



County Council Meeting July 15, 2015 - 9:00 a.m.
Township of South Frontenac Council Chamber,
4432 George Street, Sydenham
Council will resolve into Closed Meeting
and will reconvene as regular Council at 9:30 am

AGENDA

Page

1. **Call to Order**
2. **Closed Session**
 - a) **Resolved That** Council resolve itself into Committee of the Whole closed meeting as authorized under Section 239 of The Municipal Act, to consider:
 1. Adoption of Closed Minutes of Meeting held June 17, 2015
 2. Labour relations or employee negotiations as it relates to negotiations with CUPE 2290
 3. Labour relations or employee negotiations as it relates compression between union and non union wage schedules
 - b) **Resolved That** Council rise from Committee of the Whole closed session with/without reporting.
3. **Adoption of Agenda**
 - a) **Resolved That** the agenda for the July 15, 2015 meeting of the Council of the County of Frontenac be approved.
4. **Disclosure of Pecuniary Interest and General Nature Thereof**
5. **Adoption of Minutes**
 - a) Minutes of Meeting held June 17, 2015
Resolved That the minutes of the regular Council meeting held June 17, 2015 be adopted.
6. **Deputations and/or Presentations**
 - a) **Presentation of the County of Frontenac 150th Anniversary**

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Scholarship Award to Maggie Clark of South Frontenac Township

That the congratulations of Frontenac County Council be extended to Maggie Clark on receiving the County of Frontenac 150th Anniversary Scholarship Award.

7. Proclamations

8. Move into Committee of the Whole

- a) **That** Council adjourn and meet as Committee of the Whole Council, with the Deputy Warden in the Chair.

9. Briefings

- a) **Greetings From Millie Murphy** (A.K.A Anne Marie Young) on behalf of the County of Frontenac 150th Anniversary Planning Advisory Committee.

10. Unfinished Business

11. Recommend Reports from the Chief Administrative Officer

- a) **2015-069**
Emergency and Transportation Services
Canadian Safety & Security Program – Canadian Paramedic Health and Wellness Project

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac accept this Emergency and Transportation Services – Canadian Safety & Security Program (CSSP) – Canadian Paramedic Health and Wellness Project report for information;

AND FURTHER BE IT RESOLVED THAT the Council of the County of Frontenac authorize the Warden and Clerk to execute an agreement with the Government of Canada to conduct the research project as outlined in the attached Project Charter.

AND FINALLY BE IT RESOLVED THAT the Council of the County of Frontenac authorize the Warden and Clerk to execute an agreement with Queen’s University, School of Kinesiology and Health Studies to conduct the research project as outlined in the attached Appendix “A” – CSSP Project Charter.

- b) **2015-070**
Office of the Chief Administrative Officer

Frontenac Chief Administrative Officers – Policing Report
Recommendation

Whereas, the Council of the County of Frontenac referred Motion #90-15 to the five Chief Administrative Officers for their consideration;

And Whereas, the intent of Motion #90-15 was to authorize staff to commission a study to “assess potential opportunities to reduce costs and improve service delivery with regards to Police and Fire through the County of Frontenac”;

And Whereas, the CAOs are cooperated to prepare CAO Report 2015-02 regarding the Police Services aspect of Motion #90-15 for consideration by all Frontenac Councils;
And Whereas, the Association of Municipalities of Ontario (AMO) is leading efforts to influence the reform Policing in Ontario;

And Whereas, the viability of establishing an independent force is believed to be cost prohibitive and the geography of the Frontenacs makes any other model difficult to implement;

Now Therefore be it resolved that the Council of the County of Frontenac receive CAO Report 2015-02 and that the report be circulated to all Frontenac member Council’s for their consideration.

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c) **2015-071**
Corporate Services
Council Compensation Review

Recommendation:

Whereas the Council of the County of Frontenac has recognized compensation practices and expense policies of the County Council have not been reviewed since the expansion of County Council to eight members in 2010;

And Whereas the Gazda Consulting Group was retained to address Market Equity and compensation policies objectives for County Council;

Now Therefore be it resolved that the Council of the County of Frontenac approves Report 2015-071 and hereby implements the following:

1. **That** the Gazda Consulting Group Report – Council Compensation Study be received;
2. **That** the compensation for Frontenac County Council be established at the 50th percentile for the comparator group;

3. **That** Council selects Option _____ as described in the report for implementation to commence in the year _____ ;
4. **That** the compensation for the position of Deputy Warden be established at 20% above that of a Councillor;
5. **That** staff be directed to draft a by-law that reflects the report recommendations expenses and per diem for Council consideration;
6. **That** an annual training/seminar allowance for Councillors be established commencing in 2016 in the amount of \$_____;
7. **That** the Council compensation be increased annually based upon the consumer price index;
8. **That** Council confirm that one-third of Council's regular remuneration is to be treated as expenses related to the execution of their duties and the remaining two-thirds of their remuneration as taxable.
9. **That** By-law 2011-0004 Schedule A be amended to reflect this resolution
10. **That** Council compensation be revisited in 2018.

