objective:

The intent of this budget policy is to:

- Enhance the quality of decisions by promoting consistency;
- Establish a timeline for the budget process;
- Ensure that Council has adequate information to exercise its due diligence in assessing the budget; and
- Integrate with other long term planning, financial and management objectives of the County

Principles

It is recommended that the County of Frontenac budget process be developed based upon the following principles:

- **Transparency:** Business plans, budget planning and budgets will be discussed and approved in open meetings of County Council except as permitted by the Municipal Act.
- **Fiduciary Responsibility:** It is the fiduciary responsibility of Council and staff to develop and approve budgets that balance both the short term and long term needs of the County and our citizens. This difficult balance requires that we use best estimates, likely scenarios, and evaluate risk.

Where a risk is known to staff, that risk will be identified to Council in a factual manner for Council consideration. In this regard, staff will use the following terminology in communicating to Council and taxpayers:



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1. **Risk:** an imminent or likely scenario requiring a strong change in course or a dramatic action.
 2. **Caution:** a known fact or recommended change of direction that may or will have future impact on budget or future decisions.
 3. **Advisement:** a minor change in direction or scope.
- **Accountability:** Within legislative limits, Council is ultimately accountable for the approval of business plans, budget policy and budgets, in particular the establishment and evaluation of service levels.

Staff are accountable for providing technical advice to Council, presenting options, identifying risk and ultimately implementing the decisions of Council. As an overall strategy, the staff member responsible for making procurement decisions will be responsible for developing the budget, for review by their director.

At the staff level, staff responsibilities are as follows:

1. **Chief Administrative Officer and Treasurer:**
 - Establishing the tone and direction of budget and reflecting the wishes of Council
 - Recommending financial policy and overall oversight of the budget process
 - Conducting a line by line review of all budgets and only allowing realistic budgets to be presented to Council
2. **Senior Leadership Team (Directors):**
 - Ensuring alignment with Council direction
 - Reviewing all service level change requests and establishing priorities
 - Providing guidance and direction to managers
 - Conducting in-depth reviews of budgets
 - Nominating budgets for review by the CAO/Treasurer
 - Reviewing quarterly reports and budget variances and developing mitigation strategies
3. **Managers:**
 - Developing budgets that are reflective of best practices, carefully considered options and in alignment with the policy direction provided by Council



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- Presenting budgets to the senior leadership team and Council
 - Continuous review of budgets and procurement to ensure they are completed within the budget and in accordance with procurement policies
 - Reporting budget variances as they are identified
- **Alignment:** Projects that support and align with the Strategic priorities of Council or as required by legislation will receive the highest priority for Council consideration.
 - **Citizen Input and Customer Satisfaction:** Citizen input will be welcome throughout the budget process, including but not limited to, strategic planning, business planning, budget development and service level changes.

Consultation will include input from member municipalities. Council will be the primary conduit for such consultations. Support will be provided by the CAO and Treasurer where appropriate.

Customer satisfaction will be measured and reported regularly. Surveys of customer satisfaction will be implemented by an objective third party in the second year of Council’s four year term.

- **Timing:** An annual budget will be passed by December 31st of the year proceeding, with staff providing a prediction of a four (4) years beyond the budget year.
 1. In an election year, the budget will be passed by February 28th of the budget year.
- **Target Levy Increase:** The target operational levy increase is Ontario CPI as calculated in August of the year prior to the budget
 1. The rate used for predicted years will be Bank of Canada’s target inflation, where appropriate, but will adjusted annually
 2. While the target levy is Ontario CPI, it is important to recognize that many parts of a municipal budget are composed of items that may fluctuate above or below CPI (e.g., fuel).
- **Business Planning:** Business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, the business plans will identify anticipated changes in service level, funding considerations, key performance indicators, risk and customer service objectives.
- **Total Cost of Ownership:** Proper stewardship of scarce resources requires that Council and staff evaluate budget and procurement decisions based upon the total cost of ownership concept.



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- **Sustainability and Resilience:** Sustainability and resilience principles will be considered by Council and staff in budget and procurement decisions.
- **Unit Cost:** Budgets will be developed based upon unit costs wherever possible. It is understood that, in the absence of a legislative requirement, the number of units is reflective of Council's service level decision, while the unit cost will be developed by staff based upon a careful analysis of the following factors:
 1. Historical costs
 2. Economic and market conditions
 3. Costs incurred by others
 4. Professional estimates prepared by a competent professional (e.g., Engineer)
- **Budget Presentation:** The budget will be presented to Council at a departmental level in a manner that reflects the Provincial Financial Information Return (FIR) categories, namely:
 1. Salaries
 2. Materials and Supplies
 3. Contracted Services
 4. Rents and Financial
 5. Capital
 6. Reserves

Notes appended to the budget will focus on service level changes, inflationary increases above the CPI target and identified risks.

More detailed information is available at the request of Council.

- **Status Quo Budget:** The status quo budget is defined as last year's service at this year's price – Last year's one time commitments + Previous year's commitments + mandatory service level changes + Council directed changes spanning more than one year.
- **Service Level Changes:** In non-election years, service level changes (SLC) (both positive and negative) will be presented prior to the formal budget process for Council consideration.
 1. It is recognized that service level changes (except where mandated by legislation) are the sole prerogative of County Council.
 2. Ranking of SLCs will be completed by the senior leadership team based upon the following factors:
 - Safety to persons or property



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- Legislative requirements
- Policy strategic direction
- Operational efficiency
- **Capital:** Capital sustainability will be achieved by an additional amount being added to the budget in each year for ten years from 2015 to 2024.¹
 1. As assets are added, sold or re-furnished staff will report on the impact to sustainability projection as part of the budget requisition process.
- **Deviation from Target (Above):** Where the operating levy projection is above the inflation target, the County will consider the following in order:
 1. Assessment growth where available;
 2. The stabilization reserve where available;
 3. A levy increase above the target.
- **Deviation from Target (Below):** Where the operating levy projection is below the inflation target, the County will consider the following in order:
 1. Levy for the inflation target with the excess targeted for capital sustainability if sustainability has not been achieved;
 2. Levy for the inflation target with the excess targeted for the stabilization reserve if the reserve is less than its target balance;
 3. Other projects of priority to the community and/or Council;
 4. A levy amount below the target.
- **Levy Stabilization (One Time Items):** One time operational items should be considered for funding from reserves where available.
- **Levy Stabilization (Periodic Large Items):** In order to minimize levy fluctuation, large periodic operating items should be budgeted based upon the total cost/frequency. (e.g., expensive HVAC duct cleaning required every five years)
- **Services Provided by Others and Reconciliation:** Budgets for services provided to County residents by the City of Kingston and other agencies (i.e., Social Services, POA, Health Unit, MPAC and Library) are presented as estimates based upon submissions provided by the delivery organization and are subject to final reconciliation after the budget is approved.

¹ This amount was set by Council in 2014 at 0.65% and is subject to regular review.



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Council (including Council representatives) will annually communicate to outside agencies their expectations with respect to budget targets.

- **Assessment:** In Ontario taxes are calculated based upon the assessed value of a property as calculated by the Municipal Property Assessment Corporation (MPAC) on behalf of each municipality. For the County portion of the tax bill it is important to remember that every dollar of assessment in each of the four member municipalities pays exactly the same amount in tax.
 1. **Assessment Growth/Decline:** the year-over-year change in assessment. While generally positive due to new construction, in periods of economic downturn assessment may be a negative.
- **Supplementals and Omits:** During the year MPAC will make adjustments based upon assessment appeals and commercial/industrial vacancy. These items are difficult to predict but do have an impact on the amount of levy collected.
- **Grants:** It is the policy of the County to maximize funding from grants from senior levels of government and other granting agencies. It is recognized that in order to maximize the likelihood of receiving grants that partnerships and pre-planning are necessary.
- **Budget Reporting:** Budget reporting will be provided on a quarterly basis. In the event of an unexpected expenditure or revenue shortfall, Council will be advised at the earliest possible meeting.

Budget reporting will align with the budget presentation.

In assessing budget performance Council and staff will consider the following in order:

1. The effective delivery of services
2. The overall bottom line for the municipality
 - a. Bottom line for budgets within the control of the municipality
 - b. Bottom line for budgets controlled by external delivery agencies
3. The performance of divisions
4. The performance of departments
5. Unit cost – budget to actual
6. The performance of departments within the FIR categories.



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- **Key Performance Indicators:** key performance indicators will be developed for business units and reported to Council at minimum annually.

KPIs will also be developed based upon measuring outcomes anticipated from County strategic plan and the departmental business plans.

- **Operational Surplus/Deficits:** It is recognized that in Ontario municipalities are required to have a balanced budget. As such, County staff will make every effort to manage budgets within the Council approved allocations. However, within a multi-million dollar budget it is inevitable that unforeseen circumstances will arise, or that decisions made by others (e.g., City or MPAC) will affect the bottom line.

Best practice would suggest that planning for budget surpluses/deficits is a prudent fiscal management. For the purpose of budget policy it is important to distinguish between budget lines within our control and those beyond our control. In all instances variances will be reported at the earliest opportunity to Council.

- Where an operational deficit occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
 1. A withdrawal from the levy stabilization reserve if the withdrawal leaves the reserve within its target balance;
 2. A withdrawal from another reserve that may be in a surplus position;
 3. A tax levy above the levy target in the following year/or years.
- Where an operational surplus occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:
 1. Transferred to the levy stabilization reserve where the reserve balance is below the target;
 2. Transferred to the capital replacement reserve where the reserve is below the target level;
 3. Transferred to another reserve that is that is below the target level;
 4. Transferred to the capital replacement reserve with the intent of reducing future borrowing;
 5. A levy in a future year(s) below the levy target.



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- Where an operational surplus/deficit occurs above the 1%+/- tolerance level a full report will be provided to Council with an evaluation of the above options presented and a recommendation provided.
- **Carried Over Projects:** While it is the intention of the County to complete projects within the year they are budgeted, in some circumstances it may be necessary to carry over a project to a future year.
 1. Where levy dollars are being used for a capital project, unexpended capital levy dollars will be temporarily transferred to the capital replacement reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved project.
 2. Where reserve dollars are being used for the capital project, dollars will be transferred from the reserve that were not expended in the calendar year.
 3. Where levy dollars are being used for an incomplete operating project, unexpended levy dollars will be temporarily transferred to the working fund reserve for use in the subsequent year. This will avoid levying the taxpayer again for an approved expense.

Capital Sustainability:

The capital sustainability of the assets of the County is integral to maintaining our commitment to taxpayers as well as a requirement of public sector accounting.

Capital sustainability must be viewed in the context of proper capital asset planning, levy planning, as well as our debt and reserve policies. Council established a target of an additional 0.65% tax for the 10 year period from 2015 to 2024. This amount will be reviewed annually and presented to Council at the time of budget.

The County will not be a slave to replacement schedules, rather will maintain accurate maintenance logs and condition assessment to ensure that replacement decisions are made at the most appropriate time.



**Director of Corporate
Services/Treasurer**

Memo

To: Warden and Members of County Council

From: Marian VanBruinessen, Director of Corporate Services/ Treasurer

cc: Kelly Pender, Chief Administrative Officer
Joe Gallivan, Director of Planning and Economic Development
Paul Charbonneau, Director of Emergency and Transportation Services
Steven Silver, Interim Administrator, Fairmount Home
David Millard, Manager of Information Services
Susan Brant, Deputy Treasurer
Lisa Hirvi, Interim Manager of Human Resources
Jannette Amini, Manager of Legislative Services/ Clerk

Date: September 23, 2015

Re: 2016 Business Plans

Draft business plans for 2016 – 2020 as developed by directors and managers, are being forwarded to you well in advance of the October 14th Council meeting to ensure Council members have adequate time to consider the volume of information provided in these plans.

The plans are Draft as they do not yet include the 2016 – 2020 Financial summaries. The documents will be updated once the budget information has been finalized prior to the November 12, 2015 Council meeting to consider budget.

Should you have any questions or concerns, please do not hesitate to contact me at ext. 310.

Regards.



2016-2020 Business Plans

The County of Frontenac recognizes the benefit of long range planning to support effective and efficient use of resources as well as meeting the priorities of Council, County partners and County residents.

Through a number of exercises, the County has started to align its long range purpose with resource allocations.

- **Integrated Community Sustainability Plan** identifies a 50 year community vision.
- **Council Strategic Plan** identifies 3 Wildly Important Goals
 - **Goal #1:** Meeting the Aging Tsunami Challenge for Frontenac Seniors
 - **Goal #2:** Meet the emerging “post landfill” Solid Waste Management challenge for Frontenac residents:
 - **Goal #3:** Respect for the taxpayer and focused economic development
- **County Official Plan** endorsed by Council in October 2014 takes a ‘high level’ and regional approach to cross boundary planning issues that need to be considered over the next twenty years
- **Long Range Financial Plan** supports the integration of Council priorities, asset management and operating requirements.

Business Plans 2016 – 2020: The next step in the process is to ensure that County Departments and Business Units are reflecting on the long term to be able to assess the resource requirements, in the context of Council direction and operating requirements, in a prudent and thoughtful manner.

Plans assess the risks identified through the business planning process to provide Council with an understanding of those foreseen challenges and identifying mitigation strategies for Council’s consideration.

| | |
|------------|--|
| Risk | An imminent or likely scenario requiring a strong change in course or dramatic action |
| Caution | A known fact or recommended change of direction that may or will have future impact on budget or future decisions. |
| Advisement | A minor change in direction or scope |

Departments/units have identified major initiatives and program/policy review to be proposed or undertaken over the next 5 years. Projections have included future year proposals that would require Council endorsement before implementation.

A plan of action needs to be evaluated regularly to measure success. The Key Performance Indicators provided by each Department/unit are the measures that will form an annual report card to Council.

As with all plans the value is in the continual re-assessment of the environment, the priorities and future directions. These Business Plans will be provided to Council annually during the budget process. A consolidated list of Key Performance indicators follows the overview.

DRAFT

| Departmental Objectives | Key Performance Indicators | |
|--|---|---|
| Fairmount | | |
| <p>Objective 1 – Improve quality of care to our residents and build on Fairmount’s excellent reputation by maintaining exemplary accreditation status and limited exposure to Ministry orders.</p> | <p>Reduction in the number of resident falls Reduction of the number of restraints used Resident length of stay Resident/family satisfaction survey Accreditation level awarded Annual compliance audit</p> | <p>Goal: Below Provincial average Goal: Below Provincial average Goal: Monitor Resident length of stay as level of care indicator Goal: Obtain 95% satisfaction level Goal: Maintain “Exemplary” level Goal: Receive no written orders</p> |
| <p>Objective 2 – To reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs by continuing to encourage a safe and respectful work environment resulting in a reduction to sick time, overtime and labour administration costs (grievances, arbitrations etc.).</p> | <p>Reduce sick time costs</p> | <p>Goal: 80% of employees meeting the target for absenteeism</p> <ul style="list-style-type: none"> · Nursing (CUPE 2290) – no more than 10 days in a 12 month period · Non-nursing/Non-Union - no more than 7 days in a 12 month period; |
| <p>Objective 3 & 4 – Continue to focus on charting resident care to improve the case mix index score generating additional non-municipal revenue.</p> | <p>Increased Case Mix Index revenue</p> | <p>Goal: increase CMI revenue by 1%</p> |
| <p>Objective 5 – Development and implementation of an outreach program regarding seniors issues.</p> | <p>Increased other revenue sources resulting in municipal contributions increasing by less than the rate of inflation.</p> | <p>Goal: obtain special project funding Goal: coordinate the creation of a “Friends of Fairmount” fundraising community group</p> |
| | <p>Host a spring and fall community information session focussing on relevant seniors issues Invite the community to participate in future strategic planning sessions.</p> | <p>Goal: to reach 50 participants.</p> |
| | <p>Invite the community to participate in funded programs such as the “You Are Never To Old To Pretend” program. Provide and advertise community access to the tele-medicine equipment/system which is in place Offer advice, knowledge and support to community groups seeking to assist seniors through the sharing of information and coordinating communications</p> | <p>Goal: to increase community awareness and use of the tele-medicine service Goal: reach out to 6 community groups annually.</p> |

| Departmental Objectives | Key Performance Indicators | | | | | | | | | | | | | | | | |
|--|--|--|------|--|----------|---|------------|-----|---|------------|-----|---|------------|-----|---|------------|-----|
| <p>Frontenac Paramedic Services</p> <p>Objective 1: Legislated Response Time Standard (RTS)</p> <p>Objective 2: To reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs.</p> <p>Objective 3: Unit Hour Utilization (UHU)</p> | <p>RTS is a retrospective review of how we performed compared to what the County Council has set as its RTS targets. The County of Frontenac has one of the highest RTS targets in Ontario and has met and/or exceeded its targets since inception of new RTS criteria in 2013.</p> <p>UHU is predictive in nature based on historical data. It can be influenced by many factors such as out of scope call volume increases, episodic call volume events i.e. Homecoming, etc., deployment changes (+/-) by neighbouring municipalities</p> | <p>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.</p> <p>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.</p> <p>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):</p> <p>Table 1, CTAS 2, 3, 4, 5 EMS Delivery Agent Commitment</p> <table border="1" data-bbox="1205 643 1738 776"> <thead> <tr> <th>CTAS</th> <th>Target Time from Paramedic Received Until on Scene</th> <th>% Target</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>10 minutes</td> <td>65%</td> </tr> <tr> <td>3</td> <td>10 minutes</td> <td>65%</td> </tr> <tr> <td>4</td> <td>10 minutes</td> <td>65%</td> </tr> <tr> <td>5</td> <td>10 minutes</td> <td>65%</td> </tr> </tbody> </table> <p>80% of employees meeting the target for absenteeism Paramedics (OPSEU 462) – no more than 12 days in a 12 month period</p> <p>A target ceiling of .37 UHU is utilized to indicate when FPS may see system response pressures and need to consult with County Council on options to maintain or improve system performance.</p> | 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% |
| 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% | | | | | | | | | | | | | | | |

| Departmental Objectives | Key Performance Indicators |
|--|---|
| Planning & Economic Development | |
| Land Use Planning | |
| Objective #1 Effective and efficient land use planning activity | % Planning Recommendations Endorsed Success Rate at Ontario Municipal Board. |
| Economic Development | |
| Objective #2 Integrate Land Use Planning and Economic Development actions | Community Improvement Plan(s) Positive R.O.I. (10:1 ROI) K&P Trail Development to Sharbot Lake – 10.8 km complete from Tichborne by 2017. Increase in the number of businesses in Frontenac specifically related to accommodation and local food (100 new beds/5 new businesses/5 years) Success rate in funding applications submitted (85:100) |
| Objective #3 Improve communication and public consultation with citizens | Increase in subscribers to County social media |
| Objective #4 Implement Economic Action Plans | Business leads/inquiries that advance beyond preliminary stage (15:100) |

| Departmental Objectives | Key Performance Indicators |
|---|---|
| <p>Corporate Services - Information Services</p> <p>Objective 1: Integration and Access</p> <p>Objective 2: Improve and Streamline</p> <p>Objective 3: Privacy and Security</p> <p>Objective 4: Service Delivery</p> | <p>Systems up 100% (other than regular maintenance requirements)</p> <p>Identify top 3 work order requests and provide training with goal to eliminate repetition of top three staff difficulties</p> <p>No incidents compromising the integrity of the system/data</p> <p>No incidents of misuse of information services resources.</p> <p>50% of Service Desk Orders closed within one hour of creation.</p> <p>Client Satisfaction Survey -95% positive response satisfaction survey</p> |
| <p>Corporate Services - Human Resources</p> <p>Objective 1: Disability Management strategy - reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs.</p> <p>Objective 2: Labour Relations strategy - assist with labour-management relations and labour cost reduction/management.</p> <p>Objective 3: Competency Based Performance Management Program for improvements in training and development, succession planning and recruitment (S.D.O.R. # 4 – cross training)</p> <p>Overall objective: Evaluate the performance of Human Resources using an annual survey of internal clients to determine areas for improvement</p> | <p>80% of employees meeting the target for absenteeism (OPSEU 462) – no more than 12 days in a 12 month period (CUPE 2290) – no more than 10 days in a 12 month period nursing/Ferry/Non-Union - no more than 7 days in a 12 month period</p> <p>Collective agreements align with Council-approved Labour Relations Strategy Resolution of grievances with minimum referred to mediation/arbitration</p> <p>% of performance appraisals completed on time</p> <p>% of employees improving competence</p> <p>Paramedics Nursing Non-</p> |
| <p>Corporate Services - Finance</p> <p>Objective 1. Efficient, cost effective financial services which meet the needs of o</p> <p>Objective 2. Protect the County's financial systems and investigate service enhancements</p> <p>Objective 3. Maximize return on investments</p> <p>Objective 4. Well managed assets in conjunction with all departments</p> | <p>85% compliant with the following: Employment changes are reported within 5 business days to meet external/internal deadlines Accounts receivable will be collected within 45 days Accounts payable will be processed within 45 days External financial reporting will be completed accurately by the agencies' deadline</p> <p>Focus on the financial service requirements of our clients will be confirmed by performing an annual survey of our clients to determine areas for improvements.</p> <p>Implement long range investment strategy</p> <p>Semi- annual review and report</p> |

Objective 5: Ensure the County continues to comply with Finance policies

Obtain an unqualified audit opinion annually to support integrity of our financial systems. 100% compliance with Finance policies and procedures with periodic audits to confirm compliance.

Corporate Services - Legislative Services

Objective 1: Ongoing review/development of Policies and Procedures to ensure the County continues to meet its legislative and administrative requirements

The County's Policies and Procedures will reflect current legislation and best practices. Complete at least one major policy review annually
Customer feedback is positive

Objective 2: Ensure effective communications that stimulate and improve citizen engagement as well as promote collaboration with member municipalities

Increased public engagement on social media, website hits and surveys.

Objective 3: Enhance and improve services for persons with disabilities in the County of Frontenac by ensuring that facilities and services are barrier free

Reduction in the accessibility barriers identified by member municipality

Objective 4: Ensure the County continues to have an efficient Records Management System in place to ensure the safe keeping of County records and archival material

All current and new staff trained on TOMRMS.
Annual review of files demonstrates compliance with TOMRMS

Objective 5: Ensure prompt and efficient customer service that reflects an administration that is open and receptive.

Customer communications will be acknowledged with x hours and responded to within 48 hours of receipt.



Business Plan 2016-2020

Department: Fairmount Home
Administrator: Steven Silver (Interim)
Version/Date: September 2015

Department/Unit Strategic Goals

Fairmount will provide a holistic lifestyle for all residents by responding to their unique needs and wishes related to their desired lifestyle in an effort to satisfy their physical, social, emotional, spiritual, mental and cultural needs resulting in being recognized as the “home of choice”.

Key strategic directions

1. To provide responsive and dignified care to the residents of Fairmount Home always seeking to improve their quality of life
2. To provide an efficient, positive and safe work environment based upon best practices and mutual respect
3. To see the involvement of the wider community by reaching out as a leader and participant to improve the lives of the elderly throughout the entire area as a positive voice for long term care.

Alignment with Council Strategic Priorities:

Goal #1 and #3

Meeting the Aging Tsunami Challenge and Respect for the Tax Payer: “Issues surrounding seniors is a common theme running through County of Frontenac Documents”. This plan addresses the needs of the seniors living in the County’s long term care facility while at the same time identifies the goal of community outreach to become a leader in the region as the population rapidly ages.

This plan incorporates the regular monitoring of best practices for more efficient and improved ways of providing care to seniors respecting our residents, our employees and our ratepayers.

Sustainability & Resilience

We will endeavour to seek out opportunities and resources that will allow Fairmount to reduce our financial and environmental impact on our community. Also maintain a strategy for recruitment, training and employee retention to ensure an exceptional group of staff and volunteers.

Department/Unit Function

Fairmount Home is governed by the Provincial Long Term Care Homes Act, 2007 (LTCHA) and licensed by the Ministry of Health and Long Term Care (MOHLTC). Fairmount is a 128 bed, long term care home serving adults whose needs can no longer be met within the community, whose medical conditions are relatively stable and who do not require intensive, ongoing intervention by physicians and other health professionals. Notwithstanding, residents may have a serious condition requiring intensive personal care or complex medical needs requiring nursing expertise. The waiting list for admission to Fairmount is long and often numbers in excess of 160 people at any one time.

Legislative Framework

- *Long-Term Care Homes Act, 2007 (LTCHA):*
<http://www.ontario.ca/laws/regulation/r10079>

Proclaimed July 1, 2010, the LTCHA, 2007 is the cornerstone of the Province's strategy in improving and strengthening resident care in Ontario's long term care homes. The Act emphasizes a resident focussed model of care, significant involvement of "resident & family councils" and greater public reporting and transparency. The MOHLTC continues to develop, refine and modify regulations contained within the LTCHA.

- *Long Term Care Service Accountability Agreement (L-SAA):*
Local Health Integration Networks (LHINs) assist in delivering the MOHLTC directives of regionally coordinated and integrated health care services. The LHINs have assumed responsibility for long term accountability and funding through "long term care service accountability agreements".
- *As well as all other applicable employment, labour, and environmental legislation.*

Clients

Fairmount provides 24-hour nursing care which incorporates nursing restorative care through a team consisting of physicians, a full-time nurse practitioner, RNs, RPNs, and PSWs. Support services provided include: physiotherapy, occupational therapy and social work. Fairmount also provides recreational activities, dietary, housekeeping, laundry, maintenance and administrative services. Fairmount also enjoys the services of a dedicated and active team of volunteers.

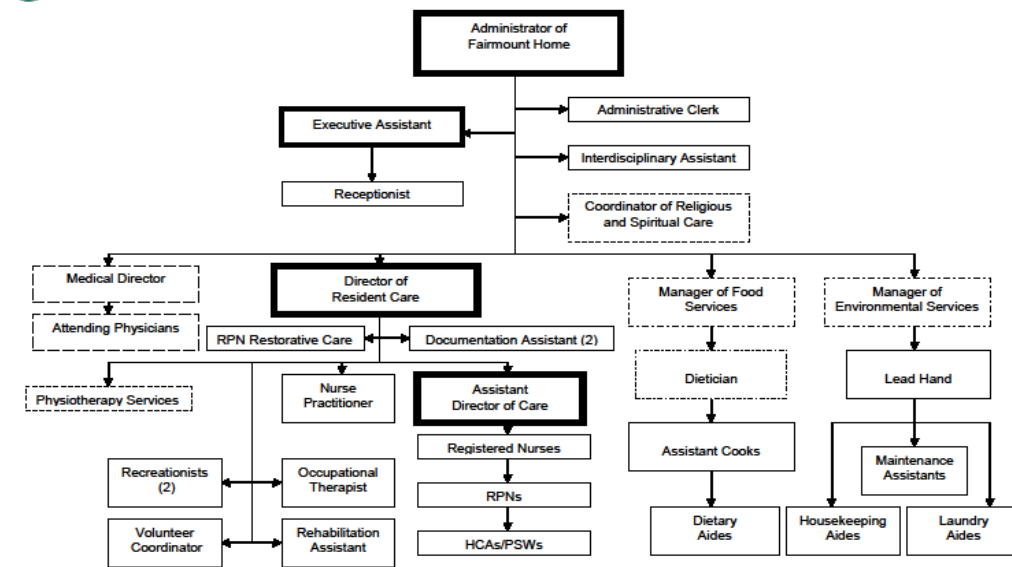
Internal: Fairmount Home residents

External: Resident family members, Power of Attorneys, and volunteers.

Employee Complement:

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|------------------------------|------|------|------|------|------|
| Full Time (non-union) | 4 | 5 | 5 | 5 | 5 |
| Full Time (CUPE 2290) | 72 | 72 | 72 | 72 | 72 |
| Part-time (non-union) | 0 | 0 | 0 | 0 | 0 |
| Part-time (CUPE 2290) | 55 | 55 | 55 | 55 | 55 |
| Contract | 3 | 2 | 2 | 2 | 2 |
| Total Employees | 134 | 134 | 134 | 134 | 134 |
| Total FTE | | | | | |
| Total Salaries/FTE | | | | | |

- ❖
- ❖ **Note:** contract employees include: Interim Administrator, Manager of Environmental Services and Manager of Food Services



County of Frontenac
Organizational Chart (Fairmount) – 09-08-01

Existing Service Levels

Mandatory services to be provided under the LTCHA include:

- Accommodation
 - Lodging
 - Provision of meals
 - Environmental services; laundry, housekeeping and building maintenance
 - Administration
- Hospitality Services:
 - General recreation
 - Activation programs
 - Spiritual programs
 - Social programming
- Health Services:
 - Clinical nursing care
 - Personal care
 - Case management – assessment care planning, scheduling, conferencing and documentation
 - Intermittent Health Professionals Services; therapeutic, social work and pharmaceutical
 - Physician services

Residents pay for supplemental personal services such as:

- Hairdressing, foot care, transportation, pharmacy (not covered by OHIP) supplemental recreation i.e. Diner’s Club, and day excursions

Statistics

Resident Population Statistics (May 2015):

| | 51-60 Years | 61-70 Years | 71-80 Years | 81-90 Years | 91-100 Years | Total Residents |
|-----------------|--------------------|--------------------|--------------------|--------------------|---------------------|------------------------|
| Male | 3 | 2 | 5 | 15 | 6 | 31 |
| Female | 1 | 4 | 17 | 49 | 16 | 97 |
| Total | 4 | 6 | 22 | 64 | 32 | 128 |
| % of Population | 3% | 4% | 17% | 50% | 25% | |

2015 Ministry of Health & Long Term Care Funding

| Funding Envelope | Resident per diem funding as at July 1, 2015 | Service Envelope Description |
|---|---|---|
| Nursing & Personal Care | \$85.60 / diem | Resident nursing and care requirements based upon assessed individual needs and adjusted to meet case mix |
| Program & Support Services | \$9.23 / diem | Resident restorative and social programs inclusive of registered dietician services |
| Raw Food | \$7.87 / diem | Resident meals and snacks inclusive of specialized dietary requirements |
| Other Accommodation | \$53.12 / diem | Resident indirect needs: administration, housekeeping, laundry, dietary services and facility maintenance |
| Accreditation | \$0.33 / diem | |
| Total Resident Per Diem Provincial Funding | \$156.15 | |

Resident Accommodation Revenue

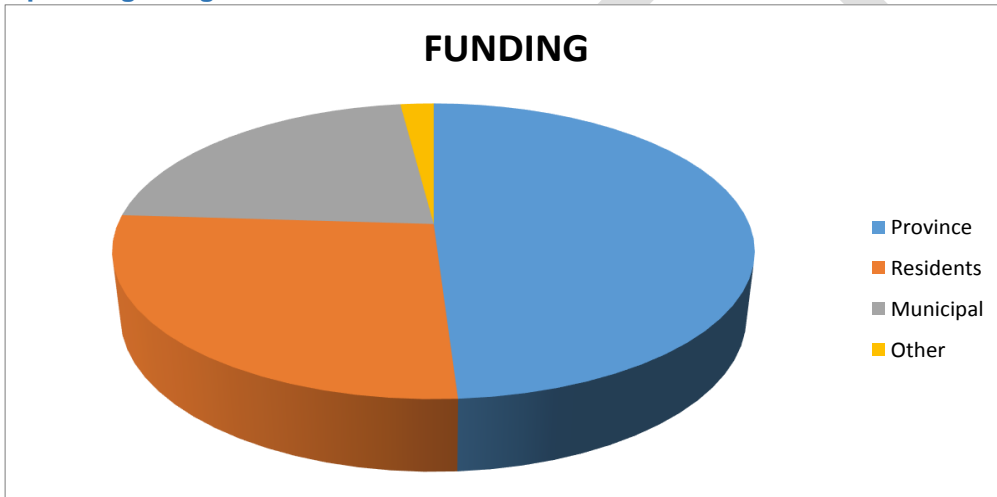
The MOHLTC directs and sets fees for Resident accommodation costs are recovered through Resident payments remitted to Fairmount Home.

| Resident Room Accommodations | Resident per diem fees as at July 1, 2015 | Accommodation Description |
|-------------------------------------|--|--|
| Basic (28 beds) | \$58.35 / diem (\$1,774.81 monthly) | Two residents; shared sleeping space and shared bathroom |
| Semi-Private (36 beds) | \$70.35 / diem (\$2,139.81 monthly) | Two residents: separate sleeping space and shared bathroom |
| Preferred – (64 beds) | \$83.35 / diem (\$2,535.23 monthly) | One resident: private sleeping space and bathroom |

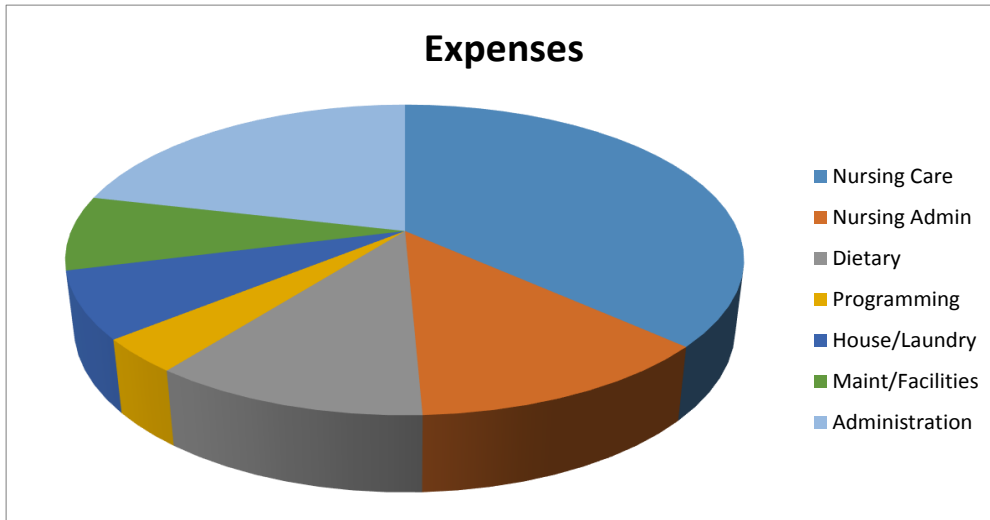
In 2014 Fairmount budgeted \$10,802,813 in revenue to balance expenditures:

| Revenue Source | 2014 Amount | Comment |
|---|--------------------|--|
| Province | \$5,288,698 | See above noted envelopes |
| Residents | \$2,907,342 | |
| Municipal Contributions | \$2,432,431 | See chart below |
| Other funding including transfer from reserve | \$174,342 | Includes: one time funding and specific funding such as water testing, pay equity funding etc. |

Operating Budget Revenue:



Operating Budget Expenses:



Department/Unit Objectives

1. Improve quality of care to our residents
2. To reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs
3. Maximize the use of non-municipal funding resources
4. Maximize best practice reviews, information technology resources and time saving tools
5. Improve community outreach

Major Initiatives to meet Unit Objectives

| 1. Development of Quality Improvement Plans | 2. Accreditation Indicators | 3. Attendance/Availability Improvement |
|---|--|---|
| <p>Description: Development of/and keeping current quality improvement plans and staff/resident surveys</p> <p>Timelines: 2016 - 2020</p> | <p>Description: Striving to reach and maintain the highest level of accreditation to ensure that Fairmount maintains a long waiting list of potential residents with a variety of care levels</p> <p>Timelines: 2016 - 2020</p> <p>Responsibility: All staff</p> | <p>Description: To decrease the number of sick days, replacement labour costs and reduce the number of overtime shifts.</p> <p>Timelines: 2016</p> <p>Responsibility: All staff</p> |

| | | |
|---|---------------------|---------------------|
| Responsibility: Management and Quality Assurance Committee | Resources: Internal | Resources: Internal |
| Resources: Internal | | |

| 4. Seek out alternative funding sources | 5. Move to full electronic charting and documentation | 6. Development of an outreach plan |
|---|---|---|
| Description: Work closely with Corporate Services to seek out volunteers and revenue sources. Propose that Fairmount be used as a model for pilot projects | Description: Eliminate all paper and manual reporting to improve accessibility to documents and to accurately reflect the time spent with each resident for CMI. | Description: To provide educational and networking opportunities to the community with regards to long term care issues and the resources available. To investigate possibilities in playing a role in assisted living in the community by providing guidance and expertise. |
| Timelines: 2016 - 2020 | Timelines: 2016 - 2020 | Timelines: 2016 - 2020 |
| Responsibility: Fairmount Management and Programming staff and volunteers | Responsibility: Medical teams | Responsibility: Management |
| Resources: Internal | Resources: Internal | Resources: Internal |

Service Level Changes

Fairmount has been fortunate over the last several years to have completed capital projects including a full redevelopment of the home and replacement of the auditorium.

In 2011 the number of personal service workers (PSW) per shift (day and afternoon shifts) was reduced from 4 per unit to 3 per unit (except for the secure unit which remains at 4). As care for the residents becomes heavier and more demanding, the reduction in frontline staff remains a stressor for the employees as they attempt to complete their assigned duties within their shift.

Emily Shoniker, Director of Care, prepared a case study observing the evolving care needs and the challenges of providing long term care to today’s residents. The report is attached to this plan as Appendix “A”.

| Proposed Service Level Change | | Rationale/ Relative to Objectives |
|-------------------------------|--|--|
| 2016 | Provide access to all staff for relevant annual on-line self-directed mandatory training | To meet Provincial compliance staff must receive annual mandatory training to ensure awareness levels which must be documented for inspection purposes |
| 2017 | | N/A |
| 2018 | | N/A |
| 2019 | | N/A |

Financial Projection:

| | 2015 Budget | 2016 | 2017 | 2018 | 2019 | Avg Annual Change (%) |
|------------------------|-------------|------|------|------|------|-----------------------|
| Revenues | | | | | | |
| Salaries | | | | | | |
| Material & Supplies | | | | | | |
| Contracted Services | | | | | | |
| Rents & Financials | | | | | | |
| Capital ⁽¹⁾ | | | | | | |
| Net Requisition | | | | | | |

Risk Analysis:

| Level | Issue |
|----------------|--|
| Risk | 1. Infrastructure, Facility & Grounds Maintenance: potable water, septic, and heating/cooling infrastructure are historic concerns for the Fairmount location. Failure of one of these systems could result in an emergency situation and major financial expenditures. |
| Caution | 1. Staffing levels vs. Increased Care Levels: heavier care such as lifts, feeding and resident complex behaviors increases the time needed to complete duties and properly chart the activity. Lack of documentation could result in poor inspection results and decreased revenue. Fairmount reputation could also suffer negatively affecting the resident waiting list. |

| | |
|-------------------|--|
| | 2. Staff Attendance/Availability: poor attendance, the wellness of staff, and lack of availability not only results in additional costs it reduces available staffing levels |
| Advisement | 1. Staffing Retention: Fairmount will experience a larger staff turnover than the historical average due to retirements, a shrinking workforce, and heavier care requirements. |

Risk Mitigation Strategies:

| Issue | Mitigation Strategy |
|--|--|
| Risk: 1. Facility Infrastructure | 1. Ensure that environmental services remain a high priority by working closely with the Ministry of the Environment and the Public Health Unit. The septic and water systems are constantly monitored and may require significant future capital investment. Provincial regulations change frequently regarding such systems which may require additional costs beyond available operational funds. Sufficient reserve funds need to be established. |
| Caution: Staffing Levels / Increased Care Levels / Charting & Revenue Staff Attendance/Availability | <p>1. Availability of experienced personnel may fluctuate due to external forces. The deployment of different strategies such as adjusting the number of years of experience required when posting positions may be necessary.</p> <p>2. Maintaining a proper balance between resident care and administration (charting) is essential. Resident care should always be the first priority. Develop “Quality Improvement” Champions on each team.</p> <p>3. A constant and consistent approach to monitoring and follow-up of employee attendance and overtime costs is required.</p> |

| | |
|--|--|
| | <ol style="list-style-type: none"> Propose to establish a Human Resources Committee comprised of both Management and front line staff to discuss solutions to current absentee issues. |
| <p>Advisement: Staffing Retention</p> | <ol style="list-style-type: none"> The financial reality, employee satisfaction, and the employment market will impact this strategy. Increased workload and Ministry regulation compliance will impact this strategy. An aging workforce will result in more frequent retirements. Cross training and internal leadership programs to “grow our own” dedicated, flexible and knowledgeable employees requires continued support |

Key Success Factors:

- Meeting the care needs of our residents in a dignified and professional manner.
- Providing a safe and respectful work environment for our employees.
- Providing affordable long term care services.
- Engagement of the wider community to improve the lives of the elderly in the region.

Key Performance Indicators:

Objective 1 – Improve quality of care to our residents and build on Fairmount’s excellent reputation by maintaining exemplary accreditation status and limited exposure to Ministry orders.

Indicators:

- Reduction in the number of resident falls **Goal:** Below Provincial average
- Reduction of the number of restraints used **Goal:** Below Provincial average
- Resident Length of Stay **Goal:** Monitor Resident length of stay as a level of care indicator
- Resident/family satisfaction survey **Goal:** Obtain 95% satisfaction level
- Accreditation level awarded **Goal:** Maintain “Exemplary” level

- Annual compliance audit

Goal: Receive no written orders

Objective 2 – To reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs by continuing to encourage a safe and respectful work environment resulting in a reduction to sick time, overtime and labour administration costs (grievances, arbitrations etc.).

Indicators:

- Reduce sick time costs

Goal: 80% of employees meeting the target for absenteeism

- Nursing (CUPE 2290) – no more than 10 days in a 12 month period
- Non-nursing/Non-Union - no more than 7 days in a 12 month period;

Objective 3 & 4 – Continue to focus on charting resident care to improve the case mix index score generating additional non-municipal revenue.

Indicators:

- Increased Case Mix Index revenue
- Increased other revenue sources resulting in municipal contributions increasing by less than the rate of inflation.

Goal: increase CMI revenue by 1%

Goal: obtain special project funding
Goal: coordinate the creation of a “Friends of Fairmount” fundraising community group

Objective 5 – Development and implementation of an outreach program regarding seniors issues.

Indicator:

Host a spring and fall community information session focussing on relevant seniors issues
Invite the community to participate in future strategic planning sessions.

Goal: to reach 50 participants.

Provide and advertise community access to the tele-medicine equipment/system which is in place
Offer advice, knowledge and support to community groups seeking to assist seniors through the sharing of

Goal: to increase community awareness and use of the tele-medicine service

Goal: reach out to 6 community groups annually.

information and coordinating
communications

Respectfully Submitted,

Steven Silver
Interim Administrator

DRAFT

APPENDIX “A”

Changes in Long Term Care: Fairmount Home

August 21, 2015

The Residents complex and multifaceted care needs have increased greatly over the last five years and does not match our funding and staffing levels. The sustainability of quality and safe care for our Residents is at risk.

-see attached graph with outcome scales.

Five years ago

- There was a mix of Residents with low to very high care needs.
- Some Resident’s came in doing their own laundry, playing high end card games and driving their own cars. Residents had a higher cognitive status.
- Residents admitted had manageable responsible behaviours with Geriatric Psychiatry that visited once weekly.
- Several Residents could provide own care independently.
- Residents had one chronic disease

Today

- A significant increase in the number of Residents who need help with activities of daily living such as toileting, personal hygiene and dressing
- One-third of our Residents with Dementia and Alzheimer’s have severe cognitive impairment. On our 32 bed secure unit there are 18 Residents who require assistance with feeding.
- 79% of Residents exhibit some level of aggressive behavior. There is a significant increase in moderately aggressive behavior. There were three form 1 made this quarter and the Residents did not return. A form 1 is an involuntary admission of a Patient into the hospital for psychiatric assessment. Psychogeriatric team visits decreased to bimonthly.
- 1 in 2 Residents has a psychiatric diagnosis such as anxiety, depression, bipolar disorder or schizophrenia, and dual diagnosis (e.g., Dementia coupled with a psychiatric diagnosis)

-Over 90% of Residents have two or more chronic diseases, with notable increases in the proportion of residents with common conditions such as arthritis and heart disease

-More specialized and complex care needs. ie IV therapy and PICC line care.

- A generation of Residents and Families with higher care expectations (toileting 6-7 times daily).

Case 1

This gentleman is a 92 year old Diabetic man with multiple comorbidities and compromised circulation. This gentleman had a Diabetic infected foot wound, with green infectious slush tissue that put him at risk of further complications. He was at high risk for developing gangrene shortly in the next few days. An urgent consult to vascular surgery was done and a transfer to Emergency department was necessary. The Emergency Physician assessed him and ordered IV antibiotics and sent him back immediately. This entailed IV therapy every day performed by our Registered Nurses. We now can order these supplies and receive them in 12 hours. This also entails that all of the Registered Nurses are certified and trained in IV site maintenance, IV bag and line changing. This gentleman was sent back to hospital within two weeks for a necessary below the knee amputation.

-Five years ago this gentleman would have been kept in hospital as Long Term Care did not provide IV therapy.

Case 2

This woman is 94 years old with multiple comorbidities and complex care needs. Her diagnosis of Multiple Sclerosis results in total dependence for all care. Although her continence record showed that she had only 30 percent bladder control she requested to be toileted six to seven times a day for dignity and skin care protection purposes. Due to her complete lack of trunk control a staff member had to stay with her for the entire toileting time. Including the transfer by a lift and sling this can require two staff for up to 20-30 minutes each time.

-Five years ago 13.2% of the Residents admitted were independent with care vs. 0.8% being admitted today. Most of the admissions today are extensive and total dependent of care requiring more nursing care and time.

Case 3

This 85 years old with man with Dementia has severe responsive behaviours. Responsive behaviours is a term used with Dementia Residents to describe actions, words and gestures as a response, often intentional, to something important to them. This includes agitation, yelling out and aggressive behaviour. He also has multiple comorbidities and was bed bound. He was previously at Baycrest for specialized geriatric and psychiatric evaluation? When admitted he was taking Seroquel for his aggressive behaviours. He had several aspiration pneumonias at our Home that was attributed to the side effect of Seroquel causing a decrease in his swallowing abilities. His daughter is a Doctor and requested Seroquel be titrated back and ultimately stopped although resistive to care for months at the Home. He became very resistive to care and hit multiple staff during care. Another Psychotropic was trailed as per the suggestions of our Geriatric Psychiatry team and aggressive behaviours continued causing continued physical injuries to staff. Several care conferences and outside resources were used until he was ultimately sent to hospital by physician on a form 1 due to his aggressive behaviours towards staff.

-Five years ago there was more mental health beds in our Region available for this complex case.

Case 4

This 68 year old woman has several comorbidities and allergies. Her care is very complex due to various medical confounding variables. Advanced assessment skills are necessary to successfully monitor her condition. She has had multiple abdominal surgeries and has an ileus conduit. She is followed by a specialist for ongoing right sided kidney pain and chronic history of Urinary Tract Infections/ Pyelonephritis. She requires IV antibiotics regularly. She has a peripherally inserted central catheter (PICC or PIC line) which is a form of intravenous access that can be used for a prolonged period of time. The PICC line requires regular dressing changes, blood draws, flushes, cap changes and site maintenance by our Registered Nurses. It was necessary for our RN's to be certified and trained to use PICC lines.

-Five years ago we did not have PICC lines in Long Term Care.

Case 5

This 59 year old man was admitted from the new BTSU in Bellville with Dementia and aggressive responsive behaviours. He requires a secure unit. This unit has Resident's that will enter into your space and touch you unprovoked. He is a tall and fast man that does not tolerate others in his space. He requires a very detailed plan of care for social interaction, feeding and care. It was requested that he be admitted to our Home on a

temporary bed hold from the BTSU yet this was not an option from the BTSU. He has had the Mobile Response Team providing transitional care for six weeks now. He is unable to settle into Long Term Care. He recently has been running after staff and showing increased signs of aggression around others. A form 1 was considered. There was no mental health beds or BTSU beds available. His wife was so opposed to a transfer to hospital that she considered taking him home despite a history of violence with his entire family. Psychotropic medication has been increased. Staff are frightened by his behaviours and are concerned for other cognitively impaired Residents that enter his room or space. We have used our 1:1 HIN staffing and MRT support. We have required multiple care conferences with the family and interdisciniplinary team.

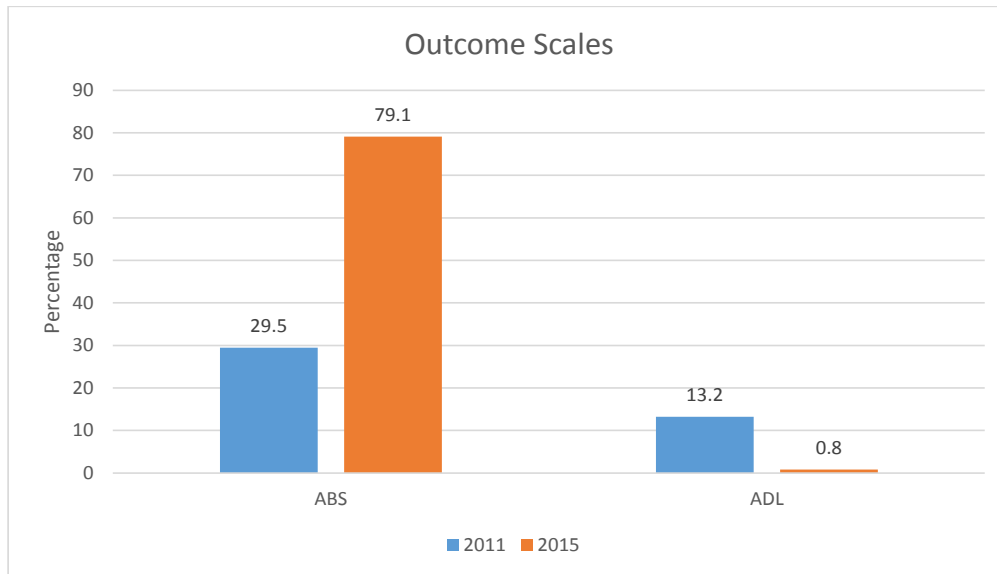
-Five years ago there was more mental health beds in our region available for this complex case

There has been a paradigm shift in Long term Care facilities. We are no longer dealing with just the elderly frail population. The lack of community and psychiatric beds and nursing care resources has also played a significant role in the changes to Long Term Care. The Residents are entering our facilities much younger with the diagnosis of neuromuscular disease, Acute Brain Injury and unstable Dementia with aggressive responsive behaviors.

Report provided by Emily Shoniker
Director of Resident Care
Fairmount Home

APPENDIX “A”

Changes in LTC: Fairmount



ABS: *(Aggressive behavior Score: measures aggression in residents by calculation of aggressive behaviours)*

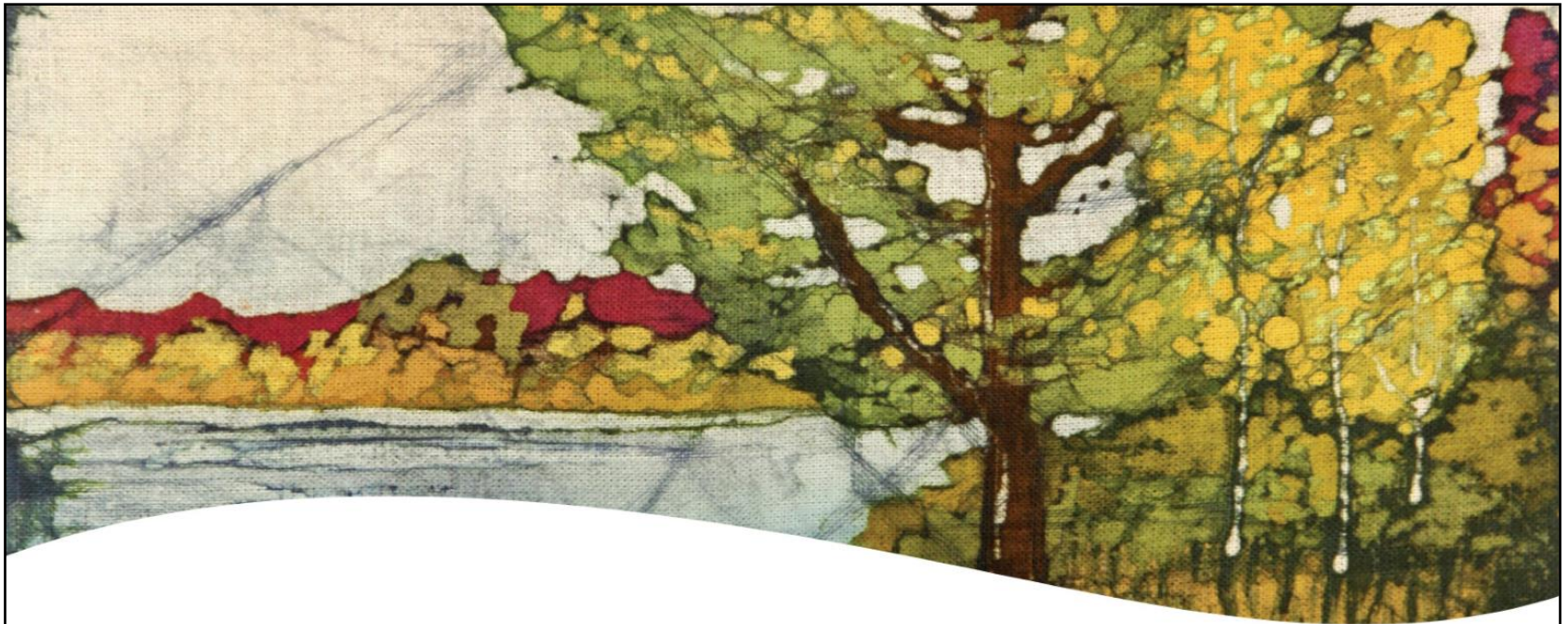
- ❖ Only 29.5% of the residents admitted 5 years ago exhibited any aggressive behaviours vs. 79.1% of those being admitted now. That’s 50% increase of residents who present with aggressive behaviours vs 5 years ago.

ADL: *(Activities of Daily Living Score: measures what the resident can do for themselves)*

- ❖ 13.2% of the residents admitted five years ago were mostly independent vs. only 0.8% being admitted now.

Note: *65% of the residents being admitted into long term care require 2 staff members present to complete care safely vs. 25% 5 years ago.*

****Data reference from CIHI (Canadian Institute for Health Information)****



2016 DRAFT Budget
Project Proposal
GUDI Evaluation for Water Supply Wells at
2069 Battersea Rd.



2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Project Description:

Perform an evaluation of the water supply wells #1 & 2 to determine if they are still considered GUDI (groundwater under direct influence) wells.

2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Other Options Evaluated:

- Continue to operate as a GUDI site
- Defer evaluation for future years

2016 Budget Project Proposal

Department: Fairmount
Project: GUDI Evaluation

O reg. 170\03 requirements:

GUDI water supplies are required to be treated as surface water and are susceptible to the same potential contamination. All regulatory requirements for treatment and disinfection of surface water also apply to GUDI supplies.

2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

O reg. 170\03 continued:

In accordance with the Procedure for Disinfection of Drinking Water in Ontario, a combination of filtration and continuous disinfection must be employed to protect the system from several viruses and contaminants.

2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Meeting O reg. 170/03:

Fairmount Home has developed and maintained an extensive water works program to meet the MOE requirements for monitoring, testing and reporting of adverse conditions.

Chlorine Injection



2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

As described in the Fairmount Waterworks System Requirements this program includes approximately 15 regular monitoring and reporting procedures.

2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Removal of the GUDI Designation:

- Elimination of daily turbidity testing – becomes monthly
- Examination of the feasibility of ultra violet light for primary disinfection as opposed to the required chlorine residual. UV disinfection would completely remove the reporting requirement low CT readings and remove the requirement for daily CT testing

0 Micron and Pre-filters



2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Project Ranking

Safety to Persons/Property

- Correct water treatment is essential to the health and safety of residents and staff
- Consistently high levels of chlorine are a proven contributor to the early degradation of copper supply pipes

2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Project Ranking

Legislative Requirements

- Ministry of the Environment – O reg. 170/03
Drinking Water Systems

2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Project Ranking:

Council/Policy Direction

- Fairmount Strategic Plan – reduce our environmental impact on the community
- Fairmount Business Plan – Risk Analysis #1 potable water
- Fairmount Business Plan – Sustainability & Resilience



2016 Budget Project Proposal

Department: Fairmount

Project: GUDI Evaluation

Project Ranking:

Operational Efficiency

- Realize operational savings through reduced labour needs, reduced or eliminated chlorine requirements
- Mitigate non-compliant risk via reduced reporting protocols
- Infrastructure asset value protection
- Meet risk management practices as noted in the FMT business plan



2016 Budget Project Proposal

Department: Fairmount
Project: GUDI Evaluation

Financial Evaluation:

Total cost of project - \$17,000

Project pay back estimate is 5 years (material)

Timing of project - 2016

Revenue sources - Levy

2016 Budget Project Proposal
Department: Fairmount
Project: GUDI Evaluation

Questions?





2016 DRAFT Budget Project Proposals Comprehensive Septic System Study



2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study

Project Description:

A **study** to:

- Evaluate & confirm lifespan of existing system
 - Options for prolonging the current system with cost estimate
- Review and comparison of alternative new systems
 - Construction strategies for replacement
- Cost projections for new systems

2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study



2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study



2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study

Background:

- System handles 30,000 litres of affluent a day
- Bed was constructed in the early 1990's
- System was studied in 2004 and bed addition constructed for Fairmount redevelopment
- Rotating Bio-Contactor (RBC) was replaced at a cost of \$250,000 – sludge debris issue not addressed
- Tanks pumped 3 times annually @ \$6,000 each time
- Affluent taken to City plant – discussion re: debris in sludge

2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study

Project Ranking:

Safety to Persons/Property

- Ensure septic services continue to be available for Fairmount and the County Administration Offices
- Protect the natural environment and neighboring properties
- Protect the facility asset

2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study

Project Ranking:

Legislative Requirements

- Ministry of the Environment – Environmental Protection Act
- Public Health Unit – Health Protection and Promotion Act
- City of Kingston – Ontario Building Code

2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study

Project Ranking:

Council/Policy Direction

- Fairmount Strategic Plan – reduce our environmental impact on the community
- Fairmount Business Plan – septic system is identified as a potential risk

2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study

Project Ranking:

Operational Efficiency

- To assist in avoiding major capital “spikes” through well planned capital expenditures
- Infrastructure asset value protection
- Meet risk management practices as noted in the FMT business plan
- System failure could result in daily pumping @ projected \$70,000 per week



2016 Budget Project Proposal

Department: Fairmount

Project: Comprehensive Septic System Study

Financial Evaluation:

Total cost of project - \$40,000

County share \$12,800

Revenue sources – Capital replacement reserve

Timing of project - 2016

2016 Budget Project Proposal
Department: Fairmount
Project: Comprehensive Septic System Study

Questions?





Business Plan 2016 - 2020

Department: Emergency and Transportation Services
Unit: Frontenac Paramedic Services
Director: Paul J. Charbonneau
Manager:
Version/Date: September 11, 2015

Department/Unit Strategic Goals

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

Key strategic directions

1. To support paramedic wellness, both physical and mental, to ensure a healthy workforce,
2. To meet the legislated Response Time Standard,
3. Maintain Unit Hour Utilization (UHU) to ensure resources availability and response demands,
4. To lead a culture shift through focused investment on superintendents' role as effective managers of people.

Alignment with Council Strategic Priorities

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

Community Paramedicine programs may assist with the Senior Housing strategy and help maintain seniors remaining in their own homes as they age.

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

Demands for 911 Paramedic Services are increasing as the population ages. Innovative programs and projects to meet the objectives of the "Aging at Home Strategy" adopted by the Ontario Government will assist in reducing staffing demands and budget increases.

Sustainability & Resilience

Ensuring a strategic long term view of paramedic services to the communities served while maintaining financial sustainability.

Department/Unit Function

Frontenac Paramedic Services (FPS) is a progressive team of highly qualified paramedic professionals committed to achieving and delivering the highest level out-of-hospital care in compliance to the Basic Life Support (BLS) and Advanced Life Support (ALS)

Standards. By responding to emergencies in a coordinated and expeditious manner, the citizens of the Frontenac Paramedic Services response area can be confident in the quality of out-of-hospital care provided.

Frontenac Paramedic Services will provide Paramedic Services throughout the County of Frontenac and the City of Kingston 24/7/365. We will commit to the provision of paramedic services in a manner that allows the closest available and most appropriate ambulance to be dispatched regardless of location or jurisdiction, and will work with other municipal, provincial and international agencies, as required, to respond to requests for assistance in such instances. Our service will work cooperatively with other agencies to provide comprehensive emergency medical services that are accessible, integrated, seamless, accountable, and responsive.

Community Paramedicine (CP) began within the County with Wellness Clinics commencing in 2014 on Wolfe Island and expanded in 2015 by expansion throughout the County. Paramedics will commence utilizing the "Ontario Paramedic Referral Program", through the Community Care Access Centres (CCAC), utilizing the PERIL predictive rule in 2016; following paramedic training during the 2015 Service Continuous Medical Education (CME) session. Further initiatives in CP will come through the completion of a research project by Queen's University, in consultation with many regional stakeholders.

Legislative Framework

- The *Ambulance Act* R.S.O. 1990 Chapter A.19
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm
- The *Ambulance Services Collective Bargaining Act*, 2001
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm
- *Occupational Health & Safety Act*:
www.labour.gov.on.ca/english/hs/
- *Pay Equity Act*:
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
- *Labour Relations Act*:
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
- *Employment Standards Act*:
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm
- *Ambulance Services Collective Bargaining Act*:
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm
- *Ambulance Service Documentation Standards*:
http://www.ambulance-transition.com/pdf_documents/standards_amb_service_documentation.pdf
- *Ambulance Service Patient Care and Transportation Standards*:
[Ambulance Service Patient Care & Transportation Standards - Oct 2007 \(pdf 60KB\)](#)
- *Ambulance Service Communicable Disease Standards*:

[Ambulance Service Communicable Disease Standards \(Rev Oct 2002\) \(pdf 19KB\)](#)

- *Deceased Patient Standards:*
<https://www.rppeo.ca/document/documentpop/id/c86a03c5cd1e652ec5164b881501bbb088e28491>
- *Land Ambulance Service Certification Standards:*
[Land Ambulance Service Certification Jun 2008 \(pdf 37KB\)](#)

Clients

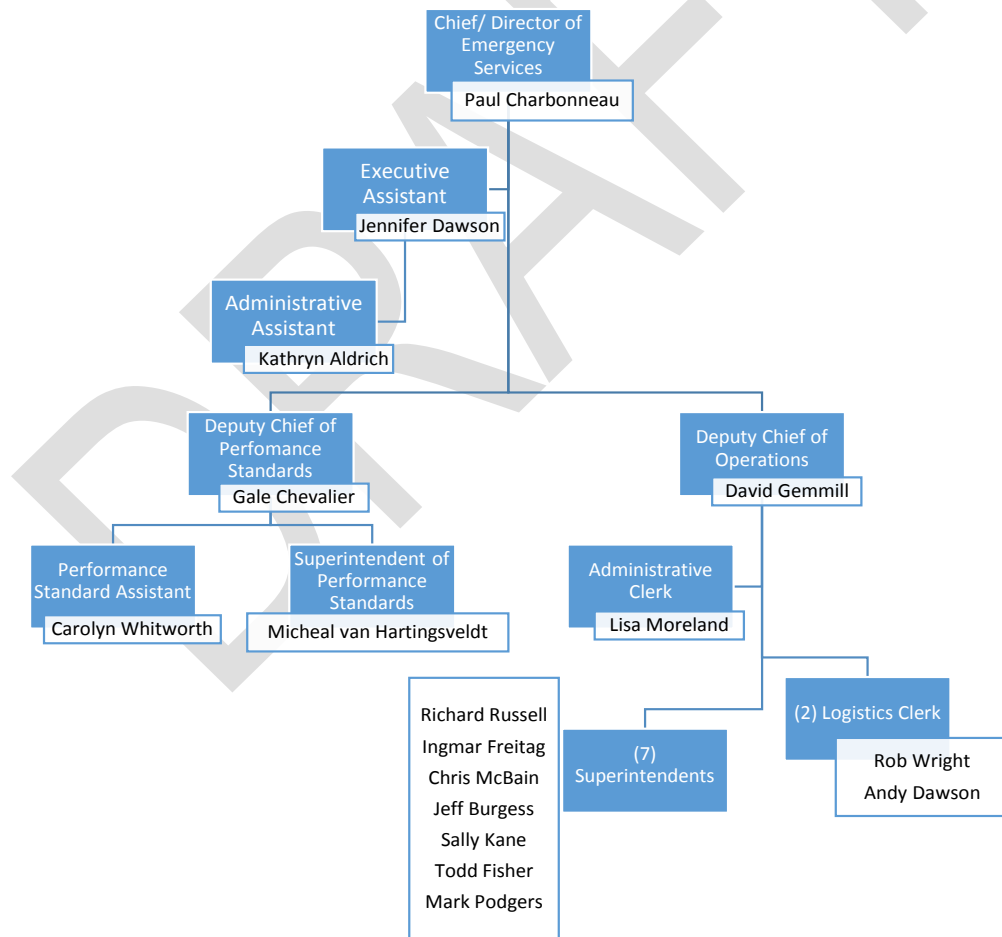
FPS is committed to maintaining a patient centric focus in decision making based on evidence based research and practice.