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d) **2015-072**

Corporate Services

Non-Union Staff Compensation Review

Recommendation:

Whereas the Council of the County of Frontenac has recognized compensation practices and legislative requirements for the management/non-union group of employees were deficient and placed the municipality at risk;

And Whereas the Gazda Consulting Group was retained to address Market Equity and compensation policies objectives;

And Whereas C.P. Willms Consulting was retained to independently evaluate positions and ensure Pay Equity was achieved in accordance with the legislative requirements of the Pay Equity Act, R.S.O. 1990;

Now Therefore be it resolve that the Council of the County of Frontenac approves Report 2015-072 and hereby implements the following:

1. **That** the 2015 Ladder Chart and Pay Bands appended to this report be implemented effective October 1, 2015 at a cost of \$7,241 in 2015 and that future cost implications be included in base budgets as identified in the financial section implications section of the report. It being understood that future amendments to the Ladder Chart and the use of Steps 6 and 7 of the Pay Bands shall require the approval of County Council;
2. **That** staff be directed to prepare and finalize a Pay Equity Plan for

the Management/Non Union group in accordance with approved Pay Bands and the requirement of the Pay Equity Act, R.S.O. 1990;

3. **That** hours of work be harmonized as per the Ladder Chart at 35 hours per week for all management/non-union employees, save and except Paramedic Superintendents/Supervisors who will continue to work 42 hours per week;
4. **That** employees be placed upon the first step on the new grid that provides them with an increase effective the implementation date;
5. **That** in subsequent years that the Pay Bands be increased annually on January 1st of each given year in line with the consumer price index.
6. **That** staff monitor and report annually to Council regarding pay equity compliance and Market Equity performance;
7. **That** staff continue to work towards a competency based performance management and succession planning policy framework.

- e) **Staff Briefing:** Mr. Kelly Pender, Chief Administrative Officer will brief Council with respect to Report 2015-074, Corporate Services – Council Email Account.

- f) **2015-074**
Corporate Services
Council Email Account

Recommendation:

Be It Resolved That the Council of the County of Frontenac receive this Corporate Services – Council Email Account report;

And Further That the Council of the County of Frontenac authorize Frontenac County Information Services staff to create for each member of Frontenac County Council email addresses to be used for Frontenac County Council communications for their term(s) of Council;

And Further That staff be directed to schedule training sessions for members of Council around Records Retention, MFIPPA and email storage;

And Further That members of Council convert to using the County issued email address for County business no later than December 31, 2015

- g) **2015-076**
Planning and Economic Development
Establishment of the Community Development Committee

Recommendation:

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Whereas the Council of the County of Frontenac has established as a goal to improve economic opportunities in the Frontenacs;

Now Therefore Be It Resolved That Procedural By-law 2013-0020 be amended to add Schedule B-6 Community Development Advisory Committee attached to this report as Appendix A;

And Further That the Trails Advisory Committee and the Sustainability Advisory Committee hereby be disband.

12. Information Reports from the Chief Administrative Officer

- a) **2015-073
Planning and Economic Development
Support for Smaller Scale Community Sustainability Initiatives
Update**

13. Reports from Council Liaison Appointees

- a) Emergency and Transportation Services - Councillor Nossal
b) Long Term Care (Fairmount Home) - Councillor Inglis
c) Corporate Services - Councillor Dewey
d) Planning and Economic Development - Councillor McDougall

14. Reports from External Boards and Committees

- a) Kingston Frontenac Library Board Update - Councillor Vandewal

Minutes of Meeting held May 27, 2015
[Distributed to Members of County Council June 26, 2015]

Financial Statements for the year ending December 31, 2014
[Distributed to Members of County Council June 26, 2015]

- b) KFL&A Public Health Board Update- Warden Doyle

Minutes of Meeting held May 27 2015
[Distributed to Members of County Council June 26, 2015]

- c) RULAC, LSR and Other Updates

Unconfirmed Minutes of Meeting held June 18, 2015
[Distributed to Members of County Council June 26, 2015]

- d) Algonquin Land Claim Update - Councillor Inglis
e) Frontenac County Youth Justice Advisory Committee Update -

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Councillor Nossal

- f) Housing and Homelessness Committee Update - Deputy Warden Smith
- g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall
- h) Eastern Ontario Warden's Caucus Update - Warden & CAO

15. Reports from Advisory Committees of County Council

16. Return to Council

- a) **That** Council revert from Committee of the Whole Council, to Council.

17. Adoption of the Report of the Committee of the Whole Council

- a) **That** the report of the Committee of the Whole Council be adopted and that the necessary actions or by-laws be enacted.

18. Motions, Notice of Which has Been Given

- a) **Procedural By-law Review**

Moved by Councillor Higgins

Seconded by Councillor Vandewal

Recommendation:

That Council schedule a Committee of the Whole meeting on October 7, 2015 to specifically review By-law Number 2013-0020 and update accordingly.

And further that Members of Council individually forward any concerns regarding the Procedural By-law to the Clerk to be addressed in the staff report.

- b) **Resolution Opposing the Construction of a Nuclear Waste Repository in the Great Lakes Basin**

Moved by: Warden Doyle

Seconded by: Councillor Nossal

Whereas Ontario Power Generation (OPG) is proposing to construct a deep geologic repository (DGR), which is an underground long-term burial facility, at the Bruce Nuclear Generating Station site in Kincardine Ontario Canada, and bury and abandon in the DGR all of Ontario's low and intermediate level radioactive nuclear waste, some of which

remains highly radioactive and toxic for over 100,000 years. The proposed site is approximately one kilometre inland from the shore of Lake Huron and about 400 metres below the lake level; and,

Whereas Ontario Power Generation did not consider or evaluate any other actual sites for the location of the proposed DGR; and,

Whereas fresh water is the nation's and Canada's most important resource and should be protected and managed prudently; and,

Whereas the Great Lakes are an irreplaceable natural resource, containing twenty one percent of the worlds, and ninety five percent of North America's fresh water, vital to human and environmental health and economic and agricultural well-being of both Canada and the United States of America; and,