Internal: FPS serves the paramedic, administrative and logistics staff providing leadership, guidance and issues management. Community planning resource regarding new subdivisions.

External: The patients and citizens of the County of Frontenac and the City of Kingston who request 911 response and/or attend community engagement activities.

Employee Complement:

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------------|------|------|------|------|------|------|
| Full Time (non-union) | 15 | 16 | 16 | 16 | 16 | 16 |
| Full Time (union) | 78 | 78 | 82 | 82 | 82 | 82 |
| Part-time (non-union) | 2 | 0 | 0 | 0 | 0 | 0 |
| Part-time (union) | 50 | 45 | 45 | 45 | 45 | 45 |
| Contract | | | | | | |
| Total Employees | 145 | 139 | 143 | 143 | 143 | 143 |
| Total FTE | | | | | | |
| Total Salaries/FTE | | | | | | |

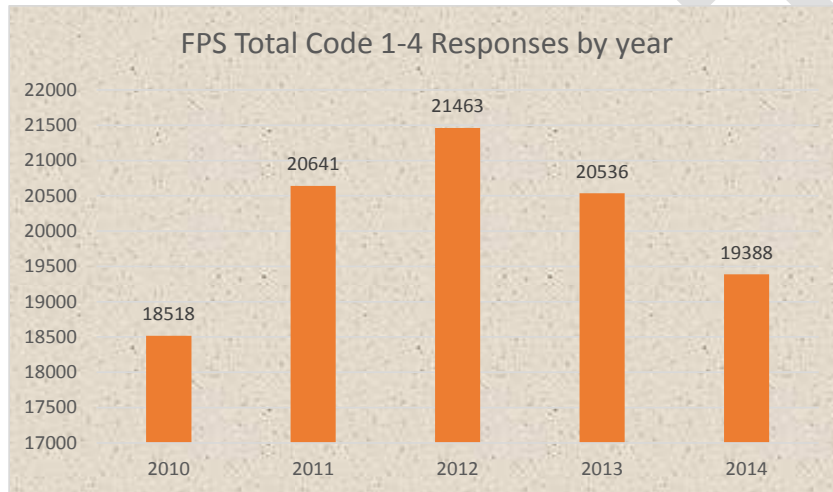


Existing Service Levels

The County of Frontenac continues to respond to changing levels of request for 911 service. The addition of an ambulance station, by L&A County in 2013, in Loyalist has seen a shift in lower call volumes. That has allowed a focus of resources to respond to calls in the City of Kingston.

The rural ambulance station study recommendations have all been completed with the building and opening of the Robertsville Station in July 2014.

Statistics



Policy and Program Review

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|-----------|------|-------------|------|------|
| Legend | X = Major | | Y = Routine | | |
| Policy Review | X | Y | Y | X | Y |
| Response Time Standard | X | X | X | X | X |
| Unit Hour Utilization | X | X | X | X | X |
| Attendance Management/EAAP | Y | Y | Y | Y | Y |
| Performance Management Competency Program | X | Y | Y | Y | Y |
| Training and Development | Y | Y | Y | Y | Y |

Department/Unit Objectives (will link to KPIs below)

1. Meet and/or exceed Legislative Response Time Standards (RTS)
2. To reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs
3. Maintain industry Unit Hour Utilization (UHU)
4. Implement Collaborative Just Culture
5. Continue to change leadership culture

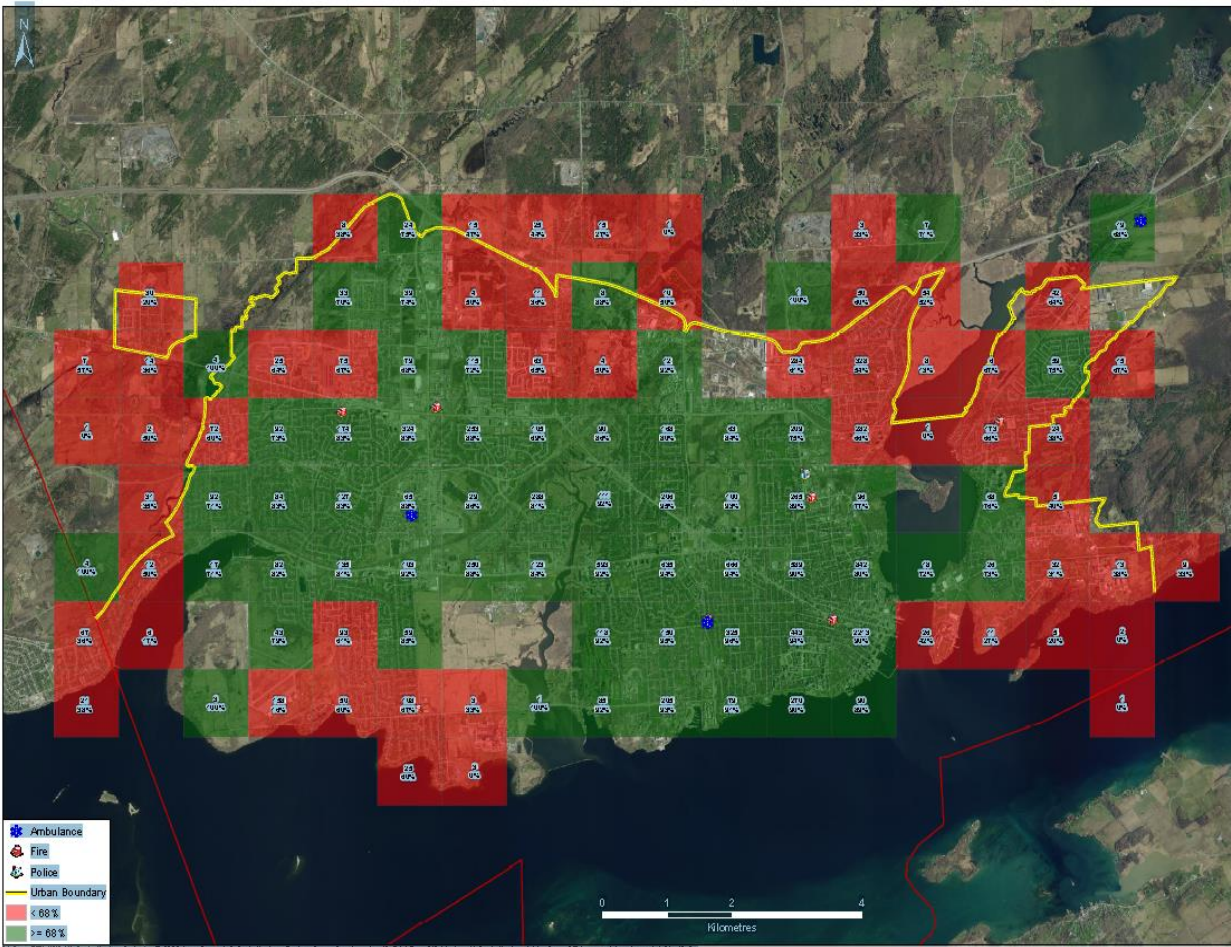
Major Initiatives to meet Department Objectives

| 1. Implement Urban Station Study locations/co-locations | 2. Attendance and Disability Management | 3. Add paramedic resources to ensure UHU is within industry guidelines. |
|--|--|---|
| <p>Description: In order to meet the County of Frontenac's legislated RTS additional station locations must be opened within the City of Kingston Urban Development Area</p> <p>Timelines: 2017 through 2020</p> <p>Responsibility: Internal and in partnership with the Kingston Fire & Rescue</p> <p>Resources: Internal</p> | <p>Description: Continue to support paramedic wellness, both physical and mental</p> <p>Timelines: 2016 - 2017</p> <p>Responsibility: Internal</p> <p>Resources: External and internal training at Continuing Medical Education (CME's) \$20,000</p> | <p>Description: As UHU increases the service's resources are moving toward over-maximization and usage; this too can impact RTS. An additional 12 hour ambulance may need to be added to reduce the UHU</p> <p>Timelines: 2018</p> <p>Responsibility: Internal</p> <p>Resources: Internal</p> |

| <p>4. Implement “Collaborative Just Culture”</p> | <p>5. Leadership Culture</p> |
|--|--|
| <p>Description: Enhance patient risk by Improving Safety and Reliability With a Focus on Systems, Behaviors, Error Analysis, and accountability</p> <p>Timelines: 2016-2018</p> <p>Responsibility: Internal</p> <p>Resources: Internal</p> | <p>Description: Continue with the 3A’s of Leadership and Authority training</p> <p>Timelines: 2016 - 2017</p> <p>Responsibility: Internal</p> <p>Resources: External – Loyalist College (\$30,000) and Internal with assistance of Human Resources</p> |

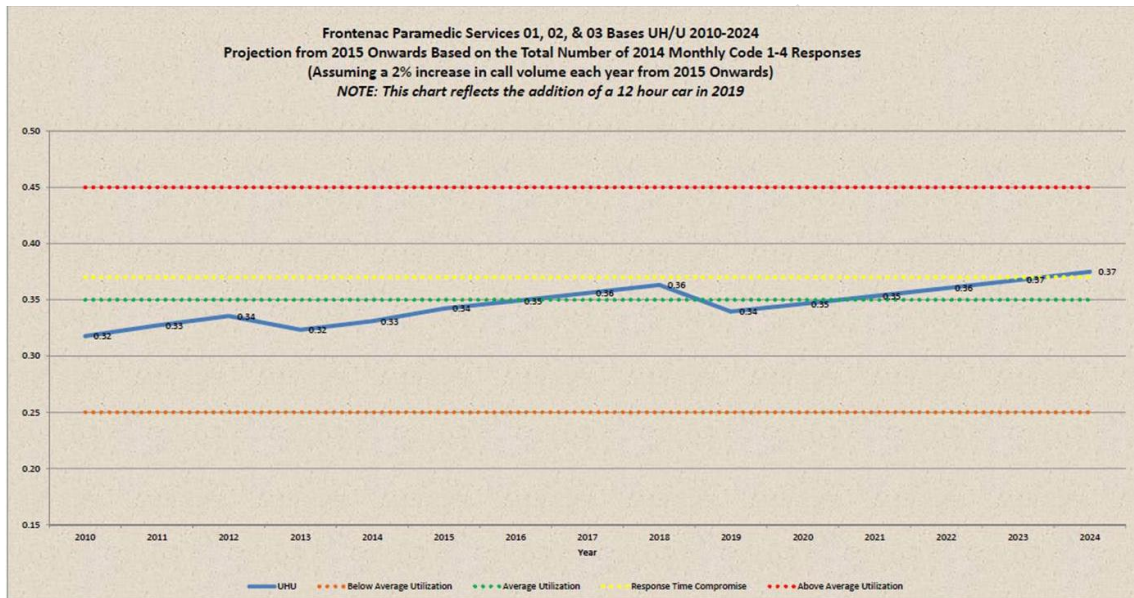
DRAFT

Council received the Urban Station Study Report in September 2015. Although several factors remain fluid regarding co-location opportunities with the Kingston Fire & Rescue at the airport and Division /Elliot locations the need for a station in the northwest portion of the Urban Boundary should be addressed in 2017. Options will be presented to County Council as part of the 2017 Budget.



Service Level Changes

As call volumes increase so does the Unit Hour Utilization (UHU) number. The higher the UHU number the risk increases of falling response times and unit availability. Projecting a modest 2% increase in call volume would suggest that additional resources would be required when the UHU reaches .37. Factors that would influence the timing of this would be additional resources being contemplated for Lennox & Addington County and Leeds & Grenville County.



County Council has given direction for a new deployment model for the station located on Wolfe Island. It is anticipated that this new model will be implemented on or by January 1, 2016

| Proposed Service Level Change | | Rationale/ Relative to Objectives |
|-------------------------------|---|--|
| 2016 | 1. Increase Logistics Support 2. Wolfe Island Deployment Model | To support continued efforts to rationalize costs UHU and RTS compliance |
| 2017 | | |
| 2018 | Additional 12 hour ambulance | UHU and RTS compliance |
| 2019 | | |
| 2020 | | |

Financial Projection

| | 2015 Budget | 2016 | 2017 | 2018 | 2019 | Avg Annual Change (%) |
|------------------------|----------------|------|------|------|------|--------------------------|
| Revenues | | | | | | |
| Salaries | | | | | | |
| Material & Supplies | | | | | | |
| Contracted Services | | | | | | |
| Rents & Financials | | | | | | |
| Capital ⁽¹⁾ | | | | | | |
| Net Requisition | | | | | | |

Risk Analysis

| Level | Issue |
|-------------------|---|
| Risk | |
| Caution | 1. The Land Ambulance (LA) Grant, to Designated Delivery Agents (DDAs) is discretionary on the part of the Ontario Government and not legislated |
| Advisement | 1. Changes in land ambulance deployment by neighbouring municipalities may have either positive or negative effects on FPS call volumes, deployment and response times 2. The Collective Agreement with OPSEU paramedics expired on December 31, 2013 and we have not scheduled bargaining dates |

Risk Mitigation Strategies

| Issue | Mitigation Strategy |
|--|---|
| Risk | |
| Caution 1. LA Grant | 1. Continue to participate in discussions with EHSB, Municipal Treasurers and stakeholders to ensure the grant remains in place. |
| Advisement 1. Deployment 2. Collective Bargaining | 1. Continue to participate in discussions with Leeds & Grenville, Lennox & Addington and Lanark Counties regarding future improvement/reductions in service levels in those municipalities'. 2. The employer continues to offer dates for bargaining |

Key Success Factors

Attendance and Disability Management

- To further assist Paramedics in developing a clear understanding of the disability management strategy (including prevention, accommodation and support recovery) that will assist in preventing and managing absences from work.

RTS/UHU Targets/Urban Station Study

- The service is meeting the RTS in those areas currently illustrated in red in the urban areas of the City of Kingston and maintain acceptable UHU levels.

Collaborative Just Culture

- The service focusses on culture of risk management versus blame.
- Build on a culture of patient safety where paramedic self-reporting of errors increases.

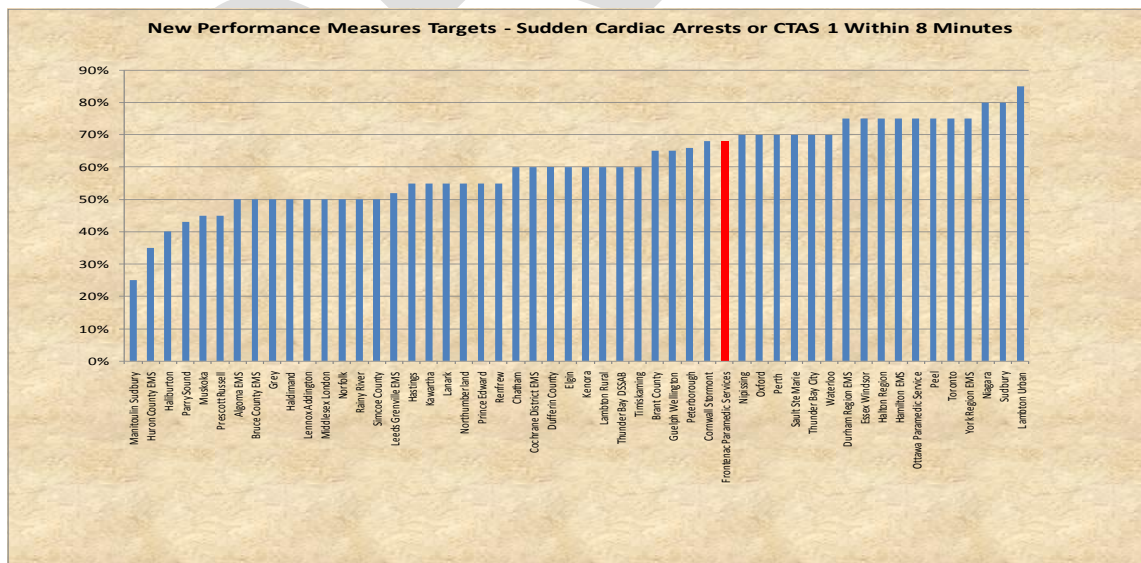
Leadership Culture

- The FPS leadership team is aligned by goals, mindset, values and behaviours.

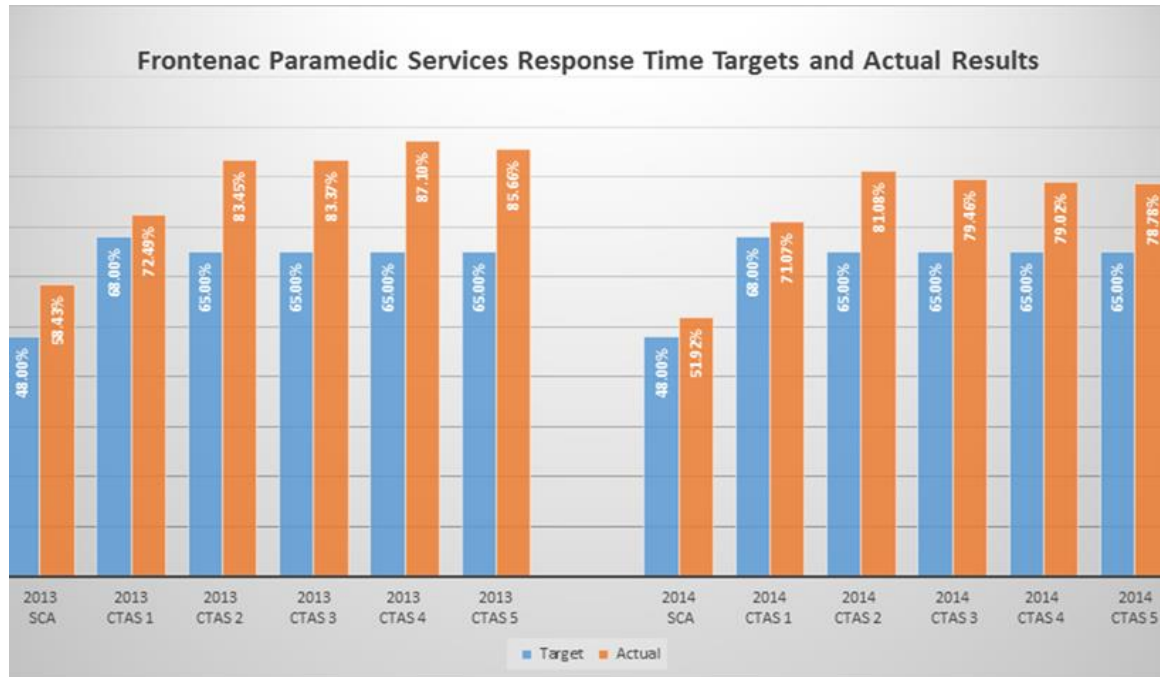
Key Performance Indicators

Objective 1: Legislated Response Time Standard (RTS)

- RTS is a retrospective review of how we performed compared to what the County Council has set as its RTS targets. The County of Frontenac has one of the highest RTS targets in Ontario and has met and/or exceeded its targets since inception of new RTS criteria in 2013.



Emergency and Transportation Services Business Plan 2016 -2020



The County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2015:

For the calendar year of **2015**, 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% |

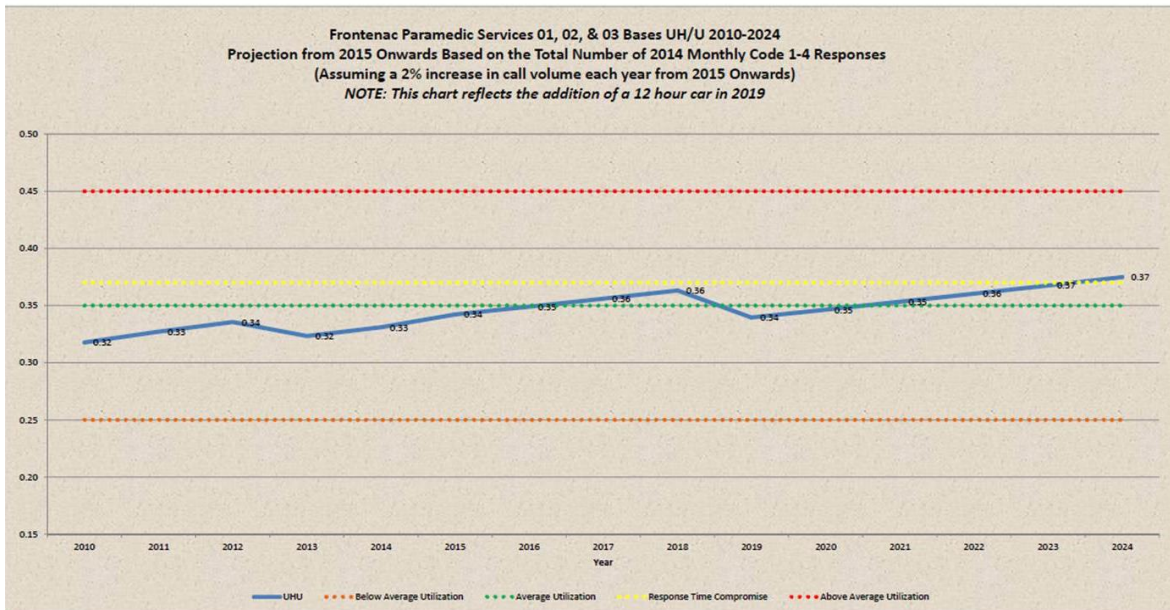
Objective 2: To reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs.

80% of employees meeting the target for absenteeism

- Paramedics (OPSEU 462) – no more than 12 days in a 12 month period

Objective 3: Unit Hour Utilization (UHU)

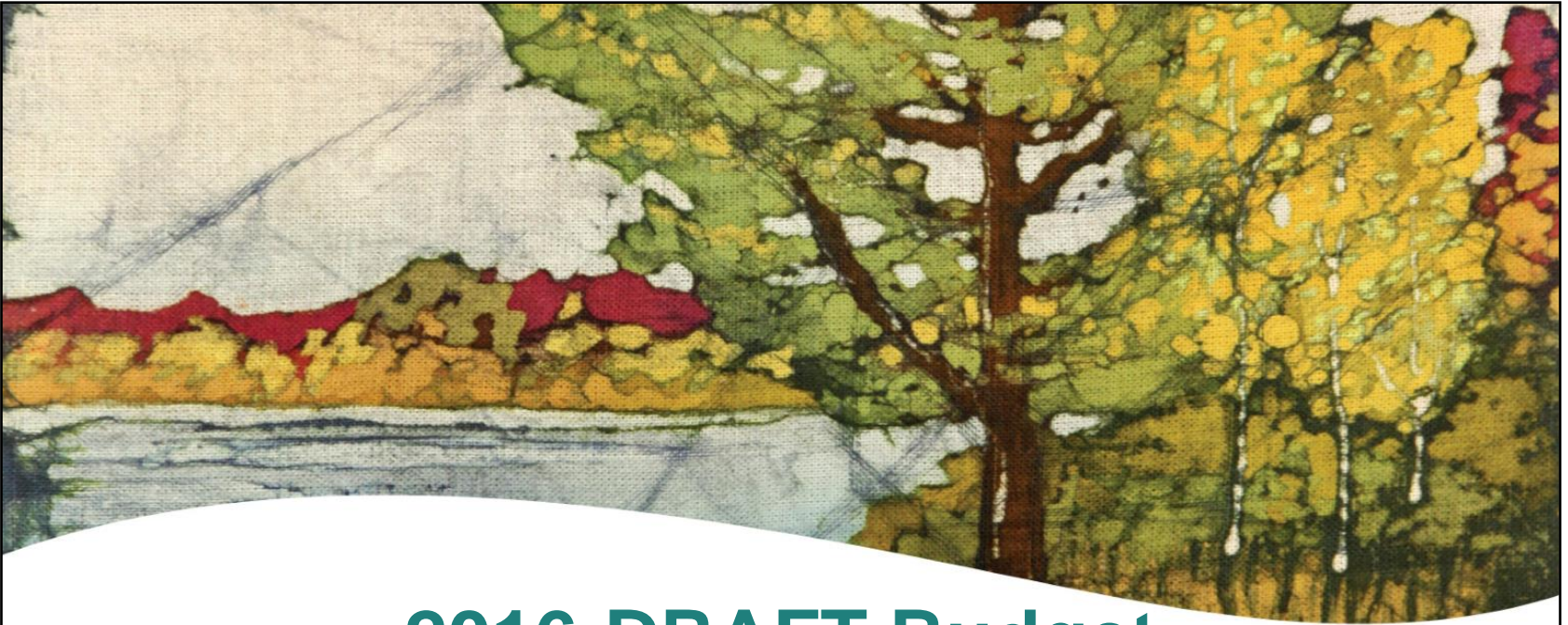
UHU is predictive in nature based on historical data. It can be influenced by many factors such as out of scope call volume increases, episodic call volume events i.e. Homecoming, etc., deployment changes (+/-) by neighbouring municipalities. A target ceiling of .37 UHU is utilized to indicate when FPS may see system response pressures and need to consult with County Council on options to maintain or improve system performance.



The key performance indicators for the FPS unit are intended to provide Council and the public with an indication that service delivery is on track

Respectfully Submitted,

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



2016 DRAFT Budget Project Proposals Logistics Support

Frontenac
COUNTY of

2016 Budget Project Proposal

Department: ETS/FPS

Project: Logistical Support

Project Description:

To increase logistics support staff
from 1.6 to 2.0 Full Time
Equivalents (FTEs)



Emergency &
Transportation
Services

2016 Budget Project Proposal

Department: ETS/FPS

Project: Logistical Support

Background:

- The Logistics Support staff provide:
 - Medical/surgical supply ordering
 - Medical/surgical supply warehousing
 - Medical/surgical supply delivery to operation centres
 - Preventative maintenance to facilities and fleet
 - Repairs and routine maintenance to facilities and fleet
 - Preventative maintenance to oxygen delivery equipment
 - Preventative maintenance to patient handling equipment
 - Stretchers, stair chairs, etc.



Emergency &
Transportation
Services

2016 Budget Project Proposal

Department: ETS/FPS

Project: Logistical Support

Project Ranking:

Safety to Persons/Property

- Ensure safe patient handling equipment
- Ensure safe medical oxygen delivery systems
- Protect the facility asset



Emergency &
Transportation
Services

2016 Budget Project Proposal

Department: ETS/FPS

Project: Logistical Support

Project Ranking:

Legislative Requirements

- The Ambulance Act
- Regulation 257/00
- Land Ambulance Certification Standards



Emergency &
Transportation
Services

2016 Budget Project Proposal

Department: ETS/FPS

Project: Logistical Support

Project Ranking:

Council/Policy Direction

- Goal # 3 – Focused Economic Development
- Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to **rationalize costs** across the Townships and County



Emergency &
Transportation
Services

2016 Budget Project Proposal

Department: ETS/FPS

Project: Logistical Support

Project Ranking:

Operational Efficiency

- Meet industry risk management practices
- Infrastructure asset value protection
- Increased preventative maintenance
- Reduced reliance on outside contractors
- Right person, right job, right time



Emergency &
Transportation
Services

LARGER VESUS SMALLER



Emergency &
Transportation
Services



2016 Budget Project Proposal

Department: ETS/FPS

Project: Logistical Support

Financial Evaluation:

Total cost of project –

\$36,400 increase in wages, benefits and statutory deduction

\$35,000 capital for small maintenance type vehicle i.e. Ford Transit Connect

\$7,000 increase in operating costs for new vehicle (\$3500 replacement cost and \$3500 insurance/licence)

Revenue sources –

Wages - reduction in Building Maintenance budget line + Reduction in paramedic unassigned hours

Capital and operating cost of vehicle – County share - levy



Emergency &
Transportation
Services

Questions?



Emergency &
Transportation
Services



Business Plan 2016-2020

Department: Planning & Economic Development
Unit: n/a
Director: Joe Gallivan
Manager: Anne Marie Young
Version/Date: September 2015

Department Strategic Goals

To ensure land use planning advice to County Council and the member Townships that recognize the rural character of the Frontenacs that is based on a solutions-oriented framework, and to promote economic development that can benefit all citizens and businesses.

Furthermore, the Department is responsible for being one of the leaders in the implementation of the three strategic planning goals established by County Council:

To focus on service delivery of the aging population across the Frontenacs, which is large and growing and will need more public services and facilities in the coming years;

Work with the Townships, other Eastern Ontario Counties, and the Province of Ontario on preparing for a “post-landfill reality” to ensure the issue is dealt with on a regional basis; and

Focus efforts through the Economic Development Charter to set priorities for economic development objectives and revenue generation.

Key strategic directions

1. To ensure that plans are in place to be a leader in rural land use planning and the long term sustainability of the Frontenacs.
2. To develop and maintain a regional plan that deals with cross-jurisdictional, collaborative issues for the County and Townships to improve infrastructure, stabilize and improve villages, and protect the natural heritage system.
3. To work with Council, Townships, citizens, businesses, and other stakeholders to strengthen the economic opportunities across the region.

Alignment with Council Strategic Priorities:

Goal #3 Economic Development and Value for Taxpayers: by ensuring that the County has numerous opportunities to work collaboratively with the Townships and other Eastern Ontario regions to advance economic development opportunities.

Sustainability & Resilience: Ensuring a strategic long term view of regional planning and economic development.

Department Function

Planning & Economic Development staff comprised of the Director of Planning & Economic Development, the Manager of Economic Development, and the Community Planner provide services to the County and the Townships in the following areas:

- Regional Land Use Planning
- Township Official Plan and Zoning Updates
- Tourism Promotion
- Strategic Planning
- Special Projects (e.g., Seniors Housing, Rural Transportation)
- Economic Development Initiatives
- Trail Development and Management

Legislative Framework

The Planning Act, R.S.O. 1990, c. P.13

- *The Planning Act, R.S.O. 1990, c*
<http://www.ontario.ca/laws/statute/90p13>
- *Provincial Policy Statement (2014)*
<http://www.mah.gov.on.ca/Page10679.aspx>
- *The Municipal Act, 2001, S.O. 2001, c. 25*
<http://www.ontario.ca/laws/statute/01m25>
- *Development Charges Act*
<http://www.mah.gov.on.ca/Page9839.aspx>
- *Environmental Protection Act*
<http://www.ontario.ca/laws/statute/90e19>
- *Canadian Environmental Protection Act*
<http://www.ec.gc.ca/lcpe-cepa/default.asp?lang=En&n=26A03BFA-1>
- *Source Water Protection Plans*
<http://crca.ca/watershed-management/studies-and-mapping/source-water-protection/>
<http://quintessourcewater.ca/web/>
<http://www.mrsourcewater.ca/en/>
- *Frontenac County Official Plan (adopted October, 2014)*
- *Township Official Plans and Zoning By-laws*
- *K&P Master Plan and Trails Master Plan*

Relationships:

Planning & Economic Development will work with County Council and Township Councils, external agencies, upper level governments, citizens, and businesses.

Internal:

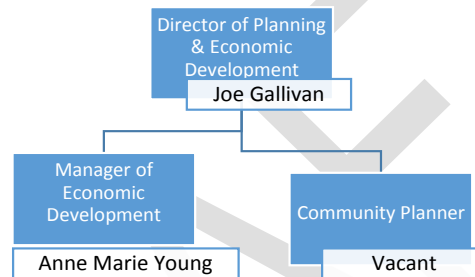
- **County Council** - act as a lead department in implementation of Council's strategic planning goals/priorities, and to work with Council on long-term regional planning policy (both from a land use and economic development perspective). Also work with Committees of Council on same long-term regional issues.
- **County Administration** - Primary internal relationships are with: Geographic Information Systems (GIS) for data collection, land use planning analysis, and mapping; Communications for information sharing, promotion, consultation, and the use of social media; and the CAO's Office for strategic planning and economic development. Also, where necessary provide planning direction to internal staff.

External: The majority of relationships for Planning & Economic Development are external:

- **Citizens** – consultation on land use planning issues, information/data sharing, economic development projects.
- **Upper Level Governments** – communicating with Provincial ministries (e.g., Municipal Affairs, Environment and Climate Change, Natural Resources and Forestry, Tourism Culture and Sport) and Federal Departments (Environment, Finance) to seek advice, apply for grant funding, and to lobby County policy positions.
- **Member Municipalities** – work with Townships on collaborative planning to strengthen the region.
- **Local External Agencies** – a key part of regional collaboration. The Department will communicate, consult, and work with agencies such as North Frontenac and South Frontenac Community Services, Community Futures Development Corporation (CFDC), Eastern Ontario Trails Alliance (EOTA), Ducks Unlimited, Land 'O Lakes Tourism, and cottage associations.
- **Local Business** – as part of the implementation of the Economic Action Plan staff will work with existing businesses and start-up businesses to stabilize and improve local business activity, particularly those operating within the core/focus of County Council's economic agenda.

Employee Complement

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------|------|------|------|------|
| Full Time (non-union) | 2 | 3 | 3 | 3 | 3 |
| Full Time (union) | 1 | 0 | 0 | 1 | 1 |
| Part-time (non-union) | 0 | 0 | 0 | 0 | 0 |
| Part-time (union) | 0 | 0 | 0 | 0 | 0 |
| Contract (incl. summer students) | 2 | 3 | 3 | 2 | 2 |
| Total Employees | 5 | 6 | 6 | 6 | 6 |
| Total FTE | 3 | 3 | 3 | 4 | 4 |
| Total Salaries/FTE | | | | | |



Existing Service Levels:

Policy Planning

- Development and management of Frontenac County Official Plan
- Ongoing preparation and management of local Community Improvement Plans.
- Special projects: Private Roads Study, Seniors Housing, Population and Employment Projections, Natural Heritage Study.
- Sustainability Planning
- Trails Master Plan implementation

Land Use Planning

- Subdivisions – review and approval in conjunction with Townships.
- Township Planning (North Frontenac, Central Frontenac, Frontenac Islands)
 - o Full Services
 - Official Plan and Zoning By-law Updates
 - Planning reports for Zoning Amendments, Official Plan Amendments, minor variances, severances, easements/right of ways.
 - Site visits
 - Township Council and/or Committee attendance
 - Consultation/advice to citizens and developers on planning matters.

- Ontario Municipal Board (OMB) attendance to provide planning evidence.

Federal and Provincial Funding Opportunities

- Submissions for grant funding for economic development related projects.

Trail Management and Construction

- K&P Trail construction and maintenance

Economic Development

- Community Improvement Plans
- Community Profiles and Business Trends
- Business Retention and Expansion
- Trails Network Development

Community Development

- Support to small scale community initiatives
- partnerships

Major Policy/Program Review:

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|------|------|------|------|------|------|
| County Official Plan | x | x | | | x | |
| Community Improvement Plans | x | x | x | x | x | x |
| Local Township Planning | x | x | x | x | x | x |
| Private Roads Study | x | x | | | | |
| Economic Development Action Plans | x | x | x | x | x | x |
| Communal Services Study | | x | x | | | |
| 'Branding' and Signage Study | | x | | | | |
| ICSP (<i>Directions for Our Future</i>) update | | | | x | | |
| Recreation Infrastructure Plan | | | x | | | |
| K&P Trail Plan Update | | | x | | | |
| Population and Employment Projections update | | | | x | | |
| Township Planning – Official Plan and Zoning By-law Updates (North, Central, and Frontenac Islands) | x | x | x | x | x | x |

Department Objectives (will link to KPIs below)

1. Effective and efficient land use planning activity
2. Integrate Land Use Planning and Economic Development actions
3. Improve communication and public consultation with citizens
4. Implement Economic Action Plans

Major Initiatives to meet Department Objectives

| <p>1. Increase Public Awareness of County Planning & Economic Development (aligns with Objectives 1 and 2)</p> | <p>2. Creation of Economic Development Coordinator position – 3 year term (meets all Objectives)</p> | <p>3. Update Township Official Plans and Zoning By-laws to Encourage Small Business Start-Ups (aligns with Objectives 1 and 3)</p> |
|---|---|---|
| <p>Description: Planning & Economic Development Department was created in January, 2015, in part to recognize that their mandate is to work with citizens, businesses, Townships, and other levels of government to be a leader in rural land use planning and economic development. Merging the two together will promote a ‘solutions-oriented’ approach recognizing the rural nature of the Frontenacs.</p> <p>Greater awareness is needed for the general public to understand our services and ongoing projects. This will involve new outreach through social media, a separate section on the County website, visibility at public events, and the creation of a ‘one stop’ business web portal.</p> | <p>Description: Through the work done on the Economic Development Charter, it was recommended that an ‘Economic Development Coordinator’ position be created to focus directly on implementation of the Economic Action Plans. Through the work done on the Economic Development Charter, it was recommended that an ‘Economic Development Coordinator’ position be created to focus directly on implementation of the Economic Action Plans. This position would act as the ‘point person’ for working with existing and potential businesses in the Frontenacs.</p> <p>Timelines: 2016 to 2018</p> <p>Responsibility:</p> | <p>Description: Frontenac County provides planning services to North, Central, and Frontenac Islands Townships. Each Township Official Plan and Zoning By-law will undergo a review and update over the next five years. One of the goals will be to update policy and zoning rules to make it easier for new small scale farming, artisanal businesses, and other rural start-up businesses to be permitted with limited planning approvals.</p> |

| | | |
|---|---|--|
| <p>Timelines: 2016-2020 (ongoing)</p> <p>Responsibility: Director of Planning & Economic Development; Manager of Economic Development.</p> <p>Resources: Internal with assistance from Community Planner, GIS Specialist, Manager of Information Systems, Communications Officer and Chief Administrative Officer.</p> | <p>Director of Planning & Economic Development; Manager of Economic Development.</p> <p>Resources: Internal Communications Officer, GIS Specialist</p> <p>Resources: External Township Councils and staff, CFDC, Land 'O Lakes Tourism, Ministry of Tourism and Culture, Frontenac Arch Biosphere</p> | <p>Timelines: 2016 to 2020</p> <p>Responsibility: Director of Planning</p> <p>Resources: Internal Community Planner, GIS</p> <p>Resources: External Township Councils and staff, CFDC</p> |
| <p>4. Private Roads Study (aligns with Objective 1)</p> | <p>5. Seniors Housing (aligns with Objective 1 and Council Strategic Plan)</p> | <p>6. Community Improvement Plans (aligns with Objectives 1 and 3)</p> |
| <p>Description: A study to create land use policy criteria and use of legal tools to allow for continued waterfront development on private roads (currently 40% of County assessment is on private roads).</p> <p>Timelines: 2015-2016</p> <p>Responsibility: Director of Planning & Economic Development</p> <p>Resources: Internal Community Planner, GIS</p> | <p>Description: Ongoing development of a seniors housing project in each Township. Marysville (Frontenac Islands) project commenced in 2015.</p> <p>Timelines: 2016 to 2020</p> <p>Responsibility: Director of Planning & Economic Development, CAO's Office</p> <p>Resources: Internal GIS</p> | <p>Description: Continuation of CIP program across the Frontenacs. Initiate CIP #5 in 2015 and a Regional CIP in 2017.</p> <p>Timelines: 2016 to 2020</p> <p>Responsibility: Manager of Economic Development, Community Planner</p> <p>Resources: Internal GIS Specialist, Communications Officer, Finance</p> |

| | | |
|--|--|--|
| <p>Resources: External Planning Consultant (\$60,000), Township staff</p> | <p>Resources: External Township Staff, Housing Consultant (\$6,000 for each business plan update)</p> | <p>Resources: External Township Staff</p> |
| <p>7. K&P Trail Development (aligns with Objectives 1 and 3)</p> | <p>8. ‘Branding’ and Regional Signage Strategy (meets all Objectives)</p> | <p>9. Communal Servicing Study (aligns with Objectives 1 and 3)</p> |
| <p>Description: Continued construction of the K&P Trail through Frontenac County, from Fish Creek Road to Sharbot Lake.</p> | <p>Description: Develop a ‘brand’ or image for Frontenac County, including regional signage.</p> | <p>Description: A planning, fiscal, and environmental study to consider new development in settlement areas to be built using communal services. This can result in smaller lot sizes and better integration into the existing village fabric, and increase number of citizens within walking distance of commercial areas.</p> |
| <p>Timelines: 2015-2018</p> | <p>Timelines: 2016 to 2017</p> | <p>Timelines: 2016 to 2017</p> |
| <p>Responsibility: Manager of Economic Development</p> | <p>Responsibility: Manager of Economic Development</p> | <p>Responsibility: Director of Planning & Economic Development</p> |
| <p>Resources: Internal Community Planner, GIS Specialist</p> | <p>Resources: Internal Communications Officer, Economic Dev. Coordinator</p> | <p>Resources: Internal GIS Specialist, Finance</p> |
| <p>Resources: External Contractors (\$800,000), Township public works staff</p> | <p>Resources: External Consultant (\$30,000), CFDC</p> | <p>Resources: External Consultant (\$85,000), Township staff</p> |

Service Level Changes

| Proposed Service Level Change | | Rationale/ Relative to Objectives |
|-------------------------------|---------------------------|-----------------------------------|
| 2016-2018 | Economic Dev. Coordinator | |
| 2016- 2017 | Communal Services Study | |

| | | |
|------------------|--------------------------------|--|
| 2016-2017 | Branding and Regional Signage | |
| | Visitor Accommodation Study | |
| 2017 | Recreation Infrastructure Plan | |
| 2018 | Tourist Packaging | |
| 2019 | | |
| Ongoing | Annual reserve allocation | |

Financial Projection:

| | 2016 | 2017 | 2018 | 2019 | 2020 | Avg Annual Change (%) |
|----------------------------------|------------------------|------------------------|-----------------------|-----------------------|--------|-----------------------|
| Revenues | | | | | | |
| Salaries | | | | | | |
| Material & Supplies | | | | | | |
| Contracted Services | \$165,000 ¹ | \$50,000 ² | \$90,000 ³ | \$45,000 ⁴ | | |
| Rents & Financials | | | | | | |
| Annual Reserve Allocation | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | |
| Capital | | \$200,000 ⁵ | | | | |
| Net Requisition | | | | | | |

Notes:

1. Includes proposed Communal Services Study (\$85K), Branding and Regional Signage (\$30K), and Visitor Accommodation Study (\$50K)
2. Recreation Infrastructure Plan
3. Includes update to Population and Employment Projections (\$30K), and Tourist Packaging (\$60K)
4. Official Plan Review – Background Studies
5. Trail Infrastructure (parking areas, privies, cycling infrastructure)

Risk Analysis:

| Level | Issue |
|--------------------------|---|
| <p>Risk</p> | <p>1. Creation of Economic Coordinator position (3 year contract). Significant public investment with high responsibility to improve economic health of the Frontenacs.</p> |
| <p>Caution</p> | <p>1. County Official Plan – Potential OMB Hearing. A possible appeal of the County Official Plan would delay the approval authority of Township Official Plans from MMAH to County Council.</p> <p>2. Communal Services Study – developers may be risk averse to building this type of subdivision.</p> <p>3. K&P Trail – Land Acquisition from Tichborne to Sharbot Lake – short term acquisition is important to continue to extend trail system to Sharbot Lake</p> |
| <p>Advisement</p> | <p>1. Township Planning – Zoning and Official Plan Updates – should the County Official Plan approval be delayed by an OMB hearing, the County may not be given approval authority until such hearing is completed.</p> <p>2. Bill 73 – Planning Act amendments – if implemented as proposed, Councils would not be able to amend a new Zoning By-law or Official Plan for two years.</p> <p>3. Significant OMB Appeals / Legal Issues – appeals of subdivisions, Official Plan Amendments, could result in many staff hours being used.</p> |

Risk Mitigation Strategies:

| Issue | Mitigation Strategy |
|---|--|
| <p>Risk 1. Creation of Economic Coordinator Position</p> | <p>There will be a need to ensure that all materials and resources (e.g., online ‘information portal’) are in place prior to the start-up date of the coordinator position. A 3 to 6 month work plan may also be necessary to ensure the project is focussed from the start.</p> |
| <p>Caution 1. County Official Plan – OMB Appeal 2. Communal Services Study 3. K&P Trail Land Acquisition (Tichborne to Sharbot Lake)</p> | <p>OMB Appeal – greatest risk will be the need for County Council to appeal the MMAH Decision of Approval to ensure the plan remains ‘high level’.). Staff will need to continue to negotiate with MMAH to try to avoid an appeal that would not likely be considered until mid-2016.</p> <p>Communal Services Study – to support new development on communal services, planning staff and the consulting firm will need to hold a number of meetings with the public, with Township staff and Councils, and the development industry. It needs to be made clear from the outset that there are significant benefits – social, financial, community building, housing market – that can result from a more dense and compatible style of development in settlement areas.</p> <p>K&P Trail – Land Acquisition – staff are aware of the need to communicate with landowners in this area and explain the value of the trail and the benefit of a formal route compared to an informal route. There will also be a need to work with members of the community who can help with any consultation and negotiation of land purchase or long term lease.</p> |
| <p>Advisement 1. Township Planning – Official Plan and Zoning By-law Updates 2. Bill 73 – Planning Act Amendments</p> | <p>Township Planning – staff would recommend that Official Plan reviews at the Township level not be completed until County Council becomes the approval authority with the County O.P. acting as the guide for lower tier planning, rather than MMAH reviewing strictly from a Provincial Policy Statement position.</p> <p>Bill 73 – County Council has provided formal comments to the Minister of Municipal Affairs regarding impacts from Bill 73, including the proposed two year moratorium on amendments to new Official Plans and Zoning By-laws. Should the Bill be enacted as proposed staff will need to develop strategies for County and Township Councils with regard to ‘best practices’ to overcome this moratorium.</p> |

Key Success Factors:

Regional Vision

- Ensuring that County Council has a regional perspective when considering land use and economic development issues.
- Providing County Council with proactive solutions on key regional issues (e.g., watershed planning, regional transportation, development servicing options).

Leadership Role in Collaboration

- Act as lead department, in association with CAO's Office, to promote collaborative solutions on land use, transportation, and economic development issues.
- Demonstrated by regional projects endorsed by County Council.

Clear, Long Term Vision for Regional Sustainability

- Ensuring that the new County Official Plan will continue to serve as a 'high-level' County-wide planning document that has a focus on finding solutions to regional issues.
- Working with citizens and Council to consider future application of the County's sustainability plan (*Directions for Our Future*)
- Leaders and employees held accountable and recognized not just for performance and results but also for demonstrating the corporate values

Leader in Trail Development

- Ensuring K&P trail is completed and safe for use over the long term.
- Focus on developing economic 'foundation' along trail with uses that will support and increase activity along the trail system.

Implementation and Monitoring of Economic Action Plans

- Focus on developing economic 'foundation' along trail with uses that will support and increase activity along the trail system.
- Developing a plan to work with Townships, citizens, upper level governments, and local businesses on coordinated approach to investing in action plans, including accessing funding programs from the Provincial and Federal governments.
 1. Improve the effectiveness and efficiency of Land Use Planning at the County
 2. Integrate Land Use Planning and Economic Development actions
 3. Improve communication and public consultation with citizens
 4. Implement Economic Action Plans

Key Performance Indicators:

Land Use Planning

Objective #1 Effective and efficient land use planning activity

- % Planning Recommendations Endorsed
- Success Rate at Ontario Municipal Board

Economic Development

Objective #2 Integrate Land Use Planning and Economic Development actions

- Community Improvement Plan(s) Positive R.O.I. (10:1 ROI)
- K&P Trail Development to Sharbot Lake – 10.8 km complete from Tichborne by 2017.
- Increase in the number of businesses in Frontenac specifically related to accommodation and local food (100 new beds/5 new businesses/5 years)
- Success rate in funding applications submitted (85:100)

Objective #3 Improve communication and public consultation with citizens

- Increase in subscribers to County social media

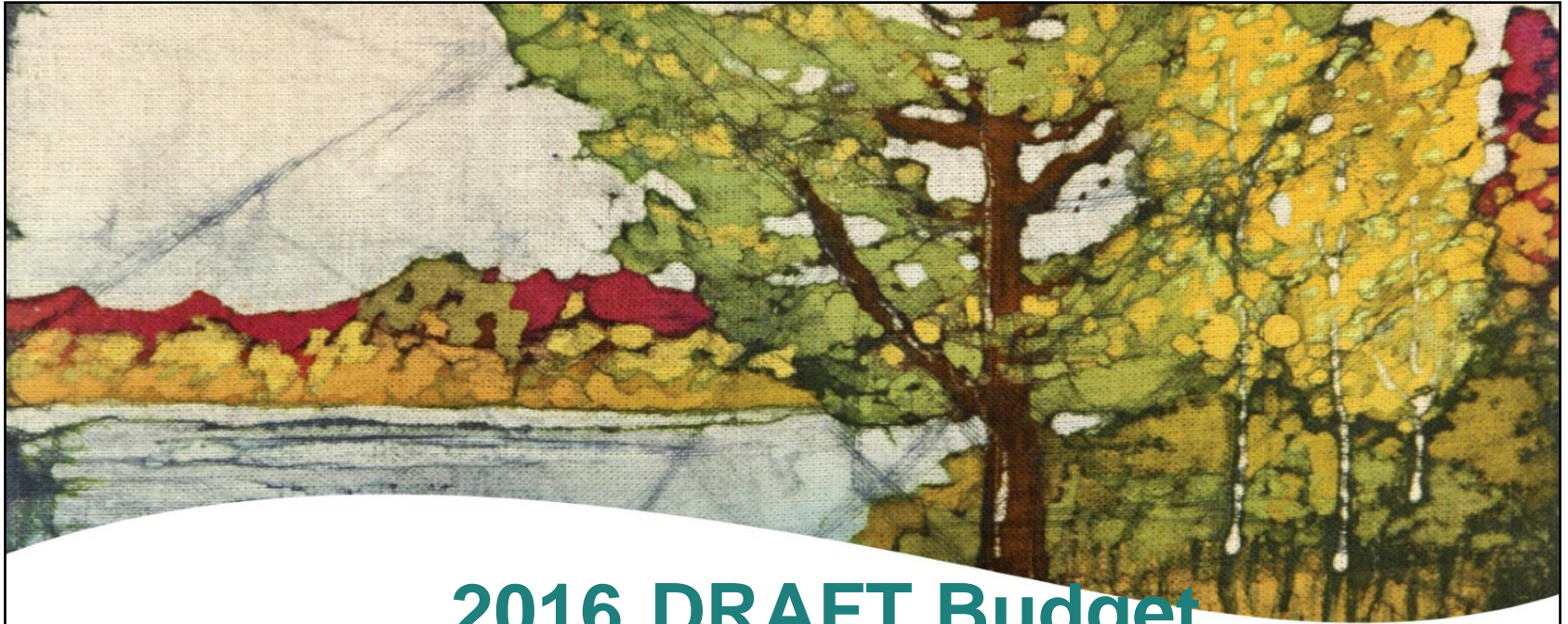
Objective #4 Implement Economic Action Plans

- Business leads/inquiries that advance beyond preliminary stage (15:100)

The key performance indicators for the Planning & Economic Development department are intended to provide Council and the public with an indication that service delivery is on track.

Respectfully Submitted,

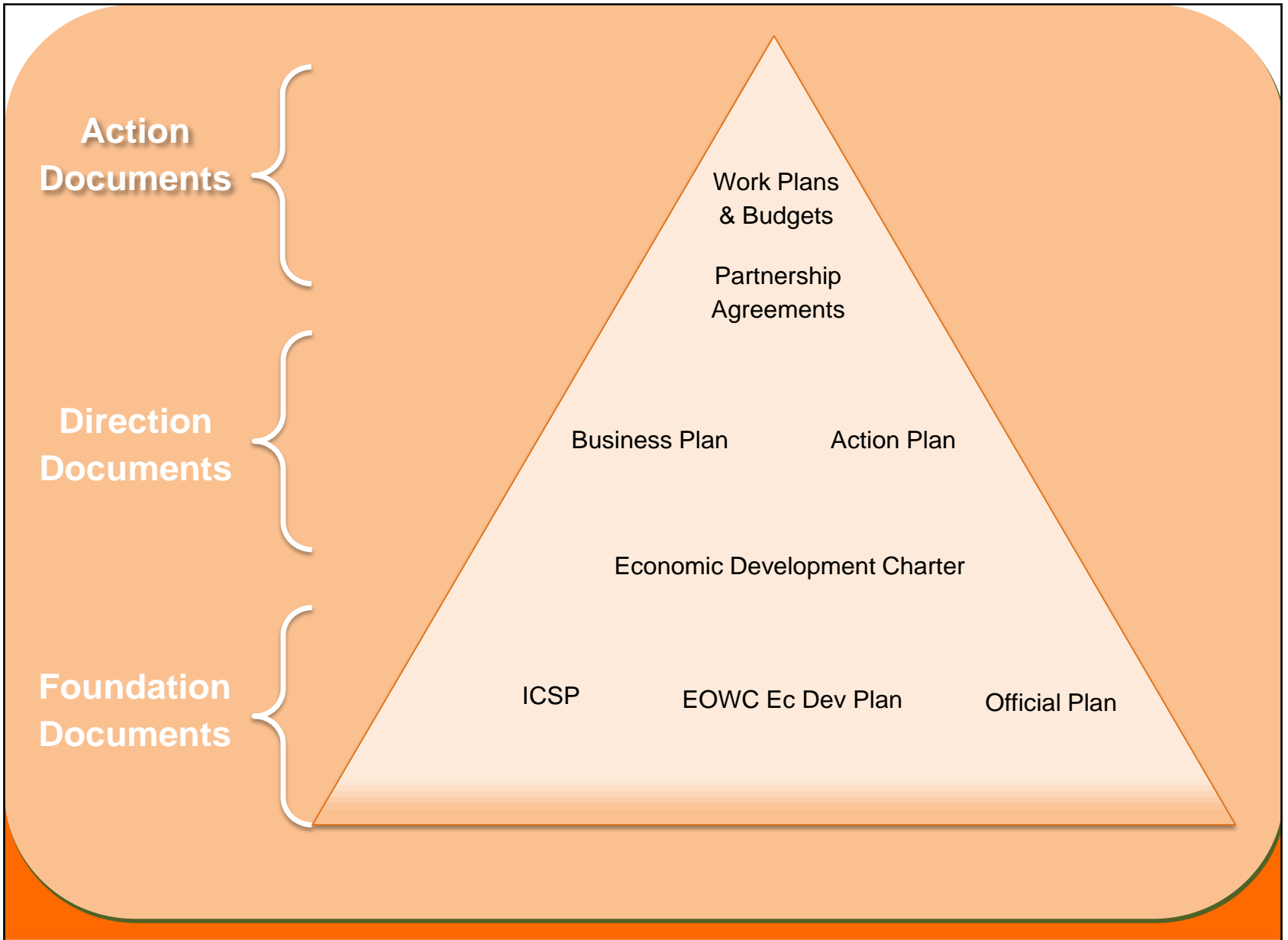
Joe Gallivan
Director of Planning and
Economic Development

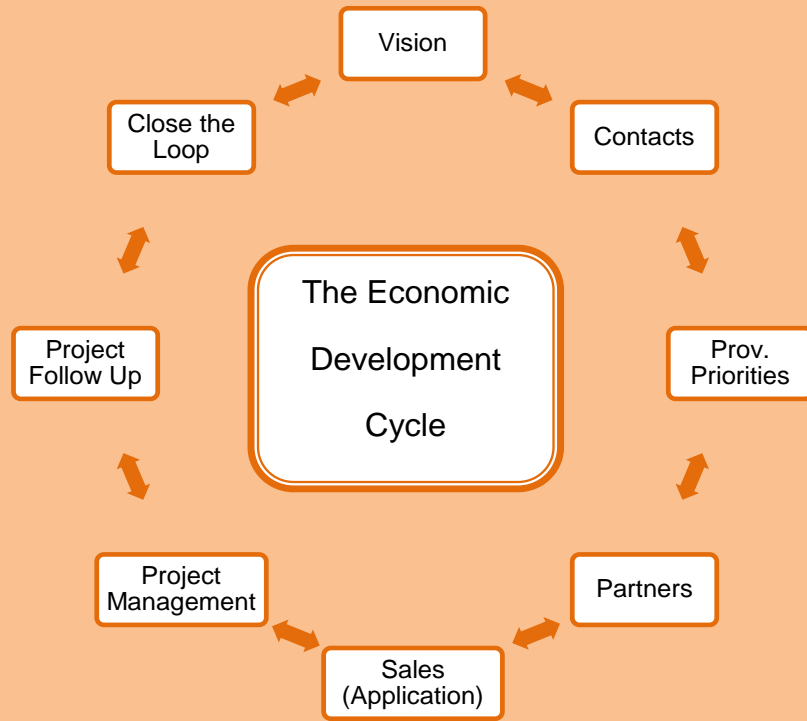


2016 DRAFT Budget Project Proposals

Advancing Economic Development
in the Frontenacs







The Economic Development Tool Box

- Political Will
- Community Support
- Inspired, Proactive Community Members
- Foundation Documents
- Principles for Evaluating Opportunities
- Alignment with Regional & Provincial Priorities
- Business Retention & Expansion (BR+E) Strategy
- Marketing Plan
- Infrastructure Required to Carry Out the Plan
- Partnership Agreements
- Creative, Energized and Motivated Staff
- Long Term Budget Plan
- Key Performance Indicators
- Ability to Pivot in Response to Changed Circumstances

Economic Development is....

Building:

- ✓ Employment Opportunities and a Skilled Workforce
- ✓ Opportunities for Youth
- ✓ Business Education & Training Programs and Business Support
- ✓ Brand Recognition
- ✓ Recreational Opportunities for Citizens & Visitors
- ✓ Assessment Growth (Right Type → Right Location)
- ✓ Accommodation and Food & Beverage Industry → longer visitor stays
- ✓ New Business Opportunities

Leveraging:

- ✓ Grant Opportunities
- ✓ Broad Partnership Base
- ✓ BR+E's
- ✓ An Effective Lobbying Strategy

Relying On:

- ✓ A Healthy Environment
- ✓ Progressive Planning Policies and Local Planning Approvals (i.e., Community Improvement Plans)
- ✓ Progressive Taxation Policies
- ✓ Broadband and Cellular Infrastructure
- ✓ Transportation Infrastructure
- ✓ Access to Healthcare
- ✓ Access to Seniors Care

| | POPULATION | ED DEV BUDGET | PER CAPITA INVESTMENT |
|----------------------|------------|---------------|-----------------------|
| LENNOX & ADDINGTON | 41,824 | \$ 540,000 | \$ 12.91 |
| LEEDS & GRENVILLE | 69,635 | \$ 478,661 | \$ 6.87 |
| HASTINGS | 39,888 | \$ 410,942 | \$ 10.30 |
| PETERBOROUGH | 54,870 | \$ 733,268 | \$ 13.36 |
| PRINCE EDWARD COUNTY | 25,258 | \$ 595,738 | \$ 23.59 |
| RENFREW COUNTY | 86,970 | \$ 391,274 | \$ 4.50 |
| FRONTENAC COUNTY | 26,375 | \$ 126,691 | \$ 4.80 |

Note: Net Budgets - does not include government grants, reserve transfers

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

This project is a package which contains the following actions that are necessary to advance economic development for the Frontenacs as determined by participating stakeholders at the June 9th Economic Development workshop:

- Branding & Signage
- Web-based Information Portal
- Accommodation Facilities – Attraction & Retention
- Food & Beverage Business Retention & Expansion
- Community Development Coordinator

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

This package will support the following themes from the Economic Development Charter:

- **Trips and Trails**
- **Food and Beverage**
- **Recreation Lifestyle**

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Branding Exercise & Related Signage

- Branding is the first step needed to form the foundation for all go-forward promotion of the Frontenacs
- A strong brand is needed to support the themes from the Economic Development Charter
- Signage installed at the first of many locations will begin the branding promotion



2016 Budget Project Proposal

Department: Planning and Economic Development

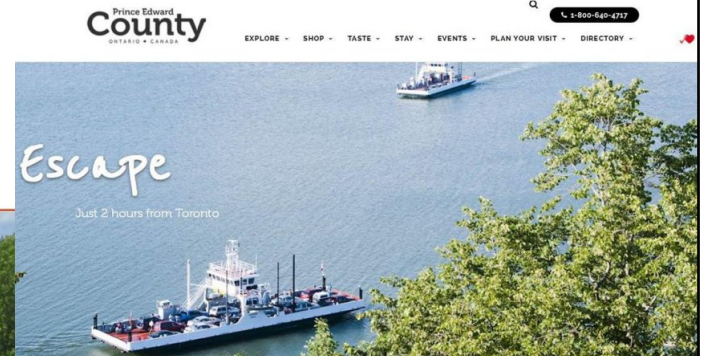
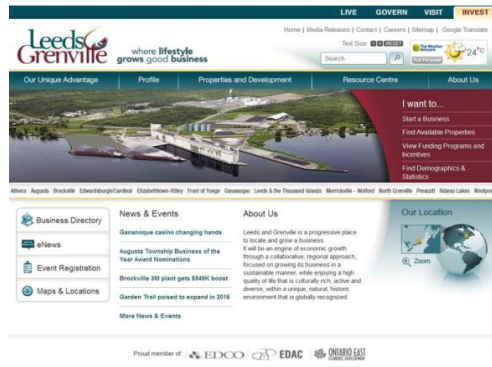
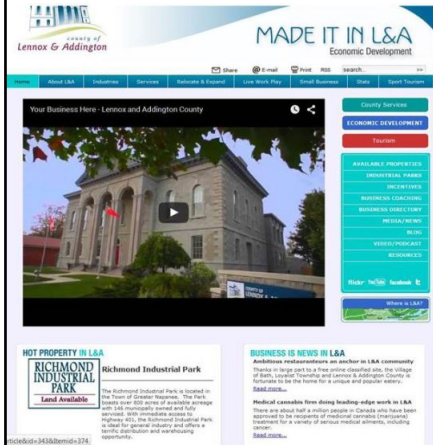
Project: Advancing Economic Development in the Frontenacs

Web-based Information Portal Development

- This web portal will be a specially designed web page that will bring information together from diverse sources across the Frontenacs in a uniform way.
- It will provide a single entry point for information to future residents, businesses and visitors to the Frontenacs – information to include planning, zoning, available land, business directory, recreational.



2016 Budget Project Proposal Department: Planning and Economic Development Project: Advancing Economic Development in the Frontenacs



2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Accommodation Facilities – Attraction & Retention

- This action expects to encourage and support the opening and operation of 100 new accommodation beds in the Frontenacs by 2020. These rooms should be developed in all four Frontenac municipalities.