Whereas Lake Huron and connecting waters including Lake St. Clair, are a source of drinking water for millions of people downstream in Canada, the United States of America and First Nations, including Frontenac County; and,

Whereas individuals, citizen and environmental groups and municipalities and counties in both Canada and the United States have expressed concern and opposition to the proposed nuclear waste repository; and,

Whereas as of June 29, 2015, one hundred sixty (160) resolutions have been passed by communities in the Province of Ontario and States of Illinois, Michigan, Minnesota, Wisconsin, Pennsylvania, New York, Ohio representing over 21 million citizens opposing the proposed nuclear waste repository, with the vast majority of the resolutions opposing any permanent underground nuclear waste repository anywhere in the Great Lakes Basin; and,

Whereas under the 2012 Protocol Amending the Agreement Between Canada and the United States of America on Great Lakes Water Quality, the governments of Canada and the United States acknowledge the importance of anticipating, preventing and responding to threats to the waters of the Great Lakes; and,

Whereas the Governments of Canada and of the United States share a responsibility and an obligation to protect the Great Lakes from contamination from various sources of pollution, including the leakage of nuclear waste from an underground nuclear waste repository; and,

Whereas in April 2015 resolutions HR 194 and SR 134 were introduced respectively in the US House of Representatives and US Senate expressing the sense that (1) the Canadian Government should not allow a permanent nuclear waste repository to be built within the Great Lakes Basin; (2) the President and the Secretary of State should take appropriate action to work with the Canadian Government to prevent a permanent nuclear waste repository from being built within the Great Lakes Basin; and (3) the President and the Secretary of State should work together with their Canadian Government counterparts on a safe and responsible solution for the long-term storage of nuclear waste; and,

Whereas, in the mid 1980's, the US Department of Energy was considering potential sites for a US nuclear waste repository, including some sites location in the Great Lakes Basin and as a result of significant Canadian opposition, Joe Clark, then Secretary of State for External Affairs, intervened and the US government honored Canada's request to exclude any sites within 40 kilometers of the Canadian border; and

Whereas placing a permanent nuclear waste burial facility so close to the Great Lakes is ill-advised. The potential damage to the Great Lakes from any leak or breach of radioactivity far outweighs any suggested economic benefit that might be derived from burying radioactive nuclear waste at this site. The ecology of the Great Lakes, valuable beyond measure to the health and economic well-being of the entire region, should not be placed at risk by storing radioactive nuclear waste underground so close to the shoreline; and,

Therefore Be It Resolved That in order to protect the Great Lakes and its tributaries, the Council of the County of Frontenac urges that neither this proposed nuclear waste repository at the Bruce Nuclear Generating Station site nor any other underground nuclear waste repository be constructed in the Great Lakes Basin, in Canada, the United States, or any First Nation property;

And Further That Frontenac County urges the Government of Canada and the Government of Ontario to reject (and seek alternatives to) Ontario Power Generation's proposal to bury and abandon radioactive nuclear waste in the Great Lakes Basin.

And Further That a copy of this Resolution shall be sent to the Honourable Kathleen Wynne, Premier of Ontario, The Right Honourable Stephen Harper, Prime Minister of Canada, The Honourable Leona Aglukkaq, Canada's Minister of the Environment, The Honourable Robert Nicholson, Canada's Minister of Foreign Affairs, The Honourable Thomas Mulcair, MP and Leader of the New Democratic

Party of Canada and the Official Opposition, Justin Trudeau, MP and Leader of the Liberal Party of Canada, Elizabeth May, MP and Leader of the Green Party of Canada, Patrick Brown, Leader of the Progressive Conservative Party of Ontario, Jim Wilson, Ontario MPP and Leader of the Official Opposition, Andrea Horwath, MPP and Leader of the New Democratic Party of Ontario, Mike Schreiner, Leader of the Green Party of Ontario, Randy Hillier, MPP Lanark-Frontenac-Lennox & Addington, Scott Reid, MP Lanark-Frontenac-Lennox & Addington.

19. Giving Notice of Motion

20. Communications

That Council consent to the following communications of interest to Council listed below be received and filed:

- a) From the Association of Municipalities of Ontario (AMO) calling for nominations for Secretary-Treasurer
[Distributed to Members of County Council June 19, 2015]
- b) From the Lieutenant Governor of Ontario acknowledging receipt of the County's invitation to its 150 Anniversary Showcase
[Distributed to Members of County Council June 26, 2015]
- c) From Jennifer Robitaille, President, Dock24 Inc regarding Joint Purchasing Amongst Eastern Ontario Municipalities
[Distributed to Members of County Council June 26, 2015]
- d) From Susan Creasy and Denise Cumming of the University Hospitals Kingston Foundation thanking Council for its support
[Distributed to Members of County Council June 26, 2015]
- e) From the Ministry of Energy regarding updates on local energy planning
[Distributed to Members of County Council June 26, 2015]
- f) From the Municipality of Tweed requesting support for its Disaster Relief efforts
[Distributed to Members of County Council July 10, 2015]
- g) From the Municipality of New Tecumseth regarding its Council Motion on Electricity Rates
[Distributed to Members of County Council July 10, 2015]
- h) From Anita Frayne regarding open letter from an Industrial Wind Turbine Leaseholder
[Distributed to Members of County Council July 10, 2015]
- i) From Sydenham High School thanking the County of Frontenac for its awarding of its 150th Anniversary Scholarship
[Distributed to Members of County Council July 10, 2015]

- j) From the County of Lennox & Addington providing notice of Public Meeting to consider a new Official Plan
[Distributed to Members of County Council July 10, 2015]
- k) From the Township of Clearview regarding resolution asking the Province to remove 2 year moratorium on Official Plan Amendment
[Distributed to Members of County Council July 10, 2015]

21. Other Business

a) **Change in Date of September Council Meeting**

Be it Resolved That the Wednesday, September 16, 2015 County Council meeting be re-scheduled to accommodate the Ontario East Municipal Conference (OEMC)

b) **Request for Services**

Township of Central Frontenac

That the Council of the County of Frontenac authorize Kelly Pender, Chief Administrative Officer to provide services to the Township of Central Frontenac for the purposes of assisting the Township Human Resources committee with a review of the state of their organization and that this review will be conducted over the next two months.

c) **Improvement of Rural Healthcare and Social Services**

This discussion will be lead by Councillor McDougall

22. Public Question Period

23. By-Laws – General By-laws and Confirmatory By-law

a) First and Second Reading

Resolved That leave be given the mover to introduce by-laws a) through e) that have been circulated to all Members of County Council and that by-laws a) through e) be read a first and second time.

b) Third Reading

Resolved That by-laws a) through e) be read a third time, signed, sealed and finally passed.

By-Laws

- a) A by-law to amend By-law No. 2013-0020 (to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings) as it relates to the establishment of the Community Development Committee
[Proposed Number 2015-0029]

- b) A by-law to authorize the execution of an Agreement with the

- Canadian Union of Public Employees, Local 229
[Proposed Number 2015-0030]
- 98** c) A by-law to authorize the Warden and Clerk to Execute an Agreement with the Government of Canada to conduct the research project on Canadian Paramedic Health and Wellness Project
[Proposed Number 2015-0031]
- 99** d) A by-law to authorize the Warden and Clerk to Execute an Agreement with Queen's University, School of Kinesiology and Health Studies to conduct the Canadian Paramedic Health and Wellness Project
[Proposed Number 2015-0032]
- 100 - 101** e) A by-law to Confirm the Proceedings of Council
[Proposed Number 2015-0033]

24. Adjournment

Motion #: 140-15 Moved By: Councillor Nossal
Seconded By: Deputy Warden Smith

Resolved That Council rise from Committee of the Whole closed session without reporting.

CARRIED

3. County of Frontenac 150th Anniversary

a) Greetings From Frontenac Islands

Warden Doyle welcomed County Council to Frontenac Islands and pointed those in attendance to the paintings on the walls by local artists which form part of the Art Gallery that will be on display for the next 2 weeks. He also noted the craft store adjacent to the building that he invited members to visit during the Council break.

b) Greetings From Millie Murphy (A.K.A Anne Marie Young) on behalf of the County of Frontenac 150th Anniversary Planning Advisory Committee

Ms. Murphy provided County Council with an update on the activities of the 150th Anniversary celebrations since its last Council meeting.

4. Adoption of Agenda

Motion #: 141-15 Moved By: Councillor Dewey
Seconded By: Councillor Vandewal

Resolved That the agenda for the June 17, 2015 meeting of the Council of the County of Frontenac be approved.

CARRIED

5. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

6. Adoption of Minutes

Motion #: 142-15 Moved By: Deputy Warden Smith
Seconded By: Councillor McDougall

Resolved That the minutes of the regular Council meeting held May 20, 2015 be adopted.

CARRIED

7. Deputations and/or Presentations

a) **Ms. Susan Creesy**, University Hospitals Kingston Foundation addressed County Council regarding Kingston's hospitals and how support from the

County of Frontenac has helped to further healthcare for the region. Council were advised that should they wish to take a tour of the construction underway at the site of the future Providence Care, to contact Ms. Denise Cummings.

- b) **Mr. Barrie Gilbert** addressed County Council with respect to item 19, Motions, Notice of Which has been Given, clause a) Great Lakes and St. Lawrence River Cities Initiative, including an overview of the need to protect the County's watersheds.

8. Proclamations



9. Move into Committee of the Whole

Motion #: 143-15 Moved By: Councillor Inglis
Seconded By: Councillor Nossal

That Council adjourn and meet as Committee of the Whole Council, with the Deputy Warden in the Chair.

CARRIED

10. Briefings

- a) **Mr. Kelly Pender**, Chief Administrative Officer, provided Council with his monthly CAO briefing.

11. Unfinished Business



12. Recommend Reports from the Chief Administrative Officer

- a) 2015-059**
Corporate Services
Budget Policy

Motion #: 144-15 Moved By: Councillor Inglis
Seconded By: Councillor Vandewal

Resolved That the Council of the County of Frontenac accepts this Corporate Services – Budget Policy report;

And Further That the Council of the County of Frontenac adopt the Budget policy as presented in Appendix A.

CARRIED

Advisory Committee (SAC) and the Trails Advisory Committee (TAC) mandates and that maximizes the greatest impact for economic development in the County.

And Further That the said by-law authorizes the disbanding the Sustainability Advisory Committee (SAC) and the Trails Advisory Committee (TAC) upon passing.