2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Food & Beverage Business Retention & Expansion



2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs



Community Development Coordinator

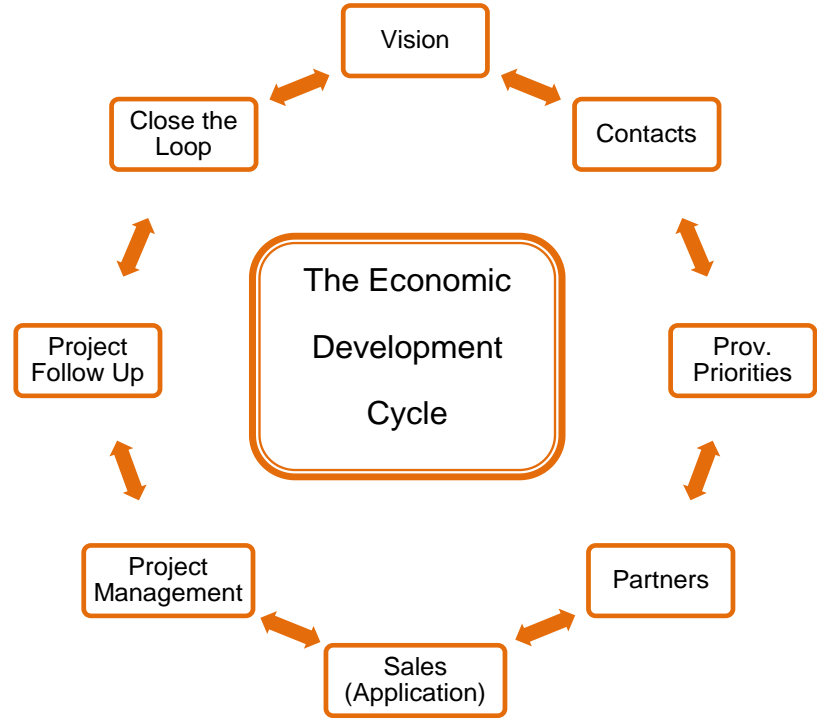
To effectively deliver the actions described previously, stakeholders at the June 9th Economic Development workshop recommended a Community Development Coordinator be contracted for a 3 year term.

Reporting to the Manager of Economic Development the position will be required to work primarily on but not exclusive to:

- Accommodation Facilities- Attraction & Retention
- Food & Beverage Business Retention & Expansion



Roles



2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Other Options Evaluated:

- Leave to the private sector or other levels of government to develop which could...
 - Risk of losing the economic stimulus opportunities
 - Risk of losing potential investment
 - Risk of loss of assessment - people leaving the Frontenacs

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Council/Policy Direction

- Goal # 3 – Focused Economic Development
 - Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County
- Economic Development Charter approved in principle by Council May 2015

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Operational Efficiency

- Effective delivery of the actions in the Economic Development Implementation Plan (Coordinator)
- Business Plans including performance measurement indicators for each action (Manager of Ec Dev + Committee)

2016 Budget Project Proposal

Department: Planning and Economic Development
Project: Advancing Economic Development in the Frontenacs

Financial Evaluation:

Timing of project – 2016

2016 Revenue source:

- Economic Development Reserve Fund (\$500,000 approved for a 2015 through 2018)

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Financial Evaluation:

- \$30,000 - Branding & Signage
- \$20,000 - Web-based Information Portal
- \$50,000 - Accommodation Facilities – Attraction & Retention Program
- \$10,000 - Food & Beverage Business Retention & Expansion Program (updating 2012 Regional Local Food BR+E)
- \$100,000 - Community Development Coordinator (includes salary, benefits, travel, computer, cell phone, office space & supplies)

Other sources of funding should be sought (i.e., SLC, CFDC, RED).

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Advancing Economic Development in the Frontenacs

Questions?



2016 DRAFT Budget
Project Proposals
Sustainability Reserve Fund

F COUNTY of
Frontenac

AGENDA ITEM #a)

2016 Budget Project Proposal

Department: Planning and Economic Development
Project: Sustainability Reserve Fund

Project Description:

- Establish a reserve fund to allow for proactive decision-making on long range planning projects.

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

“Sustainability Projects”

- Land use planning / regional planning / economic development projects that provide Council with a 10 -20 year vision or action plan.
- Similar value to capital projects (i.e., long term lifespan)

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

Current Situation

- All sustainability projects for 2016 and beyond require funding from tax base.
- Previously funded by Federal Gas Tax

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

2010 - 2014:

- Community Improvement Plan \$30,000
- Natural Heritage Study \$60,000
- Private Roads Study \$60,000
- Trails Concept Plan \$30,000
- County Official Plan \$30,000
- Population Projections \$30,000
- Total \$240,000

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

Upcoming Projects (Business Plan)

- Communal Servicing (2016) \$80,000
- Population Projections (2018) \$30,000
- Official Plan Review (2019) \$30,000

- Total \$145,000

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

Other Options Evaluated:

- Do Nothing
 - Potential fluctuations in annual tax rate = no action
 - Challenge of meeting priorities in strategic plan
 - Risk of not dealing with regional issues on a timely basis

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

Other Options Evaluated:

- Do Nothing
 - Potential fluctuations in annual tax rate = no action
 - Challenge of meeting priorities in strategic plan
 - Risk of not dealing with regional issues on a timely basis

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

Existing OMB Reserve Fund

- Established in order to have funds in place for legal / expert witness costs associated with Ontario Municipal Board hearings.
- \$235,670
- Last investment was 2013 -- \$50,000

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

Other Reserves

- Initiate Sustainability Reserve (2015) at \$400,000
- \$235,670 from Land Use Planning Reserve
- \$164,330 reallocation from Working fund (originally earmarked for POA Building contribution)
- Annual Investment = \$30,000
(.35% levy increase in 2016)

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Sustainability Reserve Fund

Questions?



2016 DRAFT Budget Project Proposals Communal Services Viability

Frontenac
COUNTY of

AGENDA ITEM #a)

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Communal Services - Definition

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

- shared facilities for the collection, treatment and disposal of sewage.
- generally of small to moderate size (5+ houses) and are often constructed by the developer.
- primarily used for residential development.

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

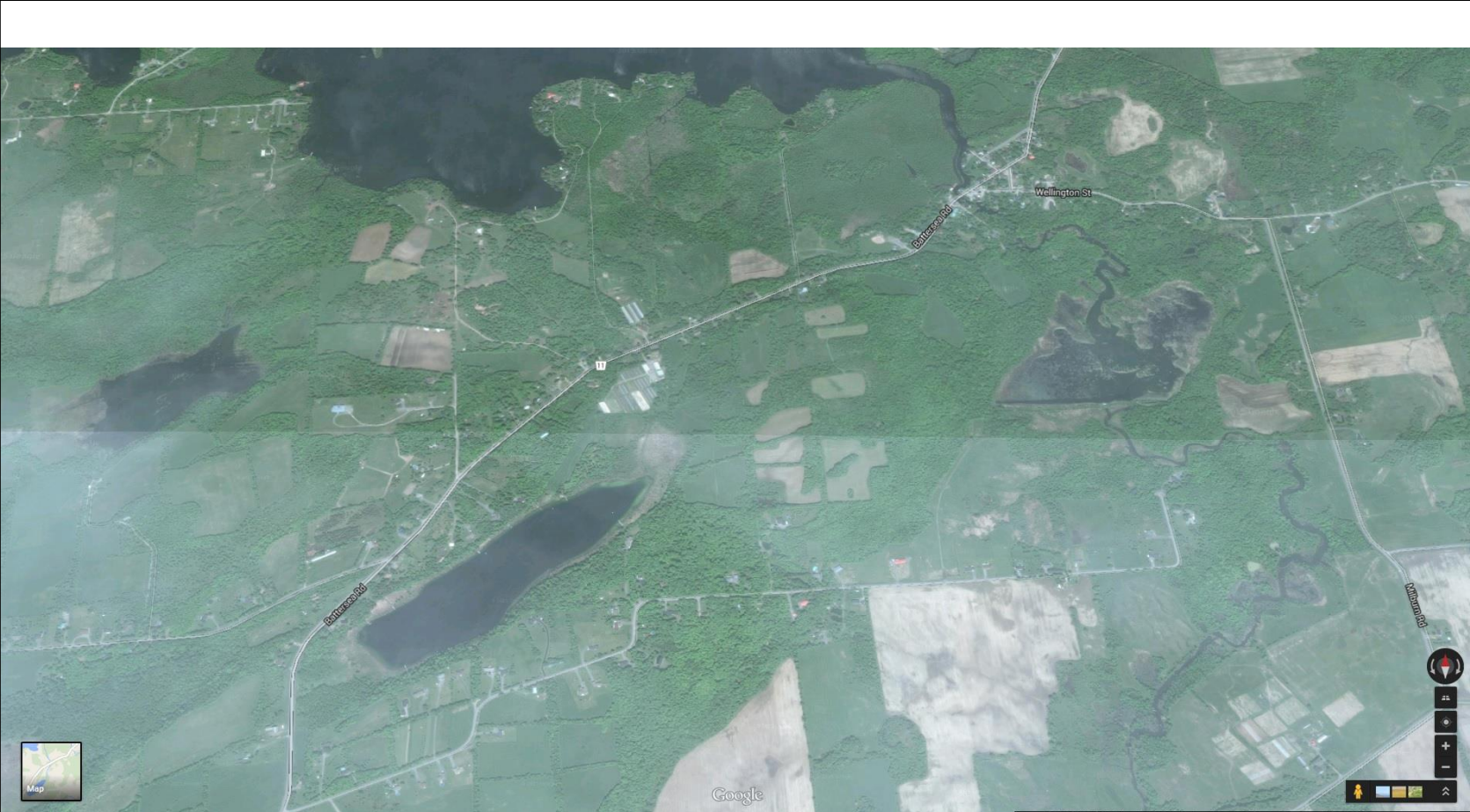
Advantages

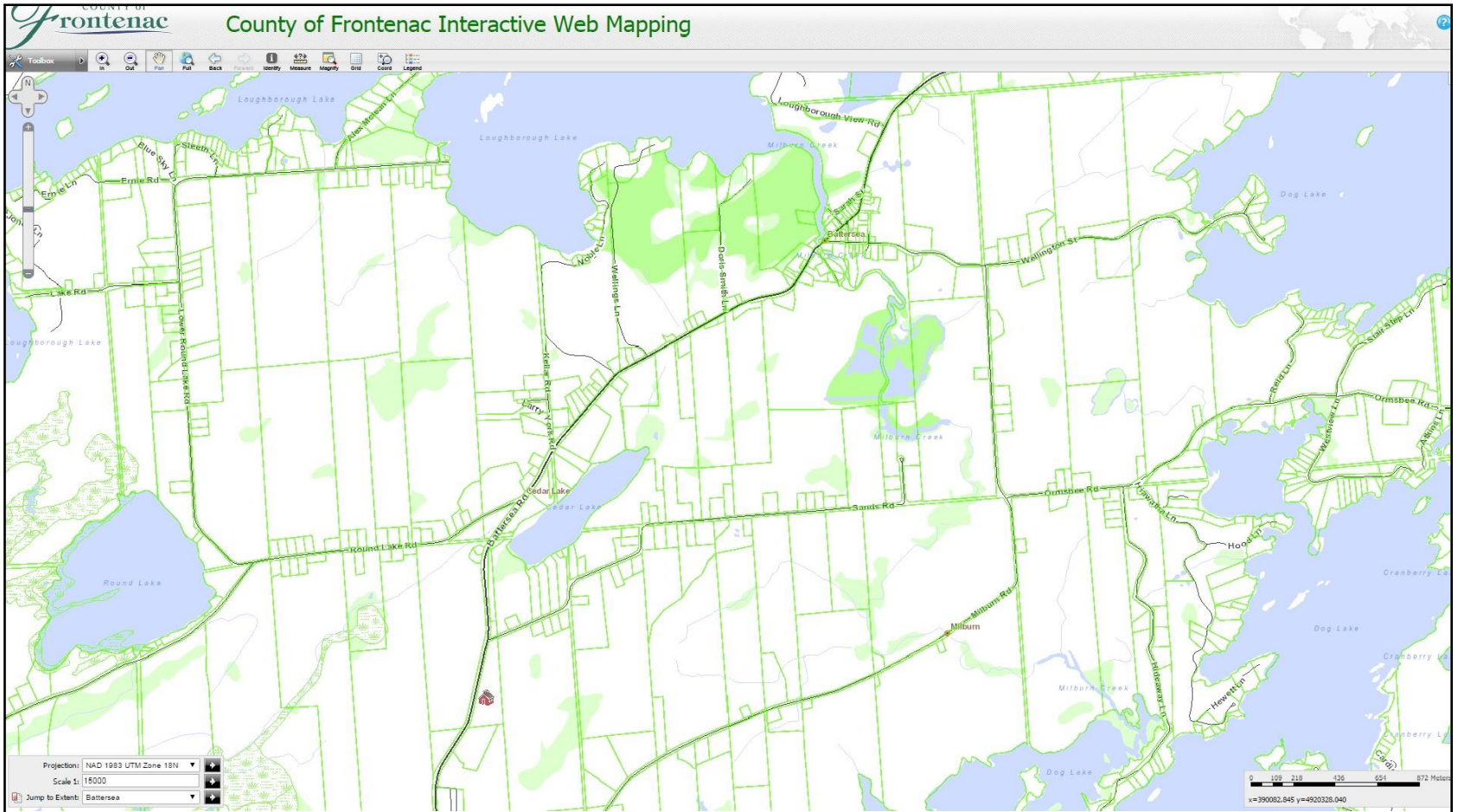
- better environmental protection and public health than private on-site services
 - fewer malfunctions, longer life
 - regular maintenance = measure performance, monitor impact, fix problems early

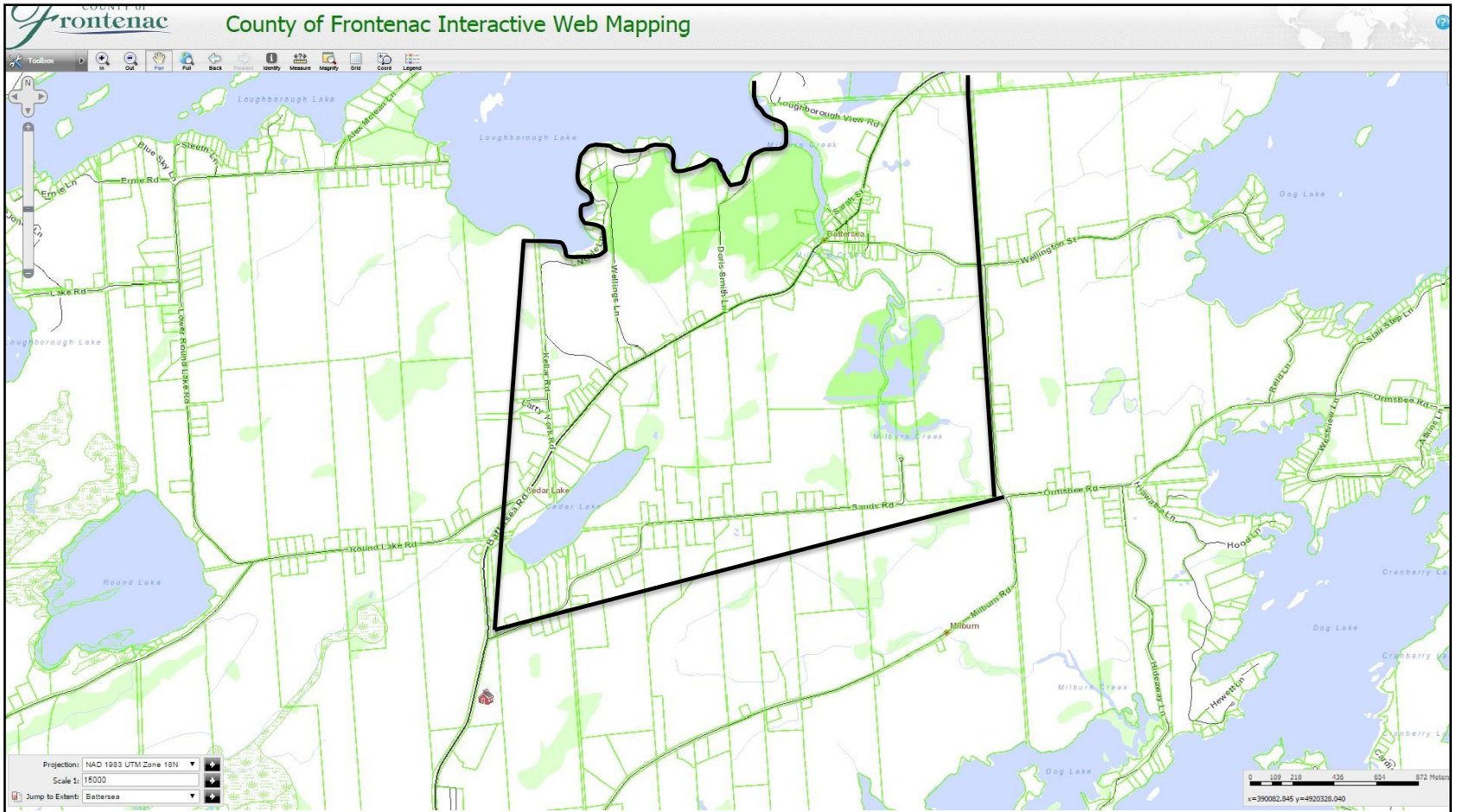
2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

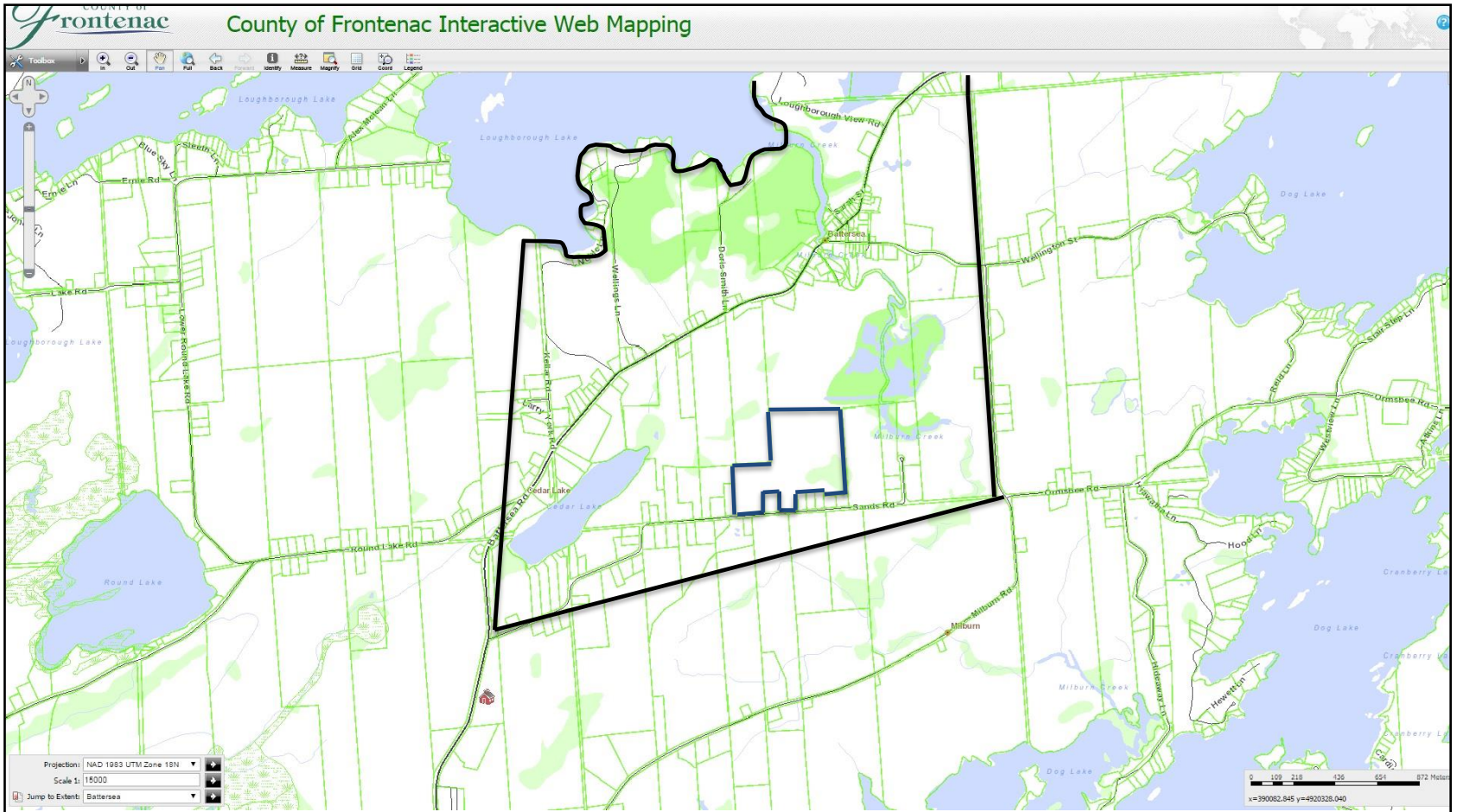
Community Planning Advantages

- smaller lots = better fit into the village/hamlet
- strengthen local economy
- “walkable communities”











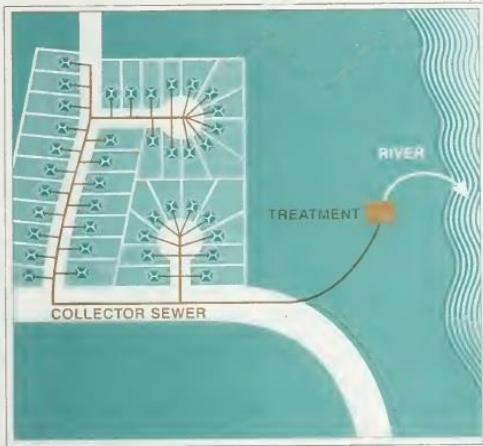


FIGURE 3

**COMMUNAL
(SURFACE DISPOSAL)**

*Small lots, higher density.
Discharges to river after
treatment in mechanical plant.*

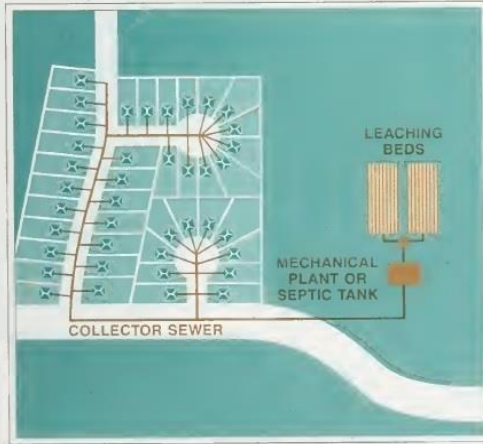


FIGURE 4

**COMMUNAL
(SUBSURFACE DISPOSAL)**

*Small lots, higher density.
Discharges to mechanical plant or
septic tank, then to leaching beds.*

WATER STORAGE SYSTEMS

3

Waterloo Biofilter Systems Inc.
on-site wastewater treatment

Waterloo Biofilter Systems Inc. > Applications > Communal Systems

Communal Systems

A communal septic system from Waterloo Biofilter reduces the cost per connection of rural subdivisions

Communal or clustered decentralized wastewater treatment is a reliable and cost-effective alternative to individual septic systems or the expansion of city sewer mains out to rural subdivisions. When sewage from multiple homes is pooled together at a central plant, the wastewater flow and strength variations found between individual houses are averaged out, creating a more consistent influent pattern that is readily treated onsite by a Waterloo Biofilter wastewater treatment system.

Communal sewage treatment with a Waterloo Biofilter can significantly reduce the installation cost per connection and produces high quality effluent that is easily disposed back into the ground or can even be reused for irrigation.

In a community based system the maintenance is performed at a single central location instead of at each individual residence. This significantly reduces the ongoing costs associated with operations and maintenance. Clustered systems also allow for very stringent effluent criteria to be met more readily and at a significantly lowered cost as add-ons for nutrient removal or UV disinfection are installed at only a single location. As with all Waterloo Biofilter treatment units, our systems for communal or small municipal applications require little energy, have low maintenance requirements, use few moving parts, use a highly engineered filtration medium, and work independently of soil conditions.

We will work with your project engineers to develop a cost-effective solution with unparalleled performance and low operating costs. From vacuum sewer collection systems, enhanced nutrient removal, wastewater re-use, and advanced remote monitoring service with HMI control panels, Waterloo Biofilter has the experience necessary to make your clustered onsite wastewater project a success.

Recent News

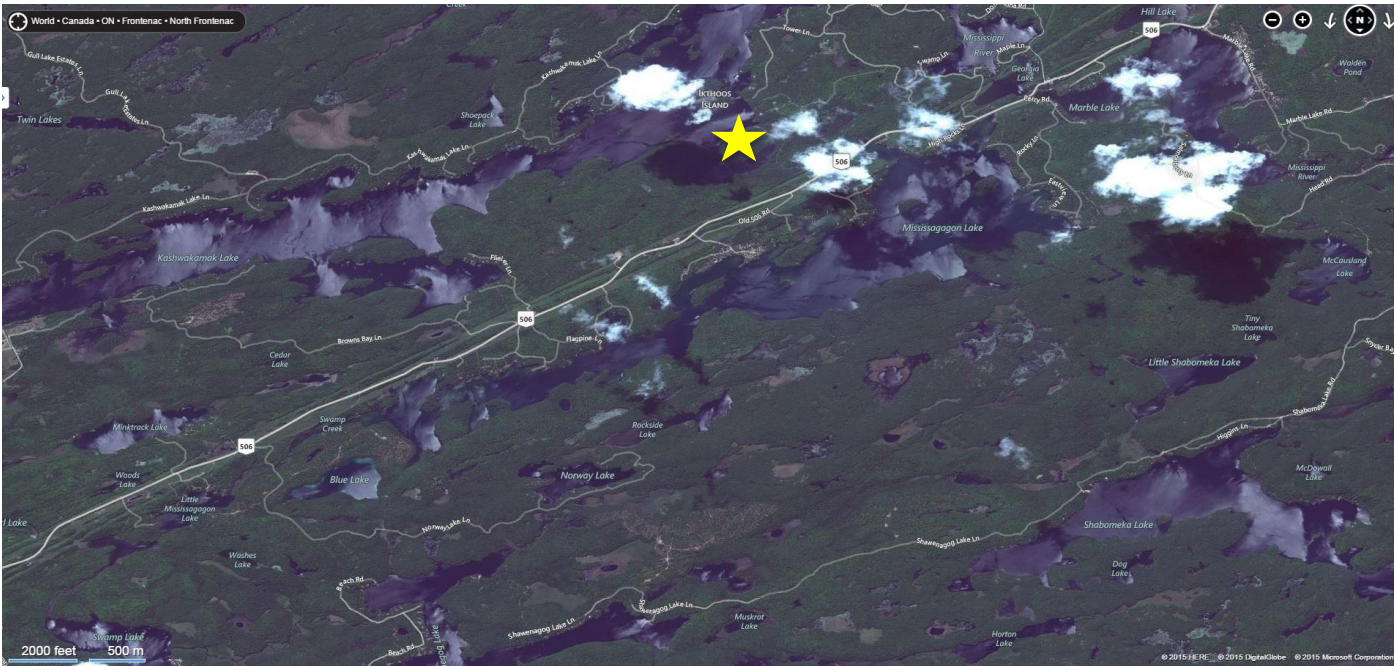
- Company Announcement
- Ontario's Green School Pilot Initiative – Year One Sewage Treatment Results
- Waterloo Biofilter system wins Environmental Award of Excellence
- Ontario Cottages & Sewage System Nutrients – Part III
- Ontario Cottages and Sewage System Nutrients – Part 2

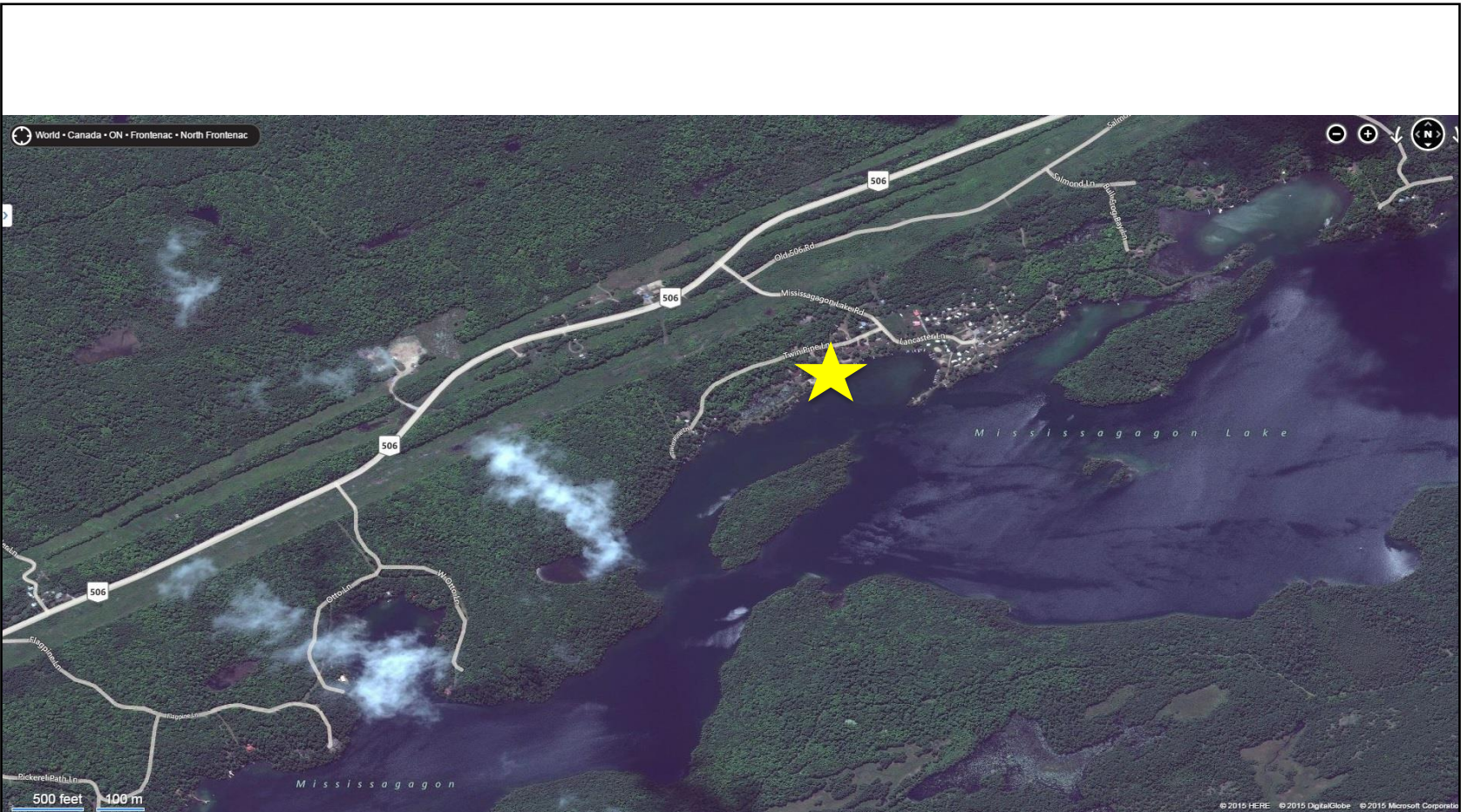
Upcoming Events

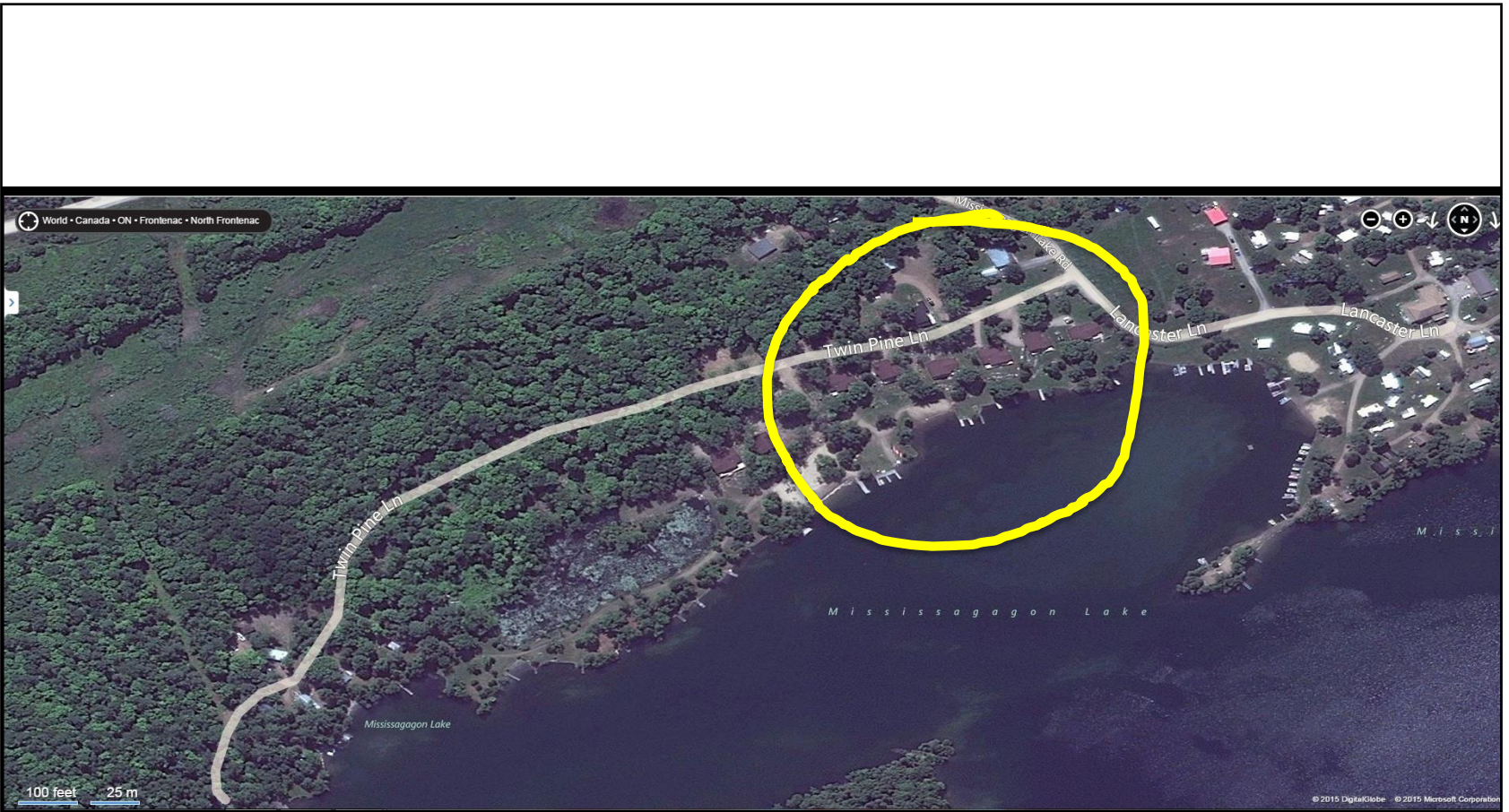
- No events.

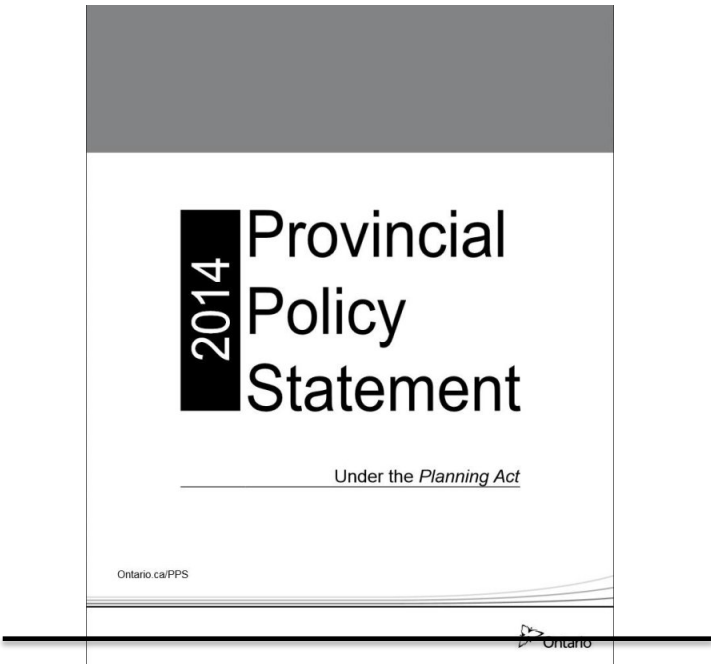
The choice is clear.











1.6.6 Sewage, Water and Stormwater

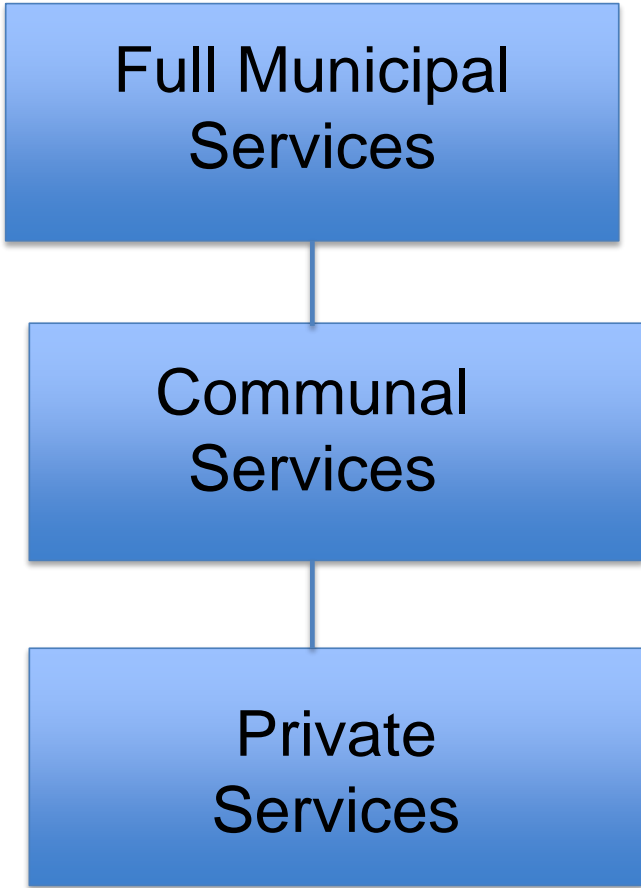
- 1.6.6.2 Municipal sewage services and municipal water services are the preferred form of servicing for settlement areas. *Intensification* and *redevelopment* within *settlement areas* on existing *municipal sewage services* and *municipal water services* should be promoted, wherever feasible.

1.6.6 Sewage, Water and Stormwater

- 1.6.6.3 Where *municipal sewage services* and *municipal water services* are not provided, municipalities **may** allow the use of *private communal sewage services* and *private communal water services*.

1.6.6 Sewage, Water and Stormwater

- 1.6.6.4 Where *municipal sewage services* and *municipal water services* or *private communal sewage services* and *private communal water services* are not provided, individual on-site sewage services and individual on-site water services may be used provided that site conditions are suitable for the long-term provision of such services with no *negative impacts*. In settlement areas, these services may only be used for infilling and minor rounding out of existing development.



Full Municipal Services

Not Feasible
\$\$\$\$\$\$

Communal Services

Private Services

Standard Rural Development

Full Municipal Services

Not Feasible
\$\$\$\$\$\$

Communal Services

Potential Village and Hamlet Development

Private Services

Standard Rural Development

Risk

- Ministry of Environment (1995)
- *“It has been the experience of the Ministry and other jurisdictions that private communal services, in the absence of a responsible public authority to ensure proper operation and maintenance, have a greater likelihood to malfunction as a result of poor management practices and that private operators are less likely to have sufficient funds to remediate problems.”*

Reducing Risk

- Municipal Responsibility – common thinking is that it is assumed to be a high risk
- New Rules since 1995 -- tools to reduce/eliminate public sector risk
- New Communal Systems since 1995 – better technology
- New Planning Rules since 1995 – vacant land condominium development
- What legal tools are available to reduce risk?

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Project Description:

- evaluate 2016 legal tools to promote / reduce risk of communal systems
- case studies in Ontario – best practices
- planning tools
- settlement areas

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Other Options Evaluated:

- 1) Do Nothing – All new development continue on private services

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Project Ranking:

1. Safety to Persons/Property – improved environmental and public health protection

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Project Ranking:

2. Legislative Requirements - Planning Act, Environmental Protection Act, Building Code, Official Plans

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Project Ranking

3. Council/Policy Direction – County Official Plan (settlement areas), Directions for Our Future (economic, cultural, social), Strategic Plan (economic development, seniors housing)

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Project Ranking:

4. Operational Efficiency – potential return on private investment – may require municipal incentives...

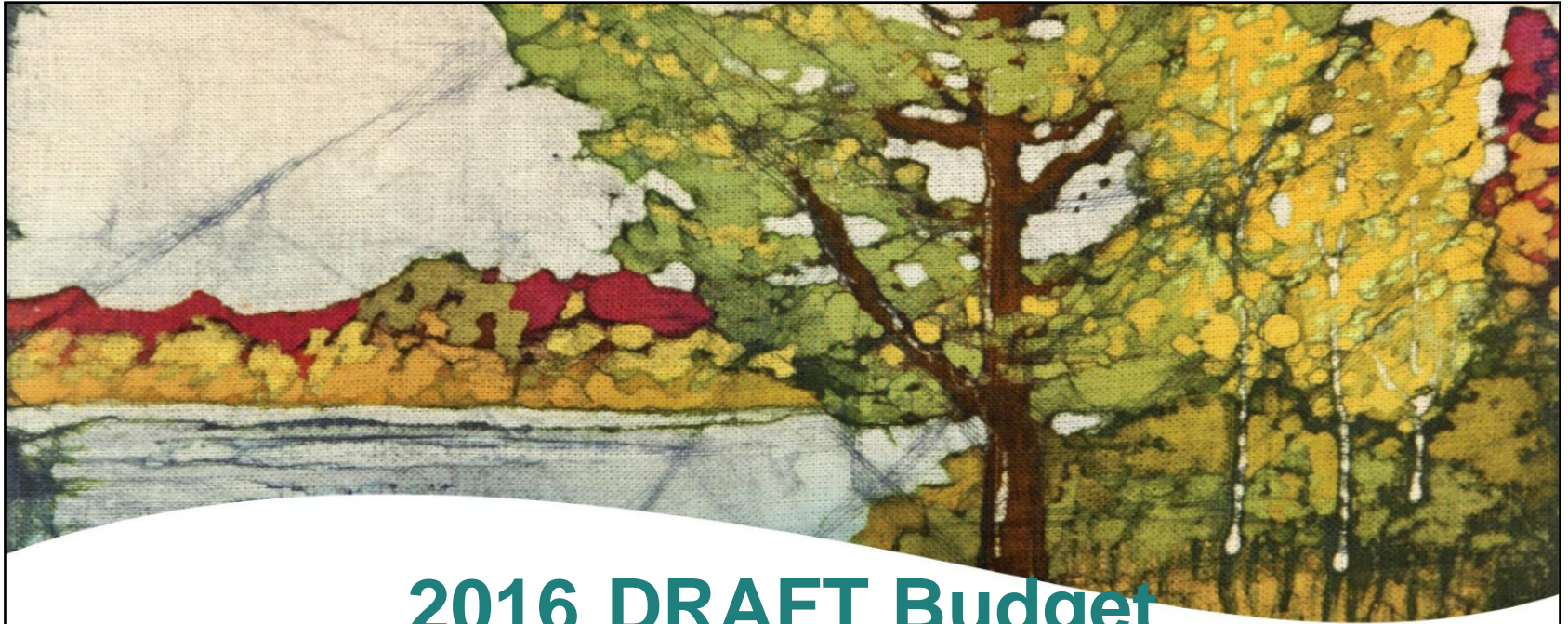
2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Financial Evaluation:

| | |
|-----------------------|----------------|
| Total cost of project | \$80,000 |
| Timing of project | mid-2016 start |
| Revenue sources | Reserve |

2016 Budget Project Proposal Planning and Economic Development Project: Communal Services

Questions?



2016 DRAFT Budget Project Proposals

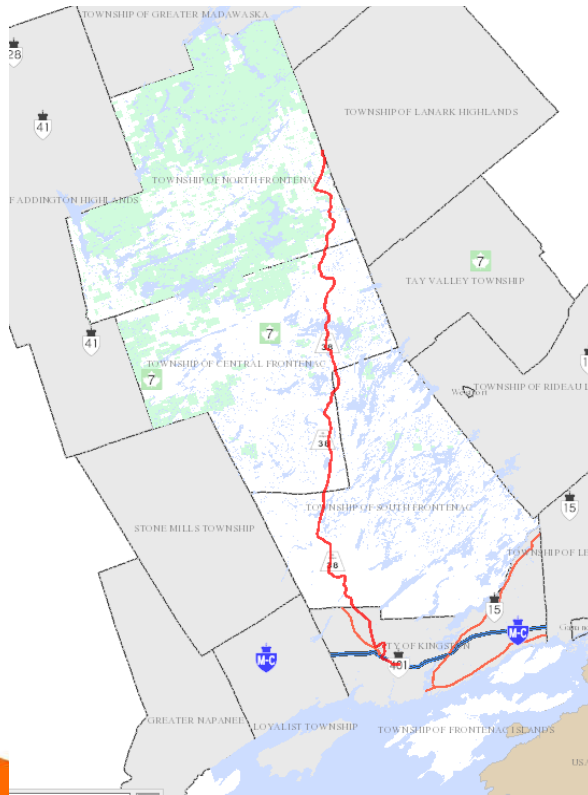
Frontenac K&P Trail Land Acquisition Project & Strategy



2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Frontenac K&P Trail Development



- Approximately 45 km acquired by Frontenac County in 2008 as an economic stimulus opportunity
- Development will complete the missing gap for important linkages to North Frontenac K&P Trail and also Lanark and Renfrew Counties and connects historically to the Wolfe Island Canal Project through the City of Kingston.
- Plans adopted: Trails Master Plan in 2009, Implementation of the Frontenac K&P Trail Phase 1 in 2009, and Phase 2 in 2013

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Frontenac K&P Trail Land Acquisition

Project Description cont'd:

Next Phase of Development - 2016

- 2016/17 - Tichborne to Sharbot Lake in Central Frontenac
- Frontenac County owns 1.7 km of the 10.8 required for completion
- Land will be acquired by purchasing, leasing, land use agreement or preferably by donations.

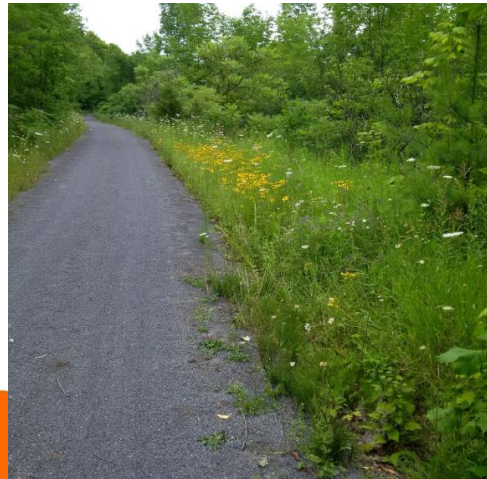
2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Frontenac K&P Trail Land Acquisition

Other Options Evaluated:

- Develop the remainder on road allowances such as Road 38 – not desirable due to safety and accessibility issues – may prove more costly.
- Stop further development – Council investment for economic stimulus will not be realized to its full potential



2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Frontenac K&P Trail Land Acquisition

Project Ranking:

Council/Policy Direction

- Goal # 3 – Focused Economic Development
 - Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County

Trips & Trails

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Frontenac K&P Trail Land Acquisition

Financial Evaluation:

Timing of project – 2016

2016 Revenue source:

- Land Acquisition Reserve - \$80,000
- Donations (of land) - \$1

2016 Budget Project Proposal

Department: Planning and Economic Development

Project: Frontenac K&P Trail Land Acquisition

Questions?





Business Plan 2016-2020

Department: Corporate Services
Unit: General
Director: Kelly J. Pender, Chief Administrative Officer
 Marian VanBruinessen, Director of Corporate Services/Treasurer
Version/Date: September 2015

Department/Unit Strategic Goals

The County of Frontenac Corporate Services’ mission is “to efficiently and measurably deliver excellent services, recognized as an employer of choice with dedicated and capable staff, adding value in all areas of service delivery, while simultaneously working to strengthen the capacity of the local municipalities we represent.”

Key Strategic Directions

1. Implementation of the direction of Council through the coordination of strategic plan implementation.
2. Ensuring value for money and respect for taxpayers by being leaders in innovation, continuous improvement, business planning and reporting.
3. Create and maintain a professional organization that is respected for forming strategic partnerships and empowering employees to be leaders at work and in our community.

Major Initiatives to meet Unit Objectives

| 1. Strategic Plan Review | 2. County Space Needs and Building Assessment | 3. Comprehensive Procedure documentation |
|---|--|---|
| <p>Description: To review and confirm/redirect strategic plan and set strategic priorities</p> <p>Timelines: 2016</p> <p>Resources:</p> <ul style="list-style-type: none"> • Internal resources | <p>Description: To review the space and accessibility requirements for County operations and accessibility requirements in the current building or new location.</p> <p>Timelines: 2017</p> <p>Resources:</p> <ul style="list-style-type: none"> • External consultant • External partners e.g. labour relations consultant | <p>Description: To ensure that each position in Corporate Services has updated detailed position procedures to provide for business continuity</p> <p>Timelines: 2016-2017</p> <p>Resources:</p> <ul style="list-style-type: none"> • Internal resource |

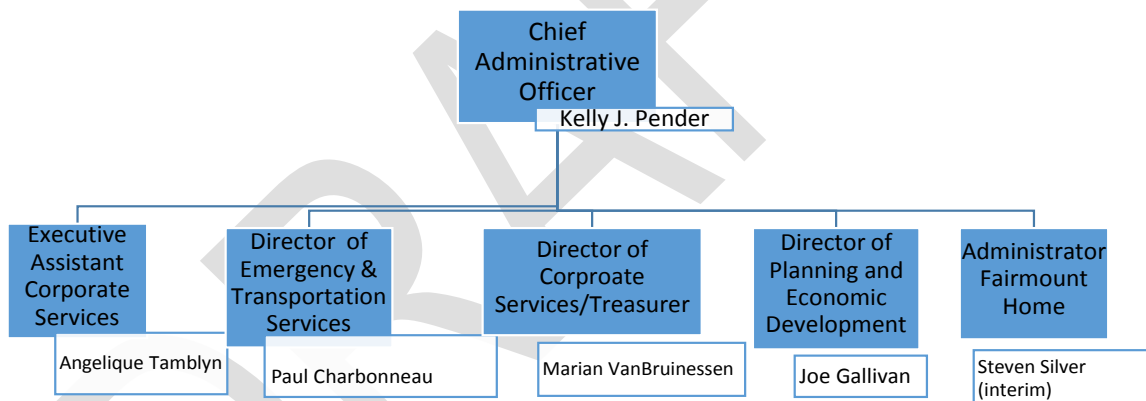
Service Level Changes

| | Proposed Service Level Change | Rationale/ Relative to Objectives |
|-------------|--------------------------------------|--|
| 2017 | Space needs and Building Assessment | Requires external consultant |

Key Performance Indicators

1. Regular reporting re completion of strategic plans – % complete.
2. Improving corporate performance through business innovation and continuous improvement – # of process improvement projects undertaken/per year – target to be determined.

Employee Complement



Respectfully Submitted,

Kelly J. Pender
CAO

Marian VanBruinessen
Director of Corporate Services/
Treasurer



2016 Budget Referred to Budget by Council

COUNTY of
Frontenac

2016 Budget - Referred to Budget by Council

1) In-field Communications - Gap Analysis.
Approved by all four member municipalities and referred to County Council for consideration. Cost \$30,000. Funding source: County Levy or charge back to member municipalities based upon weighted assessment. (Referred from September 24th Council- Staff Report CAO 2015-084)

2016 Budget - Referred to Budget by Council

2) Membership in the Great Lakes and St. Lawrence Cities Initiative - Cost \$3,000. Funded in 2015 through the Warden's Discretionary Fund. Funding source: Levy (Referred from the June 17th Council meeting)

Membership in the Community School Alliance - Cost \$1000. Funded in 2015 through the Warden's Discretionary Fund. Funding source: Levy (Referred from the June 17th Council meeting)



Business Plan 2016 - 2020

Department: Corporate Services
Unit: Information Systems
Director: Marian VanBruinessen
Manager: David Millard
Version/Date: September 2015

Department/Unit Strategic Goals

In the County of Frontenac, the Information Systems Department operates under the direction of the Director of Corporate Services and supports all departments in the delivery of Information Services.

Key Strategic Directions

1. To provide strategic IS vision and leadership that are aligned with best practices
2. To provide enterprise solutions
3. To facilitate more effective use of technological resources

Alignment with Council Strategic Priorities

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

Effective use of technology will support the delivery of more efficient and effective services.

A well-connected County Council, staff, and citizenry equipped with information and enabled to discover information required to make educated decisions, which supports County Council's vision of strong, resilient, diverse rural communities.

Department/Unit Function

Information Systems staff comprised of Manager of Information Systems, Network Administrator, 3 Service Desk Analysts and 2 Geographical Information Systems Specialists providing services to the organization in the following areas:

| | | |
|--|---|---|
| <ul style="list-style-type: none"> • Network Infrastructure | <ul style="list-style-type: none"> • Server Infrastructure | <ul style="list-style-type: none"> • Telephone Systems |
| <ul style="list-style-type: none"> • Internet access | <ul style="list-style-type: none"> • Enterprise Applications | <ul style="list-style-type: none"> • Enterprise GIS |
| <ul style="list-style-type: none"> • Print and Imaging Services | <ul style="list-style-type: none"> • Corporate Email | <ul style="list-style-type: none"> • Public Interactive GIS portal |
| <ul style="list-style-type: none"> • Cellular Services | <ul style="list-style-type: none"> • Data Security | <ul style="list-style-type: none"> • Fairmount Resident Call Systems |

Legislative Framework

- *The Occupational Health and Safety Act 1990 (OHSA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm
- *Workplace Safety and Insurance Act, 1997*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm
- *Accessibility for Ontarians with Disabilities Act, 2005*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Highway Traffic Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h08_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
http://www.elaws.gov.on.ca/html/statutes/english/elaws_statutes_07l08_e.htm
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Ambulance Act, 1990*
<https://www.ontario.ca/laws/statute/90a19>
- *Electronic Commerce Protection Regulations*
<http://laws-lois.justice.gc.ca/eng/acts/E-1.6/page-1.html#docCont>

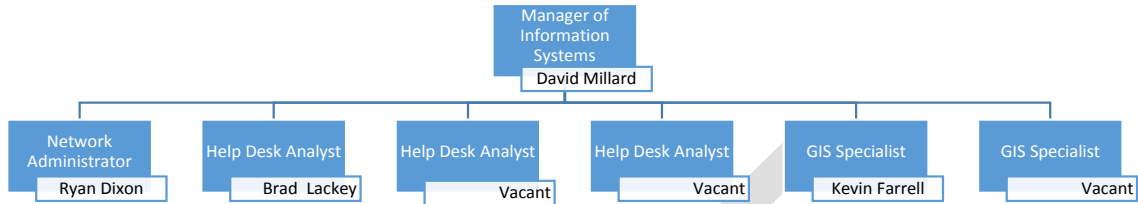
Clients

Internal: The Information Services unit supports County Council and all County Departments through the effective delivery of IS services, which include the planning for and management, maintenance and troubleshooting of technology across the operating departments.

External: Provides services to the public through the corporate website and the Public Interactive GIS portal. Townships through Geographic Information Systems (GIS) work. We support Frontenac Islands Township and North Frontenac Township with website edits and content updates. Frontenac Islands access's the corporate financial systems.

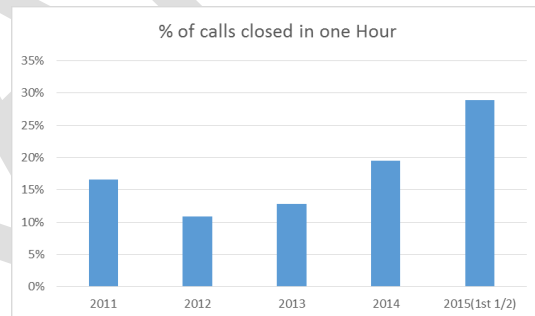
Employee Complement:

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------------|------|------|------|------|------|
| Full Time (non-union) | 1 | 1 | 1 | 1 | 1 |
| Full Time (union) | 6 | 6 | 6 | 6 | 6 |
| Part-time (non-union) | | | | | |
| Part-time (union) | | | | | |
| Contract | | | | | |
| Total Employees | 7 | 7 | 7 | 7 | 7 |
| Total FTE | 7 | 7 | 7 | 7 | 7 |



Existing Service Levels:

The Information Services Unit responded to an average of 1750 requests per year over the last 4 years.



Major Projects by Year:

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|--------------------------------------|------|------|------|------|------|
| Municipal Shared Service | X | | | | |
| New Staff Scheduling Software | | X | | | |
| New Corporate Wide Intranet | | X | | | |
| Phone System Replacement | | X | | | |
| Unified Communications | | | X | | |
| Review GIS interactive Portal | | | | X | |

Department/Unit Objectives

1. Integration and Access

Information Services will plan and deliver integrated information services to enable staff to access the information they need, when and where they need it

2. Improve and Streamline

Information Services will leverage existing, emerging and innovative technologies to enhance, improve and streamline business processes.

3. Privacy and Security

Information Services will ensure the privacy, integrity, reliability and appropriate use of information resources.

4. Service Delivery

Information Services will meet staff and council's requirements for technology service delivery.

Major Initiatives to meet Unit Objectives

| Municipal Shared Services | Scheduling Software | Corporate Wide Intranet. | Phone System Replacement | Unified Communications | Review GIS Interactive Portal |
|--|--|--|--|---|--|
| Description: Establish Frontenac Municipal Information Service | Description: Review/Replace current scheduling software | Description: Review capabilities of current intranet and assemble project team to assist. | Description: Replace phone system at Battersea Road complex. | Description: Unify our voice, fax, cellular, and Email communications | Description: Review current and emerging technologies. |
| Timelines: 2016 | Timelines: 2017 | Timelines: 2017 | Timelines: 2017 | Timelines: 2018 | Timelines: 2019 |
| Responsibility: Information Services, Human Resources, Finance and Frontenac CAO's | Responsibility: Information Services, Human Resources, Finance and Schedulers, Representation from all departments | Responsibility: Information Services, Human Resources, Representation from all departments | Responsibility: Information Services | Responsibility: Information Services | Responsibility: Information Services |
| Resources: Internal | Resources: Internal | Resources: Internal | Resources: External | Resources: External | Resources: Internal |

| This table summarizes how our Major projects align with the Information Services Unit Objectives. | 1. Integration and Access | 2. Improve and Streamline | 3. Privacy and Security | 4. Service Delivery |
|--|----------------------------------|----------------------------------|--------------------------------|----------------------------|
| Municipal Shared Services | ✓ | ✓ | ✓ | ✓ |
| New Staff Scheduling Software | ✓ | ✓ | | ✓ |
| New Corporate Wide Intranet | ✓ | ✓ | | ✓ |
| Phone System Replacement | ✓ | ✓ | ✓ | ✓ |
| Unified Communications | ✓ | ✓ | | ✓ |
| Review GIS Interactive Portal | ✓ | ✓ | | ✓ |

Service Level Changes

2016 will see the Information Services Unit participating in the Municipal IS and GIS Shared Services project. This will result in an increase in staff, work volume and responsibilities.

| Proposed Service Level Change | Rationale/ Relative to Objectives |
|--------------------------------------|--|
| 2016 Municipal Shared Services | The five partner municipalities have agreed to share staffing and resources related to the operation of a single Information Services Department to service all municipalities. |
| 2017 Employee Scheduling Software | It has been identified that our current employee scheduling software is not satisfying all the County's functional requirements. The longevity of the current vendor has also been identified as a concern. The current vendor is a very small business consisting of the owner and one additional employee. \$60,000 |
| 2017 Corporate Intranet | The County's current Intranet was a trial project that was constructed without budget or dedicated resources. It has proven as a valuable conduit to information for County staff. The current intranet is limited in reach as staff can only access it from within the Counties protected network. Any new Intranet project would be an externally hosted solution enabling Council and staff to access resources from outside the County's buildings. \$15,000 |
| 2017 Phone System Replacement | The current phone system which services Frontenac County administration, FPS administration, Fairmount Home administration and Fairmount Home residents was installed in 2004 and is approaching end of life. \$65,000 from Capital Asset reserve |

| | | |
|------|----------------------------------|--|
| 2018 | Unified Communications | Unified Communications is a technology that involves telephony, video and audio conferencing systems, collaboration tools, presence, messaging and social media. By combining telephony and business data on the same network, it gives us the ability to combine and use voice, data (and video) information in their common business applications, saving and forwarding whole instant message streams, faxes, e-mails, voice phone calls or videoconferencing sessions as chunks of data. \$25,000 |
| 2019 | Review of GIS Interactive Portal | Information Services will review current and emerging technologies. Methods of use will be evaluated with the intent of maximizing the availability of GIS data. |

Financial Projection:

| | 2016 | 2017 | 2018 | 2019 | 2020 | Avg Annual Change (%) |
|------------------------|--------------|--------------|--------------|--------------|--------------|-----------------------|
| Revenues | | | | | | |
| Salaries | | | | | | |
| Hardware Replacement | \$55,681.52 | \$56,795.15 | \$57,931.10 | \$59,089.68 | \$60,271.47 | 2% |
| Software Licenses | \$187,472.45 | \$196,846.07 | \$206,688.38 | \$217,022.80 | \$227,873.95 | 5% |
| Service Agreements | \$119,567.55 | \$123,154.58 | \$126,849.21 | \$130,654.70 | \$134,574.33 | 3% |
| Capital | | | | | | |
| Net Requisition | | | | | | |

Risk Analysis:

| Level | Issue |
|-------------------|--|
| Risk | |
| Caution | 1. Current employee scheduling system is not fulfilling all requirements. Long term status of the employee scheduling system current vendor is a concern. |
| Advisement | 1. EORN has issued a RFP for qualified firms to supply high speed fibre connectivity to municipal facilities. Each township office was identified as possible venues to be included in the project. 2. Municipal Shared services will have an impact on the staff composition of the IS unit. |

Risk Mitigation:

| Level | Mitigation strategy |
|-------------------|--|
| Risk | |
| Caution | 1. Tender for new scheduling software |
| Advisement | 1. EORN will advise as to the number of interested vendors and costs. Costs are expected to vary by proposed location. 2. Resource requirements and allocation will be monitored through the joint forum established for the shared service |

Key Success Factors:

- A shared vision for Information Services that is consistent with the County’s Vision, Mission and Goals
- Alignment of technology initiatives with County priorities.
- Address business needs through the use of technology

Key Performance Indicators:

Objective 1: Integration and Access

- Systems up 100% (other than regular maintenance requirements)

Objective 2: Improve and Streamline

- Identify top 3 work order requests and provide training with goal to eliminate repetition of top three staff difficulties

Objective 3: Privacy and Security

- No incidents compromising the integrity of the system/data
- No incidents of misuse of information services resources

Objective 4: Service Delivery

- 50% of Service Desk Orders closed within one hour of creation.
- Client Satisfaction Survey -95% positive response satisfaction survey

The key performance indicators for the Information Services unit are intended to provide Council and the public with an indication that service delivery is on track

Respectfully Submitted,

David Millard, Information
Services Manager

Marian VanBruinessen
Director of Corporate
Services/Treasurer

DRAFT



Business Plan 2016-2020

Department: Corporate Services
Unit: Financial Services
Director: Marian VanBruinessen
Manager: Susan Brant
Version/Date: v.1.0 – April 2015

Department/Unit Strategic Goals

The Financial Services unit provides financial services within a legislative framework of financial policies and internal controls that supports the strategic direction of Council, protects the County’s financial position and minimizes risk to the ratepayer.