CARRIED

**e) 2015-067
Planning and Economic Development
Bill 73 – Planning Act Reform Comments**

Motion #: 148-15 Moved By: Councillor Vandewal
Seconded By: Warden Doyle

Resolved That the Council of the County of Frontenac accept the Bill 73 – Planning Act Reform Comments report;

And Further That the Council of the County of Frontenac direct staff to prepare a formal letter to the Ministry of Municipal Affairs and Housing to address the comments in the report and submit on behalf of County Council

CARRIED

13. Information Reports from the Chief Administrative Officer

a) **2015-058**
Office of the Chief Administrative Officer
AMO 2015 - Delegation Requests

**b) 2015-064
Corporate Services
Four Month Attendance Management Report Card**

**c) 2015-065
Office of the Chief Administrative Officer
Eastern Ontario Wardens' Caucus (EOWC) Regional Ombudsman
Preliminary Report**

14. Reports from Council Liaison Appointees

a) Emergency and Transportation Services - Councillor Nossal

Councillor Nossal provided an overview of the Emergency and Transportation Services Department liaison activities since the last Council meeting.

b) Long Term Care (Fairmount Home) - Councillor Inglis

Councillor Inglis provided an overview of the Long Term Care (Fairmount Home) liaison activities since the last Council meeting.

c) Corporate Services - Councillor Dewey

Councillor Dewey provided an overview of the Corporate Services Department liaison activities since the last Council meeting.

d) Planning and Economic Development - Councillor McDougall

Councillor McDougall provided an overview of the Planning and Economic Development Department liaison activities since the last Council meeting.

15. Reports from External Boards and Committees

a) Kingston Frontenac Library Board Update - Councillor Vandewal

No report was provided as the last meeting conflicted with the County's and Townships Emergency Management Training Exercise.

b) KFL&A Public Health Board Update- Warden Doyle

Warden Doyle provided updates from the last meeting, including the bench dedication in honour of former Warden Bud Clayton and the location of dental chairs and dental service available in the Health Unit on Portsmouth Avenue.

c) RULAC, LSR and Other Updates

The next meeting is scheduled for this coming Thursday.

d) Algonquin Land Claim Update - Councillor Inglis

There has been a letter from the Ministry announcing that all three negotiators have an initial proposed agreement in place.

e) Frontenac County Youth Justice Advisory Committee Update - Councillor Nossal

Councillor Nossal provided updates of the last meeting, including updates by respective members as well as a presentation by guest speaker Judith Moses of the Children and Youth Services Planning Committee.

f) Housing and Homelessness Committee Update - Deputy Warden Smith

No updates were provided as the June meeting was cancelled.

[Distributed to Members of County Council May 22, 2015]

- e) From the Ministry of Municipal Affairs and Housing regarding the coming into effect of Bill 8
[Distributed to Members of County Council May 27, 2015]
- f) From the Ministry of Seniors Affairs advising of award of Age Friendly Community Planning Grant Program
[Distributed to Members of County Council May 27, 2015]
- g) Invitation to the Port of Johnstown Grand Opening
[Distributed to Members of County Council May 27, 2015]
- h) From Frank Cowan Company regarding Webinar Series for Municipal Councillors
[Distributed to Members of County Council May 27, 2015]
- i) From AMO regarding briefing by Hicks Morley on Labour Law Policy
[Distributed to Members of County Council June 4, 2015]
- j) From Dr. Jerry Ackerman regarding the Municipal Property Assessment Corporation (MPAC)
[Distributed to Members of County Council June 4, 2015]
- k) From Elizabeth Meed regarding the Forum for Young Canadians opportunities
[Distributed to Members of County Council June 4, 2015]
- l) From Katrina Miller on behalf of Keep Hydro Public requesting Council support to keep hydro public
[Distributed to Members of County Council June 4, 2015]
- m) From Marian VanBruinessen advising County Council of the 2016 Draft Budget Proposed Timeline
[Distributed to Members of County Council June 4, 2015]
- n) From the Township of Edwardsburgh Cardinal regarding invitation to the Port of Johnstown Official Grand Opening Infrastructure Renewal
[Distributed to Members of County Council June 4, 2015]
- o) From Muscular Dystrophy Canada recognizing the contributions of the Storrington Fire Fighters
[Distributed to Members of County Council June 12, 2015]
- p) From Sun Edison invitation to Community Meeting Preview Session
[Distributed to Members of County Council June 12, 2015]
- q) From the County of Hastings expressing its disappointment in the Ontario Highlands Tourism Organizations Nowhere Campaign

[Distributed to Members of County Council June 12, 2015]

- r) From the Ministry of Transportation regarding news affecting Off Road Vehicle use in Ontario

[Distributed to Members of County Council June 12, 2015]

- s) From the Ontario Ombudsman regarding his roles and responsibilities

[Distributed to Members of County Council June 12, 2015]

- t) From the Rural Ontario Municipal Association (ROMA) regarding the commencement of the Rural Community Vitality Measurement Initiative

[Distributed to Members of County Council June 12, 2015]

- u) From the Kingston & Frontenac Housing Corporation Upcoming providing its Annual General Meeting Agenda

[Distributed to Members of County Council June 12, 2015]

- v) From the Township of North Frontenac providing a Media Release, Council Resolution and Letter to the Premier of Ontario advising that the Townships is Not a Willing Host for Industrial Wind Turbine Projects

[Distributed to Members of County Council June 11, 2015]

22. Other Business



23. Public Question Period

Warden Doyle responded to questions from the public.

24. By-Laws – General By-laws and Confirmatory By-law

a) First and Second Reading

Motion #: 154-15 Moved By: Councillor Nossal
Seconded By: Councillor McDougall

Resolved That leave be given the mover to introduce by-laws a) through c) that have been circulated to all Members of County Council and that by-laws a) through c) be read a first and second time.

CARRIED



Report 2015-069

RECOMMEND REPORT TO COUNCIL

To: Warden and Council Members of the County of Frontenac

From: Kelly Pender, Chief Administrative Officer

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

Date of meeting: July 15, 2015

Re: Emergency and Transportation Services - Canadian Safety & Security Program (CSSP) – Canadian Paramedic Health and Wellness Project

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac accept this Emergency and Transportation Services – Canadian Safety & Security Program (CSSP) – Canadian Paramedic Health and Wellness Project report for information;

AND FURTHER BE IT RESOLVED THAT the Council of the County of Frontenac authorize the Warden and CAO to execute an agreement with the Government of Canada to conduct the research project as outlined in the attached Project Charter.

AND FINALLY BE IT RESOLVED THAT the Council of the County of Frontenac authorize the Warden and CAO to execute an agreement with Queen's University, School of Kinesiology and Health Studies to conduct the research project as outlined in the attached Appendix "A" – CSSP Project Charter.

Background

The Canadian Safety and Security Program (CSSP) is a federally-funded program led by Defence Research and Development Canada's Centre for Security Science (DRDC CSS), in partnership with Public Safety Canada.

Launched in 2012, CSSP's collaborative model fosters, through different mechanisms, innovative science and technology advancements that contribute to the safety and security of Canadians. In order to sustain growth in our fields of interest, increase capabilities and respond to a changing environment, DRDC CSS works domestically and internationally in partnership with government, industry, and academia.

Vision

"A safe and secure Canada through science and technology leadership"

Mission

The Canadian Safety and Security Program's (CSSP) mission is to strengthen Canada's ability to anticipate, prevent, mitigate, prepare for, respond to, and recover from natural disasters, serious accidents, crime and terrorism through the convergence of science and technology (S&T) with policy, operations, and intelligence.

The CSSP is led by DRDC's Centre for Security Science (DRDC CSS), in partnership with Public Safety Canada, and supports academic, first responders, federal, provincial or municipal government-led projects in collaboration with response and emergency management organizations, non-governmental agencies, industry and academia.

Comment

The County of Frontenac and Queen's University (Kingston, Ontario) will lead a research effort (details attached as Appendix "A", CSSP Project Charter), to enhance our understanding of health and wellness indicators for paramedics across Canada to help inform operational and staffing decisions.

The Council of the County of Frontenac has demonstrated its commitment to paramedic wellness in its support of resiliency training for its own paramedic staff. This project will research many aspects of paramedic health and wellness.

Frontenac Paramedic Services has partnered with Queen's University on several research projects in the past and the synergy of this partnership was again congruent for both parties.

Partnered in this project are the Paramedic Chiefs of Canada (PCC); Paramedic Association of Canada (PAC); and Wilfrid Laurier University (WLU).

Financial Implications

None

Organizations, Departments and Individuals Consulted and/or Affected

Paramedic Chiefs of Canada (PCC)
Queen's University, School of Kinesiology and Health Studies
Defence Research and Development Canada's Centre for Security Science (DRDC CSS)
Canadian Safety and Security Program (CSSP)

Unclassified

Canadian Safety and Security Program (CSSP) Project Charter

Canadian Paramedic Health and Wellness Project

CSSP-2015-CP-2108

16 June 2015

V 1.0

RECORD OF AMENDMENTS

Charter Version No.	Amendment / Section Amended	Entered By	Amendment Date
Version #	What changed in the amendment?	Entered by who?	Enter a date.
Version #	What changed in the amendment?	Entered by who?	Enter a date.
Version #	What changed in the amendment?	Entered by who?	Enter a date.
Version #	What changed in the amendment?	Entered by who?	Enter a date.
Version #	What changed in the amendment?	Entered by who?	Enter a date.
Version #	Add or delete rows as required	Entered by who?	Enter a date.

Charter Revision: Project changes that impact scope, budget or schedule require a full Charter revision and sign off by all participants. Charter Amendment: Project changes that are minor and do not impact scope, budget (with no impact to FY Cashflow) or schedule require a Charter Amendment and sign off by the Lead Department and DRDC CSS.

INTRODUCTION

1. Purpose

The Project Charter is established between Defence Research and Development Canada, Centre for Security Science (DRDC CSS) and Project participants to acknowledge the existence of a project. The Charter outlines the parameters and structure of the project and includes project objectives; outcomes; impact; risks; schedule; resources; budget; and project organization. The Charter, itself, is not a contract. A contract or MOA must be issued through Public Works and Government Services Canada to non-federal government partners prior to the commencement of any project activities. In case of conflict, any resultant contract takes precedence over the Charter.

2. Summary

This Project Charter hereby establishes the Canadian Paramedic Health and Wellness Project as a Project in accordance with the Canadian Safety and Security Program (CSSP) managed through Defence Research and Development Canada's Centre for Security Science (DRDC CSS). This Call for Proposals project is being conducted primarily for the Paramedic Services Portfolio.

3. CSSP Outcomes

This project contributes to the following CSSP Outcomes:

- Connected and Protected Practitioners
- Strong Communities
- Evidence-based Policy

4. Background

In 2014, the Canadian Safety and Security Program (CSSP) acknowledged the need to identify and document the human resource profile and demographic trends within the paramedic community. This project will develop and administer a survey to identify and document the human resources profile within the paramedic community across Canada.

5. Objective(s)

To develop and administer a survey instrument to garner information required to describe the human resources profile for paramedics in Canada.

6. Impact on the CSSP Outcome(s)

This study will generate valuable information to allow for future policy development and allow for service providers to understand the current human resource profile of the profession.

PROJECT SCOPE

This project will employ a random sampling survey strategy to document the human resources profile for paramedics in Canada. Over the two year duration of the project, a survey tool will be developed and verified through pilot testing; administered to a random sample of paramedics stratified by province; follow-up focus group meetings and physical fitness testing session will occur to cross validate the survey data, and a final report describing the human resources profile for paramedics in Canada will be delivered.