Key Strategic Directions

1. To ensure transparency and accountability of the County of Frontenac’s financial transactions
2. To direct the management and investment of the County’s financial resources
3. To ensure the accuracy, security and integrity of the corporation’s financial systems and accounts
4. Risk management including implementation of mitigation strategies to manage potential risks
5. To apply best practices in financial management and investigate cost effective options for enhancements to the County’s financial services

Alignment with Council Strategic Priorities:

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

By managing the County’s financial resources and procurement process to ensure transparency and best value for the Corporation.

Sustainability & Resilience: a strategic long term view of the management and investment of the County’s assets and financial resources to support a financially sustainable municipality.

Department/Unit Function

Financial Services staff comprised of the Treasurer, Deputy Treasurer, Financial Analyst, Finance Clerk (AR), Finance Clerk (AP), Payroll and Employee Benefits Clerk (FRO/FPS/HOW) and Payroll and Employee Benefits Clerk (FMT) provide services to the organization in the following areas:

| | | |
|---|---|--|
| <ul style="list-style-type: none"> • Payroll & Employee Benefits | <ul style="list-style-type: none"> • Accounts Receivable/Payable | <ul style="list-style-type: none"> • Capital Asset Management |
| <ul style="list-style-type: none"> • Procurement • Financial Services – Township of Frontenac Islands | <ul style="list-style-type: none"> • Financial Reporting • Financial Services – County of Frontenac Departments | <ul style="list-style-type: none"> • Financial Systems • Budget Systems • Risk Management |
| <ul style="list-style-type: none"> • Investment Management | <ul style="list-style-type: none"> • Risk evaluation - insurance | <ul style="list-style-type: none"> • Financial Management |

Legislative Framework

- *The Occupational Health and Safety Act 1990 (OHSA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm
- *Employment Standards Act, 2000 (ESA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm
- *Workplace Safety and Insurance Act, 1997*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm
- *Labour Relations Act, 1995*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
- *Hospital Labour Disputes Arbitration Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h14_e.htm
- *Ambulance Services Collective Bargaining Act, 2001*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm
- *Ambulance Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm
- *Accessibility for Ontarians with Disabilities Act, 2005*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
http://www.elaws.gov.on.ca/html/statutes/english/elaws_statutes_07l08_e.htm
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Pay Equity Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
- *OMERS ACT*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06o02_e.htm

Clients

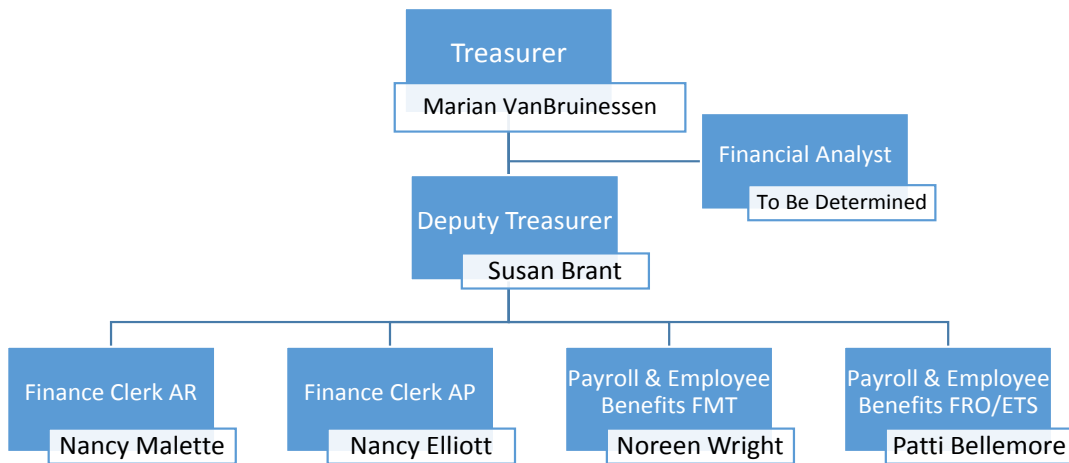
The Financial Services unit provides the financial services that support Council, County departments and external agencies.

Internal: The Financial Services unit primarily services internal resources by providing financial services, guidance and leadership for Council and all County of Frontenac departments.

External: Financial Services support is provided under contract to the Township of Frontenac Islands. Citizen and contractor inquiries with respect to financial transactions and financially sustainable municipality.

Employee Complement

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------------|------|------|------|------|------|------|
| Full Time (non-union) | 2 | 2 | 2 | 2 | 2 | 2 |
| Full Time (union) | 5 | 5 | 5 | 5 | 5 | 5 |
| Contract | | | | | | |
| Total Employees | 7 | 7 | 7 | 7 | 7 | 7 |
| Total FTE | 7 | 7 | 7 | 7 | 7 | 7 |
| Total Salaries/FTE | | | | | | |



Existing Service Levels:

The Financial Services unit provides the following services:

- Management of the County financial systems including Microsoft Dynamics Great Plains, CityWide Solutions asset management software and FMW budget software
- Payroll reporting includes source deductions, T4s and pension reporting to OMERS for the County of Frontenac and Frontenac Islands
- Accounts receivable and accounts payable administration for the County of Frontenac and Township of Frontenac Islands
- Fairmount resident admissions that ensures residents receive all benefits to which they are entitled, management of resident administration files and monthly billing.
- Management of contracts and insurance to mitigate risk to the County of Frontenac

- Internal financial reports prepared for department heads, staff and Township of Frontenac Islands. External financial reporting to MOHLTC, MTO, MMAH, AMO, CRA, OMERS and financial auditors for the County of Frontenac and Township of Frontenac Islands.

Financial Services Transaction Activity

| 2014 | County of Frontenac | Township of Frontenac Islands |
|--|----------------------------|--------------------------------------|
| Account receivable invoices/property tax bills (FI) | 2,240 | 4,230 |
| Cash receipt | 2,240 | 2,110 |
| Capital asset records management | \$25 million | \$20 million |
| Number of employees provided payroll & employee benefit administration | 400 | 100 |
| Accounts payable invoices | 3,500 | 1,620 |
| Contracts management | 172 | |
| RFP/RFQ | 24 | |

Policy and Program Review

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|-------------|-------------|
| Debt | | | | x | |
| Investment | | | | x | |
| Reserve | | | | x | |
| Budget | | | | x | |
| Asset Management | x | | | | x |
| Procurement | x | | | | x |
| Risk Management | | x | | | x |
| Trust | | x | | | |
| Internal Audit | | | x | | |
| Benefits (in conjunction with HR) | x | | | | |
| WSIB Schedule 1 versus Schedule 2 | x | | | | x |
| Insurance | | x | | | |

Department/Unit Objectives (will link to KPIs below)

1. Provide efficient, cost effective financial services which meet the needs of our clients
2. Protect the County’s financial systems and investigate service enhancements
3. Maximize return on financial investments
4. Well managed assets in conjunction with all departments
5. Ensure the County continues to comply with Finance policies

Major Initiatives to meet Unit Objectives

| 1. Implement new software tools in Financial system | 2. Investigate and implement a corporate wide Work Order system | 3. Request for Proposal for Audit Services |
|---|--|---|
| <p>Description: Retro pay module will reduce the time required to process retroactive payments for payroll. Pension module will reduce the time required to complete the annual pension reporting to OMERS.</p> <p>Timelines: 2016</p> <p>Responsibility: Financial Service & Information Services</p> <p>Resources: Internal</p> | <p>Description: Review the County’s current work order processes within each department. Investigate and implement a County wide work order system, which will integrate with our financial system and provide efficiencies in work order and capital asset management.</p> <p>Timelines: 2016-2017</p> <p>Responsibility: Financial Services, Information Services & representatives from other County departments</p> <p>Resources: External</p> | <p>Description: Issue a Request For Proposal for audit services to ensure the County is receiving the best value for its audit services</p> <p>Timelines: 2016</p> <p>Responsibility: Financial Services</p> <p>Resources: Internal</p> |
| <p>4. Request for Proposal for Insurance Services</p> <p>Description: Issue a Request For Proposal for insurance services to ensure the County is receiving the best value for its insurance services</p> | <p>5. Asset Management Plan Enhancements</p> <p>Description: Review of asset management strategies by reviewing life cycle costing and useful life data from the Work Order system. Implement</p> | |

| | |
|------------------------------------|--|
| Timelines: 2017 | improvements to the capital asset management plan Timelines: 2017/18 |
| Responsibility: Financial Services | Responsibility: Financial Services & Representatives from other County departments |
| Resources: Internal | Resources: Internal. |

| Major Initiatives Alignment with Unit Objectives | Software Tools for Financial System | Request for Proposal for Audit Services | Work Order System | Request for Proposal for Insurance Services | Asset Management Plan Review |
|--|-------------------------------------|---|-------------------|---|------------------------------|
| Financial Services which meet client's needs | ✓ | ✓ | ✓ | ✓ | ✓ |
| Protect financial systems & service enhancements | ✓ | ✓ | ✓ | ✓ | ✓ |
| Well managed assets | | | ✓ | | |
| Financial best practices | ✓ | ✓ | ✓ | ✓ | ✓ |

Service Level Changes

Provide a discussion of anticipated service level changes. Keep in mind that service level changes will require a full business case and project proposal for council. Discuss total cost of ownership, analysis of options considered and procurement options.

| Proposed Service Level Change | Rationale/ Relative to Objectives |
|----------------------------------|---|
| 2016 - 2017 Work Order System | This project will involve the investigation and implementation of a work order system to service the County of Frontenac with infrastructure service request tracking, equipment/fleet vehicle maintenance/rehabilitation tracking, |

| | | |
|--|--|---|
| | | <p>useful life expectancy and budget forecasting for asset replacement. The current work order systems are primarily manual and maintained by each County department. The goal is to have a single source for asset management that allows for centralized data collection and consistent asset management practices. The anticipated initial cost is \$60,000 with an ongoing annual support fee of \$3,600. Work Order software will replace GoldCare, which is currently unsupported software being eliminated at Fairmount Home. This software would also replace Track It software at a cost \$1,500 annually and CityWide software at a cost of \$2,600 annually.</p> |
|--|--|---|

Financial Projection:

| | 2016 | 2017 | 2018 | 2019 | 2020 | Avg Annual Change (%) |
|-------------------------------|----------|----------|----------|----------|----------|-----------------------|
| Revenues | (44,500) | (45,400) | (46,300) | (46,800) | (47,736) | 2% |
| Salaries & Benefits | 632,972 | 659,050 | 682,253 | 706,094 | 726,453 | 3.4% |
| Contracted Services | 27,010 | 27,550 | 28,100 | 28,660 | 29,233 | 2% |
| Capital ⁽¹⁾ 60,000 | | | | | | |
| Net Requisition | | | | | | |

Notes:

1. Purchase of Work Order system – eligible to be funded through Federal Gas Tax

Risk Analysis:

| Level | Issue |
|---------|---|
| Caution | <ul style="list-style-type: none"> • The County’s capital asset management plan must ensure resources are available for the replacement of the County’s capital assets. Centralized asset data along with consistent management of County assets will be vital to determine the funding requirements for asset replacements. |
| | <ul style="list-style-type: none"> • Without centralized, consistent management of the County’s assets, it is challenging to establish investment timelines for available reserves, which will result in forgone investment returns. |

| | |
|--|--|
| | <ul style="list-style-type: none"> The County’s current work order system is primarily decentralized, manual and maintained with a variety of tools, which will require extensive effort to amalgamate for capital asset planning. All work order documentation is tracked manually by paper copy, which may present a risk if the County is audited for compliance with the Long-Term Care Homes Act, Ambulance Act and MFIPPA |
|--|--|

Risk Mitigation Strategies:

| Issue | Mitigation Strategy |
|---------|--|
| Caution | <ul style="list-style-type: none"> A centralized Work Order system will track infrastructure service requests, repair work orders, asset inspections, infrastructure life cycles and provide useful life estimates to improve the County’s capital asset management plan and future capital funding requirements. |
| | <ul style="list-style-type: none"> A long term capital asset replacement schedule will assist with the determination of investment timelines for reserve funds. Therefore creating an opportunity for longer term investments that will generate a higher interest return. |
| | <ul style="list-style-type: none"> A Work Order system will provide centralized, consistent management of the County’s assets to assist with capital planning and budgeting for the County assets. An automated Work Order system will mitigate the potential Ministry of Health audit risks mentioned in the Risk Analysis advisement. |

Key Success Factors:

Shared Leadership

- Financial leadership and administrative that supports the County’s vision, strategies and values
- Demonstrated by behaviours and accountability

Clear Roles, Responsibilities and Accountabilities

- Cost effective duties and roles with clear delegation of authority
- Employees are aware of corporate and departmental direction and how their performance directly affects achieving financial goals and objectives

Collaborative Departmental Partnerships

- Focus on the financial service requirements of Council, County departments and external agencies

Clearly Articulated Finance Policies

- Policies that are concise, communicated and recognize the requirements of Council and all County departments
- Consistent application of those practices requiring a corporate approach

Key Performance Indicators:

Objective 1. Efficient, cost effective financial services which meet the needs of our clients

85% compliant with the following:

1. Employment changes are reported within 5 business days to meet external/internal deadlines
2. Accounts receivable will be collected within 45 days
3. Accounts payable will be processed within 45 days
4. External financial reporting will be completed accurately by the agencies' deadline

Objective 2. Protect the County's financial systems and investigate service enhancements

Focus on the financial service requirements of our clients will be confirmed by performing an annual survey of our clients to determine areas for improvements.

Objective 3. Maximize return on financial investments

Implement long term investment strategy

Objective 4. Well managed assets in conjunction with all departments

Semi-annual review and report on assets

Objective 5. Ensure the County continues to comply with Finance policies

Target of 100% compliance with Finance policies and procedures with periodic audits to confirm compliance.

Obtain an unqualified audit opinion annually to support integrity of our financial systems.

The key performance indicators for the Financial Services unit are intended to provide Council and the public with an indication that service delivery is on track.

Respectfully Submitted,

Susan Brant
Deputy Treasurer

Marian VanBruinessen
Director of Corporate Services/Treasurer



**2016 DRAFT Budget
Project Proposals
County Work Order System**

Frontenac
COUNTY of

AGENDA ITEM #a)

2016 Budget Project Proposal

Unit: Finance

Project: County Work Order System

Project Description: This project will involve the implementation of a integrated work order system to service the County of Frontenac with the management of infrastructure service requests, maintenance/rehabilitation tracking, useful life estimations and budget forecasting for asset replacement.

2016 Budget Project Proposal

Unit: Finance

Project: County Work Order System

Safety to Persons/Property

Real time work orders will instantly alert the correct departments to potential safety issues that require immediate responses, reduce the risk of further damage to infrastructure and protect the health and safety of employees.

2016 Budget Project Proposal

Unit: Finance

Project: County Work Order System

Legislative Requirements

- Occupational Health & Safety Act
- Ambulance Act
- Long Term Care Homes Act
- Municipal Freedom of Information and Protection of Privacy Act

2016 Budget Project Proposal

Unit: Finance

Project: County Work Order System

Council/Policy Direction

- Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority

2016 Budget Project Proposal

Unit: Finance

Project: County Work Order System

Operational Efficiency

- Data from the work order system will assist with budgeting, forecasting, best practice analysis and life cycle management
- Audit planned versus actual work order costs
- Risk management associated with asset failures, and mitigation of the consequences of failure

2016 Budget Project Proposal

Unit: Finance

Project: County Work Order System

Financial Evaluation:

Total cost of project: Up to \$60,000 for initial purchase in 2016 and \$3,600 annually for software support, \$12,000 annually for replacement reserve

Timing of project: Implementation in 2016

Revenue sources: Federal Gas Tax Reserve \$60,000 and \$12,000 from annual levy

2016 Budget Project Proposal
Unit: Finance
Project: County Work Order System

Questions?



Business Plan 2016-2020

Department: Corporate Services
Unit: Human Resources
Director: Marian VanBruinessen, Director of Corporate Services/Treasurer
Manager: Lisa Hirvi
Version/Date: September 2015

Department/Unit Strategic Goals

The County of Frontenac Corporate Services' mission is "to efficiently and measurably deliver excellent services, recognized as an employer of choice with dedicated and capable staff, adding value in all areas of service delivery, while simultaneously working to strengthen the capacity of the local municipalities we represent."

In support of the Corporate Services' mission, Human Resources' strategic goal is to partner with internal and external stakeholders to recruit, develop, motivate and retain a highly qualified and diverse workforce while fostering a healthy, safe and productive work environment with the overall goal to improve organizational performance.

Key Strategic Directions

1. To provide excellent Human Resources services that are aligned with best practices
2. To train and support internal stakeholders in people management
3. To engage external partners, as appropriate, for human resource management functions
4. To embrace technology to facilitate analysis and reporting

Alignment with Council Strategic Priorities

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

Although this strategic priority is focused on Frontenac Seniors as taxpayers, the statistics show that the County of Frontenac workforce is also aging. As such, people management is and will continue to be critical as an aging workforce is expected to impact, for example, succession planning, disability management, benefits usage and flexible work arrangements.

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

Financial sustainability – salaries and benefits are the County's most significant expense that represents approximately 65% of operating expenses, so it is imperative to effectively manage employees. Human Resources team and other internal stakeholders are key resources in managing these costs through effective people management based on best practices.

Long-term financial planning – in order to proactively respond to the changing labour market, it is important for Human Resources to use long-term planning to manage the

current staff complement as well as future staffing requirements. Long-term planning will assist in developing and maintaining a workforce that is highly qualified and diverse.

Support continued efforts to rationalize costs across the Townships and County

– Human Resources will continue to work with the Townships to identify opportunities for efficiencies and cost savings.

Sustainability & Resilience

Human Resources will provide a strategic, long-term approach in the recruitment, development, motivation and retention of its workforce that will assist in a sustainable and resilient workplace.

Department/Unit Function

Human Resources, comprised of a Manager, Human Resources Generalist and an Occupational Health Nurse, provides the following services to the County:

| | | |
|---------------------------|--------------------------------|-----------------------------|
| • Compensation Management | • Disability Management | • Employee/Labour Relations |
| • Health & Safety | • Job Analysis and Description | • Legislative Compliance |
| • Occupational Health | • Performance Management | • Policy Development |
| • Recruitment | • Technology – HRMS | • Training and Development |

Legislative Framework

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

- *Accessibility for Ontarians with Disabilities Act, 2005*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Highway Traffic Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h08_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
<http://www.ontario.ca/laws/statute/07l08>
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Pay Equity Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
- *OMERS ACT, 2006*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06o02_e.htm

Clients

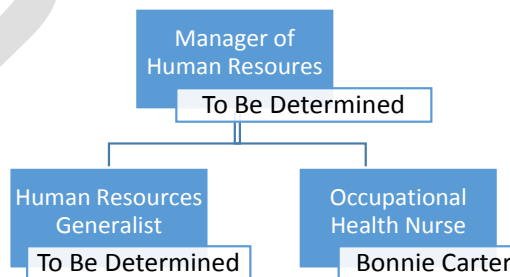
Human Resources provides quality, customer-focused services to its clients who include the following:

Internal: County Council and staff

External: Townships, employment candidates and the general public

Employee Complement

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------------|------------------|------------------|------------------|------------------|------------------|
| Full-time (non-union) | 3 | 3 | 3 | 3 | 3 |
| Part-time (non-union) | | | | | |
| Contract | | | | | |
| Total Employees | 3 | 3 | 3 | 3 | 3 |
| FTE | 3 | 3 | 3 | 3 | 3 |
| Salaries and benefits | \$315,000 | \$333,000 | \$352,000 | \$373,000 | \$392,000 |



Existing Service Levels

The following statistics for 2014 present the type and volume of work within Human Resources and Occupational Health:

Statistics - 2014

No. Employees and Average Age

| Department | Service | # of Employees | Average Age |
|-------------------------------------|--|----------------|-------------|
| All Departments | Non-Union | 34 | 50.4 |
| Fairmount Home & Corporate Services | CUPE Local 2290 | 194 | 41.5 |
| Emergency & Transportation Services | OPSEU Local 462 - Frontenac Paramedic Services | 147 | 38.8 |
| | CUPE Local 109 - Marine Services | 17 | 51.0 |
| Total | | 392 | 41.9 |

Collective Agreements

| Department | Collective Agreements | Expiry Date | Status |
|-------------------------------------|-----------------------|---|---|
| Fairmount Home & Corporate Services | CUPE 2290 | January 1, 2015 December 31, 2017 | |
| Frontenac Paramedic Services | OPSEU 462 | January 1, 2011 to December 31, 2013 | Collective bargaining to commence Fall 2015 |
| Marine Services | CUPE 109 | January 1, 2014 to December 31, 2017 | |

Recruitment

| Department | # Job Competitions | # Internal Hires | # External Hires | # Unfilled |
|-------------------------------------|--------------------|------------------|------------------|--------------------------|
| Corporate Services | 7 | 3 | 3 | 1 (Cancelled) |
| Fairmount Home | 88 | 71 | 19 | |
| Emergency & Transportation Services | 23 | 21 | 2 | |
| Total | 118 | 95 | 24 | 1 (Cancelled) |

Employee Turnover

| Department | Resignation | Retirement | Contract Completed | Termination |
|-------------------------------------|-------------|-------------|--------------------|-------------|
| All Departments (non-union) | 5 | 0 | 2 | 0 |
| Fairmount Home | 11 | 5 | 0 | 6 |
| Emergency & Transportation Services | 3 | 0 | 2 | 1 |
| Total – 32 | 16 | 5 | 4 | 7 |
| Employee Turnover – 8.2% | 4.1% | 1.3% | 1.0% | 1.8% |

Grievances

| Union | Year | Grievances | Arbitration/Mediation | Investigations |
|--|-------------|------------|-----------------------|----------------|
| CUPE 2290 (Fairmount Home & Corporate Services) | 2014 | 3 | 0 | 4 |
| | 2013 | 7 | 2 | 3 |
| | 2012 | 2 | 0 | 9 |
| | 2011 | 11 | 1 | 7 |
| OPSEU 462 (Frontenac Paramedic Services) | 2014 | 14 | 2 | 3 |
| | 2013 | 25 | 10 | 3 |
| | 2012 | 15 | 0 | 2 |
| | 2011 | 23 | 18 | 2 |
| CUPE 109 (Marine Services) | 2014 | 2 | 0 | 1 |
| | 2013 | 0 | 0 | 0 |
| | 2012 | 1 | 0 | 2 |
| | 2011 | 1 | 0 | 2 |
| Total | 2014 | 19 | 2 | 8 |
| | 2013 | 32 | 12 | 6 |
| | 2012 | 18 | 0 | 13 |
| | 2011 | 45 | 19 | 11 |

Occupational Health Statistics

| Year | Clinical Appts/ Physical Health Checks | Non-Occupation Accidents | Workplace Incidents | Claims WSIB | Claims Lost Time | # Lost Time Shifts | # Modified Work Plans | # Employees Modified Work | Average # Shifts on Modified Work |
|-------------|---|--------------------------|---------------------|-------------|------------------|--------------------|-----------------------|---------------------------|-----------------------------------|
| 2014 | 120 | 14 | 119 | 49 | 31 | 250 | 98 | 26 | 18 |
| 2013 | 128 | 9 | 142 | 71 | 41 | 111 | 65 | 15 | 35 |
| 2012 | 112 | 5 | 145 | 73 | 51 | 377 | 126 | 31 | 54 |

Training & Development

| Training | # of Events | # of Participants |
|----------------------|-------------|-------------------|
| Internal – mandatory | 2 | 414 |
| Internal – other | 3 | 45 |
| External | 6 | 54 |
| Total | 11 | 513 |

Policy and Program Review

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-----------|------|-------------|------|------|
| Legend | X = Major | | Y = Routine | | |
| Compensation Review (policies, etc.) | | Y | | Y | |
| Disability Management Program | X | Y | | Y | |
| Labour Relations Strategy | Y | Y | Y | Y | Y |
| Pay Equity (Maintenance) | Y | Y | Y | Y | Y |
| Performance Management Competency Policy & Program | X | X | Y | | Y |
| Training and Development - Legislative | | X | | Y | |
| Benefits - market review (provide support to Finance) | X | | | | X |
| Job Description Update (non-union) | | Y | X | | Y |
| Job Description Review (union) | Y | | | Y | |
| Policy Review | Y | Y | | | X |

Department/Unit Objectives (will link to KPIs below)

1. Develop and/or review and implement the **Disability Management strategy** to reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs
2. Monitor the **Labour Relations strategy** that was developed to assist with labour-management relations and labour cost reduction/management
3. Develop a **Competency Based Performance Management Program** for improvements in training and development, succession planning and recruitment (S.D.O.R. # 4 – cross training)

Major Initiatives to meet Unit Objectives

| 1. Develop and/or Review Disability Management Strategy | 2. Monitor Labour Relations Strategy |
|---|--|
| <p>Description: To develop and/or review the disability management strategy (including prevention, accommodation and support recovery) that will assist in preventing and managing absences from work</p> <p>Timelines: 2016 - 2019</p> <p>Responsibility:</p> <ul style="list-style-type: none"> Human Resources and Occupational Health <p>Resources:</p> <ul style="list-style-type: none"> Internal partners e.g. managers, supervisors External partners e.g. unions, disability management specialists | <p>Description: To monitor the labour relations strategy that was developed to manage the relationship between the County and its unions/ employees to create as sustainable and differentiated competitive advantage in the broader workforce</p> <p>Timelines: 2015 – development & implementation 2016 – implementation continued</p> <p>Responsibility:</p> <ul style="list-style-type: none"> Human Resources <p>Resources:</p> <ul style="list-style-type: none"> Internal partners e.g. managers, supervisors External partners e.g. labour relations consultant |
| 3. Develop Competency Based Performance Management Program | 4. Evaluate technology for Human Resources |
| <p>Description: To achieve peak performance of employees by developing job related competencies for all non-union positions. Train supervisory staff to allow skill development and first point of contact resolution. Human Resources will be consultants to Supervisors</p> <p>Anticipated results: improved processes, links to performance appraisals and succession planning</p> <p>Timelines: 2016 - 2017</p> <p>Responsibility:</p> <ul style="list-style-type: none"> Human Resources | <p>Description: To evaluate INFO HR and determine the most appropriate software for Human Resource tracking and reporting</p> <p>Anticipated results: efficient use of resources, enable employees to change and track information</p> <p>Timelines: 2016-2016</p> <p>Responsibility:</p> <ul style="list-style-type: none"> Human Resources Finance Information Systems <p>Resources:</p> |

| | |
|---|--|
| <ul style="list-style-type: none"> • Senior Leadership Team • Managers <p>Resources: Internal</p> | <ul style="list-style-type: none"> • Internal • External – software provider |
|---|--|

Service Level Changes

| | Proposed Service Level Change | Rationale/ Relative to Objectives |
|-------------|--|--|
| 2016 | Disability Management Strategy – Short-term Disability | Assess the requirement for an external consultant to coordinate Short-term Disability for 2016 |

Financial Projection

| | 2016 | 2017 | 2018 | 2019 | 2020 | Average Annual Change (%) |
|-----------------------|-------------|-------------|-------------|-------------|-------------|----------------------------------|
| Salaries & Benefits | | | | | | |
| Contracted services | | | | | | |
| Pay Equity | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | |
| Disability Management | 12,500 | 10,000 | 8,750 | 8,750 | 8,750 | |
| Total | | | | | | |

Risk Analysis

| Level | Issue |
|-------------------|---|
| Risk | Not applicable |
| Caution | WSIB Schedule 1 or 2 and presumptive legislation WSIB decision reversals (2) Absenteeism levels – short-term disability |
| Advisement | Human Resources Generalist – resignation of incumbent September 1, 2015 Manager of Human Resources – Interim Manager until December 31, 2015 |

Risk Mitigation Strategies

| ISSUE | MITIGATION STRATEGY |
|--|---|
| CAUTION | |
| 1. WSIB Schedule 1 or 2 | Consultant; insurance |
| 2. WSIB decision reversals (2) | Legal contracted with WSIB expertise – appeals/hearings |
| 3. Absenteeism - short-term disability | Ongoing monitoring and reporting Disability management consultant to manage (high needs) absenteeism |
| ADVISEMENT | |
| 4. Human Resources Generalist | Recruitment underway in August 2015 |
| 5. Manager of Human Resources | Recruitment by end of calendar year 2015 |

Key Success Factors

Shared Leadership

- Political, administrative and bargaining unit leadership that supports the vision, values and strategies
- Demonstrated by behaviours and accountability

Clear Roles, Responsibilities and Accountabilities

- Effective work, job design and delegation of authority
- Managers/supervisors accountable for effective human resource performance and well-being
- Employees aware of corporate and departmental direction and how performance directly affects achieving goals and objectives
- Leaders and employees accountable and recognized for performance and results, as well as, demonstrating the corporate values

Collaborative Union/Management Partnerships

- Joint initiatives, agreements and collaborative problem-solving that reflect the Human Resource vision and values

Clearly Articulated Human Resource Policies

- Current policies that are meaningful, communicated and recognize the need for departmental flexibility
- Consistent application of those practices requiring a corporate approach

Key Performance Indicators

Objective 1 Disability Management strategy - reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs.

KPI – 80% of employees meeting the target for absenteeism

- Paramedics (OPSEU 462) – no more than 12 days in a 12 month period
- Nursing (CUPE 2290) – no more than 10 days in a 12 month period
- Non-nursing/Ferry/Non-Union - no more than 7 days in a 12 month period

Objective 2 Labour Relations strategy - assist with labour-management relations and labour cost reduction/management.

KPI –

- Collective agreements align with Council-approved Labour Relations Strategy
- Resolution of grievances with minimum referred to mediation/arbitration

Objective 3 Competency Based Performance Management Program for improvements in training and development, succession planning and recruitment (S.D.O.R. # 4 – cross training)

KPI –

- % of performance appraisals completed on time
- % of employees improving competence

Overall objective: Evaluate the performance of Human Resources using an annual survey of internal clients to determine areas for improvement

KPI – 80% satisfaction

Respectfully Submitted,

Lisa Hirvi
Interim Manager of
Human Resources

Marian VanBruinessen
Director of Corporate
Services/Treasurer



2016 DRAFT Budget
Project Proposal
External Consultant –
Short-term Disability Management



2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

- Disability Management Program
 - Prevention & wellness
 - **Short-term disability**
 - Long-term disability
 - WSIB disability management
 - Return to work & accommodation

2016 Budget Project Proposal
Department: Human Resources
Project: Short-term Disability Management

Definition:

STD is a period of disability resulting from non-occupational illness/injury as determined by a health care professional, for which the employee is actively seeking treatment & which prevents the employee from performing his/her work/duties & which extends for a period of less than 15 weeks

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

- Key stakeholders
 - Employee
 - Supervisor/manager
 - Occupational Health Nurse (OHN)
 - Human Resources
 - Labour representatives, as appropriate

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

- Goal – effective system to monitor and provide intervention to...
 - Expedite safe & timely return to work
 - Reduce # of sick days used – budget impact
 - Improve workplace productivity & morale

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

- Background
 - Attendance management – Council priority
 - Disability management program – underway
 - STD – actively managing with quarterly reporting to Council
 - Nature of workforce – paramedics, healthcare professionals, aging population

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

- Gap – effective management of high risk STD cases
 - Internal expertise limited
 - Manager/supervisor time limited

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

- High Risk Cases
 - Chronic/pattern of STD use
 - Lack/incomplete medical information for prognosis
 - Liability, risk, precedence
 - Complex accommodation
 - Level of expertise exceeds internal resources

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

- **Statistics (Jan-15 to Apr-15)**
 - Total FT employees = 268
 - # of sick employees = 251
 - # of high risk cases = 25 (~9%)

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

Project Description:

Contract an external consultant to assist in managing high risk short-term disability cases

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

Other Options Evaluated:

- Provide additional training and support to managers/supervisors
- Assign responsibility to Occupational Health Nurse
- Status quo

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

Project Ranking:

- Council Strategic Priority Goal #3 - Respect for the taxpayer...
 - Absenteeism has direct impact on budget & staffing
 - Managers expected to improve employee attendance to manage costs, increase productivity & morale
 - Previously identified Council priority

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

Financial Evaluation:

Total cost:

- 2016 - \$12,500 (25 cases x \$500 per case)
- 2017 - \$10,000 (20 cases...)
- 2018 to 2020 - \$9,000 per year (18 cases...)

Revenue sources:

- County share - levy

2016 Budget Project Proposal

Department: Human Resources

Project: Short-term Disability Management

Questions?

**Business Plan 2016-2020**

Department: Corporate Services
Unit: Legislative Services/Clerk's Office
Director: Marian VanBruinessen
Manager: Jannette Amini
Version/Date: September 2015

Department/Unit Strategic Goals

The Legislative Services Unit provides the foundation for municipal government for the County of Frontenac by managing the government decision making process, providing Council services, and by delivering provincially legislated services through various legislation. Our goal is to promote and build public trust through a culture of openness and transparency.

Legislative Services will ensure that the County of Frontenac is meeting its legislative requirements under the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Personal Health Information and Protection Act (PHIPA), the Accessibility for Ontarians with Disabilities Act (AODA), and the Municipal Conflict of Interest Act. This will be achieved by ensuring that the appropriate policies are in place that support an accountable and transparent municipality, leading to an informed and engaged citizenry, Council, and staff, that serves and respects all citizens regardless of ability.

Key strategic directions

1. To ensure the transparency and accountability of the governance of the County of Frontenac (Council and its Committees);
2. To ensure the County of Frontenac continues to meet accessibility requirements under the AODA, including staff training requirements as new Regulations come into effect;
3. To ensure the integrity of the County's Records Management system and that the Records Retention By-law accurately reflects all applicable legislation;
4. To ensure that the County of Frontenac has the By-laws and Policies in place to ensure the County is performing efficiently and in the direction set by Council;
5. To ensure the County's voice is represented in the delivery of Social and Children's services and social housing.
6. To ensure community engagement remains a continued priority and to develop dynamic solutions to improve citizen awareness/involvement in, County of Frontenac activities and to promote collaboration with member municipalities.

Alignment with Council Strategic Priorities:

- **Respect for the taxpayer and focused economic development:**
Legislative Services will contribute to this goal by ensuring the County is providing good governance and is able to effectively provide service to its ratepayers and partners, and by ensuring open and transparent decision making process. Approximately 1.8 million Ontarians or about 15.5% are persons with disabilities who have an annual spending power of \$21 to \$25 billion a year in Canada. Providing for an accessible and barrier free County helps support a strong economic future.
- **Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority,** the Legislative Unit continues to find new ways to collaborate and share services/ideas/best practices with the County’s member municipalities.

Sustainability & Resilience

- Ensuring that staff remain up to date on legislation affecting municipal government will provide for a sustainable and resilient County. Encouraging dynamic community engagement will ensure decisions made by Council are well informed and take into account regional implications, leading to sustainable governance and resilient communities.
Moving towards a more digital records management system provides efficiencies by reducing the use of staff time with respect to records retrieval.

Department/Unit Function

Legislative Services, comprised of the Manager of Legislative Services/Clerk, the Communications Officer and the County Receptionist, provides services to the organization in the following areas:

| | | |
|--|---|--|
| <ul style="list-style-type: none"> • Meeting Management | <ul style="list-style-type: none"> • Council/Committee Support | <ul style="list-style-type: none"> • Records Management |
| <ul style="list-style-type: none"> • Communications | <ul style="list-style-type: none"> • Customer Service | <ul style="list-style-type: none"> • Corporate Event Planning |
| <ul style="list-style-type: none"> • Accessibility Compliance | <ul style="list-style-type: none"> • Information and Privacy | <ul style="list-style-type: none"> • Administrative Support |

Legislative Framework

- *The Municipal Act*
<http://www.ontario.ca/laws/statute/01m25>
- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
<http://www.ontario.ca/laws/statute/90m56>
- *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*
<http://www.ontario.ca/laws/statute/05a11>
- *The Planning Act*
<http://www.ontario.ca/laws/statute/90p13>

- *Personal Health Information and Protection of Privacy Act*
<http://www.ontario.ca/laws/statute/04p03>
- *The Municipal Conflict of Interest Act*
<http://www.ontario.ca/laws/statute/90m50>

Clients:

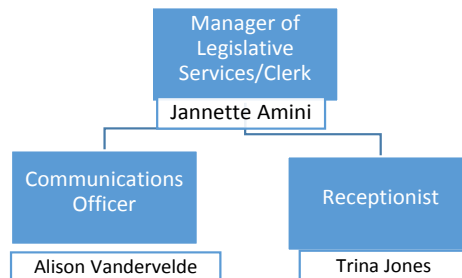
Legislative Services supports County Council and its Advisory Committees and performs all statutory duties of the Clerk’s Office. It also provides communications supports to all County of Frontenac staff and coordinates external communications efforts, including communication support to the Townships, as well as provides the first point of contact for all public inquiries.

Internal: The Legislative Services unit services all staff and Council by providing legislative advice/guidance, communications guidance and support, administrative support to managers, and, manages the flow of information between Council and staff.

External: Legislative Services provides services to the public through Communications and as the County’s Information Head as defined under the MFIPPA and the PHIPA. Communication and Accessibility Compliance Support is provided to the Townships within the County on an ad hoc basis. There is also the opportunity for shared services with the Townships regarding Records Management and archival of historical records housed at Queen’s University Archives.

Employee Complement

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|------------------------|------|------|------|------|------|
| Full time (non-union) | 2 | 2 | 2 | 2 | 2 |
| Full time (union) | 1 | 1 | 1 | 1 | 1 |
| Part Time | | | | | |
| Contract | | | | | |
| Total Employees | 3 | 3 | 3 | 3 | 3 |
| FTE | 3 | 3 | 3 | 3 | 3 |
| Salaries and benefits | | | | | |



Existing Service Levels:

Legislative Services provides the following services to the County:

| | | |
|--|--|--|
| <ul style="list-style-type: none"> • Meeting Management/Council/Committee Support | <ul style="list-style-type: none"> • Communications | <ul style="list-style-type: none"> • Accessibility Compliance |
| <ul style="list-style-type: none"> • Records Management | <ul style="list-style-type: none"> • Information and Privacy | <ul style="list-style-type: none"> • Legislative Compliance |
| <ul style="list-style-type: none"> • Customer Service/Administrative Support | <ul style="list-style-type: none"> • Corporate Event Planning | <ul style="list-style-type: none"> • Policy Development |

Major Policy Review:

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------|------|------|------|------|
| Sale and Disposition of Land | x | | | | |
| Council Remuneration | | | | | |
| Social Media | | | | | |
| Media Relations Policy | | | | | |
| Accessibility Compliance – Multi Year Plan (This will be mandatory in 2017 under the AODA) | x | | | x | |
| Customer Service Feedback Policy (As a result of Bill 8 which comes into force January 1, 2016) | | | | | |
| Review/update of the Council and Committee Code of Conduct (As a result of Bill 8 which comes into force January 1, 2016) | x | | | | |
| Review of Delegated Authority By-law and requirement for Policy (By-law 2007-0039) (As a result of Bill 8 which comes into force January 1, 2016) | | | | | |
| Comprehensive Review of the County's Procedural By-law (By-law 2013-0020) (The Province has commenced its mandatory 10 year review of the <i>Municipal Act</i> . Staff suspect major changes, although not as robust as those seen in 2005, will be coming which will require a detailed and comprehensive review by all municipalities of their Procedural By-laws) | | x | | | |

Department/Unit Objectives (will link to KPIs below)

1. Ongoing review/development of Policies and Procedures to ensure the County continues to meet its legislative and administrative requirements;
2. Ensure effective communications that stimulate and improve citizen engagement as well as promote collaboration with member municipalities;
3. Enhance and improve services for persons with disabilities in the County of Frontenac by ensuring that facilities and services are barrier free;
4. Ensure the County continues to have an efficient Records Management System in place that safe guards the County records and archival material as well as meets the requirements of the amendments made to MFIPPA as a result of Bill 8;
5. Ensure prompt and efficient customer service that reflects an administration that is open and receptive for business.

Major Initiatives to meet Unit Objectives

1. Strengthen Democracy and Enhance Public Engagement through the creation of a Community Engagement Plan (Aligns with Departmental Objectives 1 and 2)

Description:

The County is committed, through its Strategic Goals to ensure value for money with respect to tax payer dollars. In order to ensure that services being provided by the County are offering value to, as well as meeting the needs of, the tax payer, the County must strengthen the democratic process by enhancing public engagement and promoting citizen participation in local government.

This will involve enhanced outreach to the public through social media, website, publications such as the e-newsletter, public meetings, etc.

Timelines: 2015 – 2016 (ongoing implementation)

Responsibility: Communications Officer

Resources: Internal with the assistance of the Manager of IT, Clerk, CAO, and Department Heads

2. Accessible Document Training and Development (Aligns with Departmental Objectives 3 and 5)

Description:

Under the Integrated Accessible Service Standard, the Information and Communications Standard came into force January 1, 2015. As part of this Standard, the County's websites and web content must conform to the World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0, at Level AA. The three Executive Assistants, the Communications Officer and the Clerk have received accessible document training and will now work to ensure all County public documents are created in an accessible document template so that moving forward, all County documents are accessible. Accessible document training will be provided to all County staff and all training material will be flowed to the Townships to ensure the County and Townships are creating accessible documents.

Timelines: 2015 – 2016

Responsibility: Clerk

Resources: Executive Assistants, Communications Officer

3. Implementation of an Electronic Records Management System. (Aligns with Departmental Objectives 4 and 5)

Description:

Moving the County's company network drive over to the TOMRMS filing system to ensure necessary filing/retention/archival/retrieval of documents in a more timely and efficient manner.

Timelines: 2015 – 2016

Responsibility: Manager of IT and Clerk

Resources: Internal

4. Development of a Customer Feedback Policy (Aligns with Objective 1 and 5)

Description:

The County of Frontenac does not currently have a Customer Feedback Policy although feedback is invited/solicited on the website. A policy will identify how the County collects feedback, responds to complaints, timelines for response, and hierarchy of the complaint process and follow up. This will place the County in a favourable position should complaints be received by the Ontario Ombudsman.

Timelines: 2015

Responsibility: Clerk

Resources: Internal

5. Review of County Policies that relate to the County’s accountability and transparency such as the Code of Conduct for Members of County Council and Committees and the Delegation of Authority By-law to ensure the County is as open and transparent as possible. (Aligns with Departmental Objective 1 and 5)

Description:

With the passage of Bill 8 and the impending potential of investigations by the Ontario Ombudsman, staff will carry out a review of the County’s accountability and transparency policies to ensure citizen/public satisfaction and reduce the potential for complaints.

Timelines: 2016

Responsibility: Clerk and Chief Administrative Officer

Resources: Internal with the assistance of the Senior Leadership Team

Service Level Changes

| Proposed Service Level Change | | Rationale/ Relative to Objectives |
|--------------------------------------|---|---|
| 2016 | Implement Accessible Reception/Service Counter | The Design of Public Spaces Standard sets out requirements for service counters, fixed queuing guides and waiting areas. There are currently three service/reception counters at the County, those being the reception desk in the Fairmount Home lobby, the reception desk at the main entrance of the Corporate Services Building and the Administrative Assistant in Frontenac Paramedic Services |
| 2016/17 | County Building Needs/Space Assessment and Accessibility Review – in conjunction with CAO | In 2016 the Chief Administrative Officer will be presenting a proposal to Council to have the Administrative Building audited by an architect to determine best possible layouts to accommodate the existing residence into office space. As part of this audit, accessibility of the building in order to meet the AODA will be included. |
| 2018 | Broadcasting of County Council Meetings and events | The County of Frontenac has a small population of only 26,600 with a land mass of 4,000 km ² made up of small communities. This makes public attendance and participation at County Council meetings difficult if not next to impossible for those who reside in northern Townships. Streaming of County Council meetings will provide the public with an opportunity to watch Council meetings live, helping to promote citizen engagement and provide citizens with a sense of |

| | | |
|--|--|--|
| | | community with respect to the region. This technology is mobile and will permit not only the streaming of Council meetings, but also the streaming of any event. |
|--|--|--|

Financial Projection:

| | 2016 | 2017 | 2018 | 2019 | 2020 | Avg An. Ch. (%) |
|---------------------|---|---|---|---|--------------------------------|-----------------|
| Salaries & Benefits | | | | | | |
| Contracted Services | \$306 (TOMRMS) | \$312 (TOMRMS) | \$318 (TOMRMS) | \$325 (TOMRMS) | \$332 (TOMRMS) | 2 |
| | ¹ \$1122 (Int. Comm.) | ¹ \$1145 (Int. Comm.) | ¹ \$1170 (Int. Comm.) | ¹ \$1190 (Int. Comm.) | \$1214 (Int. Comm.) | 2 |
| | ² \$336 (Closed Mtg. Invest.) | ² \$343 (Closed Mtg. Invest.) | ² \$350 (Closed Mtg. Invest.) | ² \$357 (Closed Mtg. Invest.) | \$365 (Closed Mtg. Invest.) | 2 |
| Capital | N/A | N/A | N/A | N/A | N/A | |
| Net Req. | | | | | | |

Notes:

1. Staff will be reviewing the need/requirements for an Integrity Commissioner moving forward in 2017.
2. Staff will be monitoring closely the impact of Bill 8 and the additional powers provided to the Ontario Ombudsman and staff is working to determine if there is any relevance/advantage to the County appointing its own Closed Meeting Investigator.

Risk Analysis:

| Level | Issue |
|---------|--|
| Risk | <ol style="list-style-type: none"> 1. Complaints/investigations by the Ontario Ombudsman could impede staff time 2. Amendments are coming to the Development Charges Act and Planning Act. Amendments under the Planning Act will require that the County have a Planning Advisory Committee that has a least one member of the public. This will utilize additional staff time from the Clerk's Office as well as increase the Committee Budget to compensate for mileage and per diem allowances. These amendments are suspected to come into force within the next 1-2 years. |
| Caution | <ol style="list-style-type: none"> 1. The full impact of Bill 8 has not yet been identified and staff will continue to monitor any increased |

| | |
|------------|---|
| | <p>costs/paperwork/reporting requirements that may result from this legislation.</p> <p>2. New Provincial Legislation often brings financial consequences/strain to municipal budgets. This has been seen with the AODA and its Five Regulation Standards. Any shift in Provincial direction typically comes with cost implications to municipalities and could impact the County's budget.</p> |
| Advisement | <p>1. Bill 8 brings about amendments to the Municipal Freedom of Information and Protection of Privacy Act adds offences for the wilful concealment, alteration or destruction of records including fines for both individuals and organizations.</p> |

Risk Mitigation Strategies:

| Risk | Mitigation Strategy |
|--|---|
| Complaints/investigations by the Ontario Ombudsman could impede staff time | Staff will continue to educate themselves to ensure that the County and Council are receiving the best possible legislative advice to ensure the County is open and transparent and providing excellent customer service that meets the needs of the citizens of Frontenac County. |
| Amendments are coming to the Development Charges and Planning Act. | As in the past, staff will ensure good governance that utilizes staff time efficiently and effectively and ensure excess staff are not attending meetings. The processes currently in place with e-agenda management helps to reduce staff time with respect to meeting management. Staff will monitor this new legislation closely to ensure appropriate dollars are budgeted. |
| Caution | Mitigation Strategy |
| The full impact of Bill 8 has not yet been identified | Ensure our policies that relate to or affect the County's accountability and transparency such as customer service and feedback are up to date and ensure all staff are aware of and receive training on these policies. Continued staff education on Bill 8 to ensure the County is offering the best customer service that avoids or greatly reduces the potential for complaints to the Ontario Ombudsman. |
| New Provincial Legislation often brings financial consequences. | Staff continue to monitor and network with municipal partners such as AMCTO and AMO to familiarize themselves of impending legislation and ensure any financial/HR implications are realized and planned for well in advance of implementation dates. |
| Advisement | Mitigation Strategy |
| Bill 8 brings about amendments to the | The County does have in place a contract with the Information Professionals which includes updated |

Municipal Freedom of Information and Protection of Privacy Act adds offences for the wilful concealment, alteration or destruction of records including fines for both individuals and organizations.

retention schedules on a yearly basis based on changes/shifts in legislation. This contract also includes a comprehensive policy, including forms, for the retention, archival and destruction of records. A comprehensive training program for all staff and Council with respect to records retention will commence to ensure the County of Frontenac is following its Records Management Policies and meeting its obligation under MFIPPA.

Key Success Factors:

Shared Leadership

- Unit leadership that supports the vision, strategies and values of the County for both the public and the County’s member municipalities.
- Demonstrated by behaviours and accountability and a desire for collaboration.
- Setting an example as a unit that delivers reliable, high quality services and works toward continuous internal quality improvements.

Engaged citizenry that brings the voice of the people to the table

- Effective communications policies and plans in place that embrace and encourage citizen engagement.
- Enhanced communication and solicitation of input and sharing of ideas with the County’s various Advisory Committees.
- Citizens are aware of the direction of the County and how their input directly affects achieving goals and objectives.

Leader in Accessibility

- Initiatives that take into account all citizens of Frontenac County regardless of ability.
- Policies, training and collaboration to ensure both the County and its member municipalities become leaders in accessibility.
- Working towards a barrier free County by 2025.

Clear Legislative Policies that ensure responsible government

- Policies that are meaningful, communicated and recognize the County’s role and obligations to the citizens of Frontenac County with respect to open and transparent government.
- Consistent application of those practices requiring a corporate approach.

Key Performance Indicators:

Objective 1 Ongoing review/development of Policies and Procedures to ensure the County continues to meet its legislative and administrative requirements The County’s Policies and Procedures will reflect current legislation and best practices.

- Complete at least one major policy review annually
- Customer feedback is positive

- Objective 2** Ensure effective communications that stimulate and improve citizen engagement as well as promote collaboration with member municipalities
- Increased public engagement on social media, website hits and surveys.
- Objective 3** Enhance and improve services for persons with disabilities in the County of Frontenac by ensuring that facilities and services are barrier free
- Reduction in the accessibility barriers identified by member municipality
- Objective 4** Ensure the County continues to have an efficient Records Management System in place to ensure the safe keeping of County records and archival material
- All current and new staff trained on TOMRMS.
 - Annual review of files demonstrates compliance with TOMRMS
- Objective 5** Ensure prompt and efficient customer service that reflects an administration that is open and receptive.
- Customer communications will be acknowledged with x hours and responded to within 48 hours of receipt.

The key performance indicators for the Legislative Services unit are intended to provide Council and the public with an indication that service delivery is on track.

Respectfully Submitted,

Jannette Amini
Manager of Legislative Services/Clerk

Marian VanBruinessen
Director of Corporate Services/Treasurer



Report 2015-084

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender, Chief Administrative Officer

Date of meeting: September 23, 2015

Re: Corporate Services – Frontenac Chief Administrative Officers Infield Communications “Gap Analysis Study” Report

Recommendation

That the County of Frontenac accept the recommendation of the member municipalities to be the procurement and funding lead for the Infield Communications “Gap Analysis Study” Report in 2016;

And further that the maximum upset amount of \$35,000 be placed in the 2016 County Budget to be funded by the County Levy above the base service level budget and stability reserve transfer, thereby resulting in a tax levy increase that exceeds the CPI target.

Background

Attached Appendix ‘A’ is a copy of the staff report prepared by Cheryl Robson on behalf of the Frontenac County Chief Administrative Officers. The report will be presented to all member municipalities during their regular meeting cycle.

Comment

While the issue of in-field communications is a member municipality issue, having the County act as lead for this project is an efficient alternative to cost sharing and addressing inter-operability issues.

Interoperability between first response providers will be investigated during the process, including the provincially operated Kingston communications centre that provides dispatch to the Frontenac Paramedic Service.

The Request for Proposals would be structured such that it would secure the services of an independent communications professional to complete the gap analysis project. As such, current provider(s) would not be eligible to bid. This will help ensure that an independent and object opinion is received.

Sustainability Implications

The effectiveness of the in-field communications for fire and public works, including inter-operability where/when required is vital to the health and wellbeing of Frontenac residents and visitors.

Financial Implications

The County of Frontenac procurement policy will be utilized for this project. By funding on the County levy, the cost of this project will effectively be spread across the member municipality based upon weighted assessment.

As a one-time project, it is recommended that this project be considered above the base amount that is required for maintaining status quo operations and therefore, not offset by a transfer from the stability reserve.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac County Chief Administrative Officers
County Fire Chiefs and Public Works Managers



ADMINISTRATIVE REPORT

TO: MAYOR AND MEMBERS OF COUNCIL

FROM: CHERYL ROBSON, AMCT
CHIEF ADMINISTRATIVE OFFICER (CAO)

DATE OF MEETING: AUGUST 31, 2015

**RE: Frontenac Chief Administrative Officers
Infield Communications “Gap Analysis Study” Report**

BACKGROUND

For a number of years the Fire Chiefs (FCs) within the Frontenacs had been discussing the problems and issues with Radio Communications (i.e. outdated tower sites, base radios and portable radios; and inadequate cover and limited capabilities for inoperability, even within our own municipalities). Communications is the critical component during emergencies and currently there is no reliability in the system.

In July 2013 the FCs within the County of Frontenac requested the County of Frontenac, on behalf of the four lower tier municipalities, fund a Propagation Study for Radio Communications across the Frontenacs and this was supported by all the Frontenac Township Councils. On July 17, 2013 County Council approved funding a Propagation Study for radio communications on behalf of the four lower tier Townships and allocated \$25,000 in the 2014 County Budget for this Study. South Frontenac Fire Chief Rick Chesebrough, in consultation with the other Frontenac County FCs, issued a Request for Proposal (RFP) in August 2013.

Marian VanBruinessen, Treasurer, County of Frontenac reviewed the Building Canada Fund criteria for possible future funding, if Frontenac Councils desired to move forward on an actual project.

Administrative Report – CAO
Frontenac Chief Administrative Officers – Infield Communications “Gap Analysis Study” Report
August 31, 2015
Page 1 of 6

Glentel Inc. Ottawa provided a Radio Communications Study Report dated February 16, 2014 and Fire Chief Chesebrough presented this Vendor Report to County Council on February 19, 2014 and County Council referred the Radio Communications Report to staff for review and report back to the Committee of the Whole at a later date. The FCs made the same presentations to their respective Councils in March 2014. The FCs continued to work collectively to investigate all communication options for all Frontenac Councils consideration and the Public Works Managers (PWMs) became involved to ensure the needs of all the Departments were being considered.

It was determined at the Frontenacs CAO's meeting in June 2014 that all Managers (FCs, PWMs, Treasurers, etc.) wishing to attend and/or provide joint recommendations to Council (Lower Tier and/or Upper Tier) shall first present the draft recommendations to the Frontenac CAOs to look at the options, prior to presenting anything to Council. The CAOs are not trying to tell the Managers what to recommend; however, to assist the Managers with their recommendations and to ensure they meet the goals/objectives of the municipalities. The CAOs requested that the FCs and PWMs provide the CAOs with a signed off collaborative fact based report, not based on assumptions, that explains the following:

- What is the current situation? (type of equipment being used, the age of it, the number of towers/locations, etc.)
- What is the current status? (operable/specific limitations, dead zones, etc.)
- What is the anticipated problem? (changes by Fed Gov't / Kingston Fire/L&A changes / limitations of Ambulance system, etc.)
- What are the risks with the problem? (lack of communication between trucks, individuals, departments, etc.)
- What is the timeline for changes? (date that frequencies are being dropped, changes by L&A/Kingston, etc.)
- What is the immediate impact? (within in each fire department, between the Frontenac's/ mutual aid group, etc.)
- What are the interim measures being put in place? (patch by KAC, relayed communication/ groups what is happening within L&A, what about other neighbours, etc.)
- Other relevant background facts.

The FCs and PWMs met in August 2014 and drafted a Radio Communications Report that was presented to the Frontenac CAOs on September 5, 2014; however, not all Frontenac FCs and/or PWMs had an opportunity to provide their input and the CAOs need all the facts to ensure there is a clear picture of the situation to effectively move forward. Due to the timing of the Municipal Election, it was felt that the FCs and/or PWMs would have time to clearly define the facts and provide a more detailed Report to the CAOs for consideration, before presenting it to each lower tier Frontenac Council for their consideration, prior to asking the County of Frontenac to finance a Gap Analysis Study.

In October 2014 the Frontenac CAOs had GlobeConsult Corporation, complete an independent assessment of the Glentel Radio Communications Study Report details, in particular, Radio Coverage Evaluation, information on Long-Term Evolution (LTE) with respect to public safety communications, Network Operations (Interoperability) and Licensing & Frequencies. David du Feu, GlobeConsult Corporation recommended a Request for Information (RFI) should be issued to several vendors soliciting information, including costs, for various technical solutions at different serviceability standards for a proposal to upgrade Frontenac's public safety communications. He also advised that any RFI or subsequent Request for Proposal (RFP) should be managed by an independent telecommunications professional that is capable of evaluating submissions based upon technical performance.

On January 29, 2015 the Frontenac FCs and PWMs attended a Frontenac CAOs meeting and provided an updated Report answering the questions from the CAOs, explaining our present radio communication systems are outdated, results in delays, lack of parts available for present systems, need to be able to communicate with Mutual Aid partners, present analog equipment will not be available in the future as the industry is moving to digital communications and our present systems will not work (narrow vs wide band), etc. which makes this a criteria issue and explained why a Gap Analysis Report is required to better define the costs, needs and an implementation plan. Frontenac Islands and Central Frontenac had to make some immediate short-term solutions/changes to their systems, pending a solution for the Frontenacs common issues. It was noted at this meeting that perhaps our infrastructure (towers) could be rented out, creating potential revenue for the municipalities. It was also noted that the Vendor completing the Gap Analysis Reports cannot be a future supplier and the County's Procurement By-law would have to be complied with, if Councils approve the Gap Analysis Study. The FCs and PWMs are to meet again to prepare a final Report for the CAOs' review, prior to it being presented to each lower tier Council requesting their support of the County funding the Gap Analysis Study.

Due to changes in staffing throughout the Frontenacs, all FCs and PWMs did not have an opportunity to meet; however, some of them provided the CAOs with a draft Report. In March 2015 in Jim Phillips, P. Eng., PWM's opinion, this Report still does not provide enough information about the communications issues in the Townships (i.e. the findings in the previous Communication Report; including a concise list of the issues with the present situation in all the Townships, such as, the communication challenges, outdated equipment, future requirement to switch from analogue to digital frequencies, dead zones, lack of interoperability between Townships and adjacent municipalities, dispatch providers, etc.). The report should then list the decision points to move forward and recommend the need for a "Gap Analysis" which would drill down into the specific needs of the region and

each Township followed by a Business Case for funding and if successful, the issuing of an RFP to service providers. It was generally thought that the Gap Analysis could cost as much as \$30,000 and if all the Townships were agreeable to move forward, the Townships would jointly request that the County fund this next phase. It was also discussed that the company chosen to complete the Gap Analysis would not be eligible for bidding on providing the service in the future. Therefore, in his opinion, the FCs and PWMs should meet again to review these comments and work to revise this Report before presenting it to the CAOs.

In April 2015 North Frontenac Township's FC was asked by his colleagues to coordinate another meeting with the Frontenac FCs and PWMs.

A final summary report prepared by Fire Chief Chesebrough, in consultations with some of the FCs and PWMs, was provided for the CAOs meeting on May 15, 2015; however, this was deferred to provide time for Central Frontenac Township's input, as the CF CAO and/or CF FC were not present when the County FCs and PWMs met to discuss and revise the attached Report to the CAOs. Due to ongoing staff changes the FCs and PWMs have not been able to meet again.

On June 23, 2015 Frontenac Islands Township Joint Fire Committee met to discuss the need for a Gap Analysis Study. The Committee strongly supported the further exploration and discussion of the challenges of the Emergency Services and Public Works communications throughout the County by requesting that a Study be conducted to identify the types of infrastructure and equipment requirements that could establish an effective and efficient communications system to safeguard the health and safety of County residents. On July 13th Frontenac Islands Council passed a Resolution supporting the County of Frontenac undertake a "Gap Analysis Study" to identify infrastructure and equipment requirements necessary to establish a County Wide Communications System and that such Study be funded by the County of Frontenac.

RESEARCHED BY

Darlene Plumley, CAO Frontenac Islands
Wayne Orr, CAO South Frontenac
Cathy MacMunn, Clerk/Planning Coordinator Central Frontenac
Kelly Pender, CAO County of Frontenac
Cheryl Robson, CAO North Frontenac

INFORMATION PROVIDED BY

Jim Phillips, P. Eng., Public Works Manager
Steve Riddell, former Director of Emergency Services/Fire Chief NFFD
Casey Cuddy, Fire Chief, Kaladar/Barrie Fire Department
Other Frontenac Fire Chiefs and Public Works Managers

COMMENTS

The Frontenac CAOs support the FCs and PWMs in recommending the next step being a "Gap Analysis Study" report.

It is proposed that the draft Terms of Reference (TOR) for the Request for Proposal (RFP) will include - Reporting to the Frontenac County Chief Administrative Officers, the Consultant will:

- Review Glentel and GlobeConsult Reports and provide comment;
- Meet with Fire Chiefs and PW Public Works Managers (PMWs), as a group, to assess issues and concerns;
- Meet with Fire Chiefs and PWMs individually to review local gaps;
- Meet with current Service Provider(s) to assess current state of operations;
- Meet with OPP Communications to determine interoperability options;
- Meet with Kingston Communications Centre to determine interoperability options;
- Meet with Eastern Ontario Regional Network (EORN) to determine how/if EORN efforts can assist;
- Conduct "field" evaluations as required;
- Prepare a business case. Identify options, risks and costs, including "do nothing" option;
- Investigate grant options;
- Provide recommendation(s), including timing and project management options;
- Provide draft to CAOs/Fire Chiefs/PWMs for review and comment;
- Present final report to a combined Council meeting (all four municipal councils).

FINANCIAL IMPLICATIONS

Estimated cost for an Infield Communications – Gap Analysis Study is unknown at this time; however, it is estimated to be between \$25,000 to \$35,000 and it is proposed that the Report be included in the County of Frontenac budget for completion in 2016.

RECOMMENDATION

WHEREAS the Council of the County of Frontenac on July 17, 2013 approved funding a Propagation Study for radio communications on behalf of the four lower tier Townships and allocated \$25,000 in the 2014 County Budget for this Study;

AND WHEREAS the Frontenac CAOs, Fire Chiefs and Public Works Managers have been collaborating to identify the types of infrastructure and equipment requirements that could establish an effective and efficient communications system to safeguard the health and safety of County residents; and have agreed there is a need for an Infield Communications Gap Analysis Study;

AND WHEREAS an independent assessment completed by GlobeConsult Corporation, recommended a Request for Information (RFI) / Request for

Proposal (RFP) should be issued to several vendors soliciting information, including costs, for various technical solutions at different serviceability standards for a proposal to upgrade Frontenac's public safety communications;

NOW THEREFORE BE IT RESOLVED THAT Council receives the CAO's Administrative Report entitled "Frontenac Chief Administrative Officers – Infield Communications "Gap Analysis Study" Report" for information purposes;

AND THAT Council supports the County of Frontenac undertaking a "Gap Analysis Study" to identify infrastructure and equipment requirements necessary to establish a County Wide Communications System and that such Study be funded by the County of Frontenac.

Attachments (2):

- Glentel Inc. – Radio Communications Study Report – February 16, 2014
- GlobeConsult Corporation - Independent Assessment of Glentel's Radio Communications Study Report into the County's Public Safety Radio Communications Network.