7. Included Work

Establish a Project Advisory Committee, Develop the Canadian Paramedic Health and Wellness Survey, Develop Survey Administration Logistics Plans, Optimize the survey and administration logistics, Administer the survey, Data Analysis, Cross Validation Reporting.

Project Charter – Canadian Paramedic Health and Wellness Project

16 June 2015

8. Excluded Work

This study will not set service levels for the municipality or any of the partners. Rather this study will help inform policy for paramedic services.

9. Assumptions

Assumption is that ethics approval will be granted, and that there is engagement with the paramedic community to form an advisory committee. Further, it is assumed that participation in both the completion of the survey is completed by paramedics and that there are participants for the physical screening of the project.

10. Constraints

Timing of contracting to meet the agreed upon timeframe, and engagement of paramedic stakeholders for feedback on the survey and delivery methods.

11. Related Projects

This project is related to CSSP-2013-CD-1088 regarding the physical demands analysis of paramedics.

PROJECT PLAN

12. Schedule and Work Breakdown Structure

12.1 Schedule: The Project will start on 1 August 2015 and will be completed by 31 March 2017.

12.2 Work Breakdown Structure (WBS): The schedule shows the planned start and stop dates for each task in the WBS and appropriate milestones and/or delivery dates. The total Project period of performance is indicated in months from the start date through the completion date.

Task #	Description	Start Date	End Date	Deliverable(s)
1	Advisory Committee	08/15	08/15	Kick off meeting for the project (meeting) Advisory Committee Terms of Reference (document)
2	Develop the Survey	08/15	09/15	Canadian Paramedic Health and Wellness Survey–Version1 (document)
3	Develop Survey Administration Logistics Plans	08/15	11/15	Survey Distribution Plan (document)
4	Optimize the Survey and Administration Logistics Plan	11/15	03/16	Canadian Paramedic Health and Wellness Survey–Version2 (document)
5	Survey Administration	03/16	10/16	Interim Report I–Response Rates (document)
6	Data Analysis	07/16	02/17	Interim Report II–Preliminary Results (document)
7	Cross Validation	09/16	03/17	Interim Report III–Cross Validation Results (document)
8	Reporting	03/17	07/18	Final CSS Close-out Report (document) DRDC Final Science Report (document)

Project Charter – Canadian Paramedic Health and Wellness Project**16 June 2015**

The Project will provide DRDC CSS with the following outputs:

- o Progress Reports (3 per fiscal year per schedule provided by DRDC CSS)
- o Record of Decision of Project Review Committee (PRC) meeting, if/when a PRC is held.

12.2.1 Project Gantt Chart (Optional)

Gantt chart submitted as part of proposal.

13. Resource Requirements**13.1 DRDC CSS Personnel**

Name/Role	FY 15/16	FY 16/17
Doug Socha, Paramedic Portfolio Manager	0.1	0.1

13.2 Facilities and Equipment

The following equipment and facilities will be required for the Project:

No DRDC-RDDC CSS equipment or materials will be required outside regular meeting or teleconference equipment to support project review committee meetings

14. Budget**14.1 CSSP Funds – as provided to the project by DRDC CSS**

Organization funds will be distributed to	General Ledger	CSSP Funds FY 15/16	CSSP Funds FY 16/17	CSSP Funds TOTAL
Frontenac County	4927	\$107,710.00	\$142,290.00	\$250.00.00
Total		\$107,710.00	\$142,290.00	\$250,00.00

14.2 In-Kind Co-Investment

Organization Providing	General Ledger	FY 15/16	FY 16/17	TOTAL
Queens University	4927	\$19,685.00	\$55,545.00	\$75,230.00
Wilfrid Laurier University	4927	\$19,685.00	\$55,545.00	\$75,230.00
Total		\$39,370.00	\$111,090.00	\$150,460.00

14.3 Cash Co-Investment

Organization Providing	General Ledger	FY 15/16	FY 16/17	TOTAL
Total		\$0.00	\$0.00	\$0.00

Project Charter – Canadian Paramedic Health and Wellness Project

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14.4 CSSP Funds (per Section 13.1) by Work Breakdown Structure Task (per Section 11) – FY totals must be same as Section 13.1

Task #	FY 15/16	FY 16/17	FY 17/18	TOTAL
1	\$0.00	\$0.00	\$0.00	\$0.00
2	\$19,700.00	\$0.00	\$0.00	\$7,700.00
3	\$30,690.00	\$0.00	\$0.00	\$18,690.00
4	\$57,320.00	\$0.00	\$0.00	\$44,940.00
5	\$0.00	\$36,385.00	\$0.00	\$72,765.00
6	\$0.00	\$30,765.00	\$0.00	\$30,765.00
7	\$0.00	\$75,140.00	\$0.00	\$75,138.00
8	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$107,710.00	\$142,290.00	\$0.00	\$250,000.00

15. Risks

Risk	Type	Impact	Likelihood	Mitigation Strategy
Poor stakeholder engagement	Scope	High	Low	Letters of support have been secured from key stakeholders. Paramedic engagement may be a challenge but with the support of project partners we will ensure that stakeholders are aware of the benefits of this data, and how they might be able to use it locally to drive operational and HR strategies
Poor response rate to survey	Scope	High	Low	Plan to engage stakeholders early and develop a plan to maximize the response. Planned approach to reduce the amount of surveys needed if response rate is lower than expected.
Length of time issuing contract	Schedule	Med	Low	Depending on length of time there are other methods to allow the survey to be obtained with the timeframes.

16. Evaluation of Project Success

Project will be a success if there is update in the operational practices and policies of the paramedic community based on the information gained from the survey.

17. Procurement Strategy

This project was approved through the call for proposal process. A MOA between DRDC CSS and Frontenac County will be the contract for payment. A directed contract will be established with Frontenac County. Payment will be firm fixed price with milestone payments. Frontenac County will arrange for payment if any subcontracted work.

18. Transition Strategy

The final report will be distributed to all key stakeholders as part of the advisory committee for distribution. (Target: PCC, PAC, Unions); and, journal article(s) (Target: researchers) Conference presentations (Target: PCC, PAC); website posting of results summary - via PAC resource downloads page <http://paramedic.ca/resources/downloads/> (Target:

Project Charter – Canadian Paramedic Health and Wellness Project**16 June 2015**

paramedic prep programs, front line paramedics) There may also be an opportunity to look at co-hosting a centre to help act as a hub for ongoing research .

19. Intellectual Property (IP) Management

Intellectual Property (IP) will be managed in accordance with the General Conditions – Research & Development 2040 (2014-09-25), As such, all Intellectual Property Rights in the Foreground Information belong to the Contractor (Frontenac County) as soon as they come into existence. The contractor may retain ownership of Foreground Information independently or jointly with Sub Contractors, where the Sub Contractor acknowledges that it has read all of the intellectual property provisions in the General Conditions – Research & Development 2040 (2014-09-25), and agrees that such provisions are incorporated into any Sub Contract with the Sub Contractor.

PROJECT SUPPORT**20. Project Organization**

Role	Name	Organization	Phone Number	Email Address
Project Leader	Mark Williamson	DRDC CSS	613-944-8195	Mark.Williamson@drdc-rddc.gc.ca
Project Director	Doug Socha	DRDC CSS	613-947-1113	Doug.socha@drdc-rddc.gc.ca
Project Champion	G. Chevalier	Frontenac Paramedic Service	613-548-9400	gchevalier@frontenacounty.ca
Project Manager	Steve Fischer	Queens University	613-533-6000 x 75210	Steve.fischer@queensu.ca
Contracting Authority	Joseph Hulse	PWGSC	819-956-3356	Joseph.Hulse@tpsgc-pwgsc.gc.ca

21. Relevant Agreements/Arrangements

N/A

22. Other Information

N/A

23. Communications

DRDC CSS reserves the right to disclose and/or use information from projects for which it provides funding. Additionally, the use and publication of information related to this Project will require review by DRDC CSS to ensure proper acknowledgement of DRDC CSS/CSSP support/contribution. In order to achieve this, Project participants will provide copies of any reports, articles, or publications to DRDC CSS at least 30 days, where possible, prior to any release, distribution or planned publication. No public announcements concerning this Project will be made without providing advance notification to DRDC CSS. DRDC CSS must receive a copy of all reports generated under the Project.

Project Charter – Canadian Paramedic Health and Wellness Project**16 June 2015****24. Publication/Security/Controlled Goods/Distribution**

The highest level of security to be applied to information generated or exchanged by or in this Project will be Unclassified; a Security Requirements Check List (SRCL) will not be required.

The information and/or material(s) from this Project will be subject to the following Controlled Goods (CG) category: Non-CG - DMC A.

The distribution of information resulting from this Project is Unlimited.

25. Project/Charter Amendments

Any revision to or extension of this Project will be made through a formal amendment to this Project Charter, as concurred in writing by the participants.

26. Project Termination

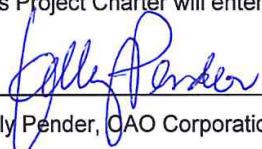
DRDC CSS, in consultation with the Lead Department, will make recommendations regarding the termination of a Project to the Co-Chairs of the Project Management Board (PMB), whose decision will be final.

Some conditions that may lead to termination could include:

- Charter has not been signed by project participants within two (2) months of project award.
- Deliverables / Milestones not met (non-performance).
- Forecast inability to deliver (for example, key personnel have left the department or Project).
- Failure of a participant to meet contractual obligations or PSTP MOU reporting requirements.
- Change in CSSP strategic priorities or science and technology requirements.
- Lead Department no longer leading the research study

SIGNATURES

This Project Charter will enter into effect on the date of the last signature, and will remain in effect until 31 May 2017.



Kelly Pender, CAO Corporation of the County of Frontenac



Date

Mark Williamson, DG DRDC CSS

Date



REPORT 2015-070

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

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

Date prepared: June 11, 2015

Date of meeting: June 17, 2015

Re: Frontenac Chief Administrative Officers – Policing Report

Recommendation

Whereas, the Council of the County of Frontenac referred Motion #90-15 to the five Chief Administrative Officers for their consideration;

And Whereas, the intent of Motion #90-15 was to authorize staff to commission a study to “assess potential opportunities to reduce costs and improve service delivery with regards to Police and Fire through the County of Frontenac”;

And Whereas, the CAOs are cooperated to prepare CAO Report 2015-02 regarding the Police Services aspect of Motion #90-15 for consideration by all Frontenac Councils;

And Whereas, the Association of Municipalities of Ontario (AMO) is leading efforts to influence the reform Policing in Ontario;

And Whereas, the viability of establishing an independent force is believed to be cost prohibitive and the geography of the Frontenacs makes any other model difficult to implement;

Recommend Report to Council
Corporate Services – Frontenac Chief Administrative Officers – Policing Report
June 17, 2015

Page 1 of 2

Now Therefore, be it resolved that the Council of the County of Frontenac receive CAO Report 2015-02 and that the report be circulated to all Frontenac member Council's for their consideration.

Background

Appended to this report is a copy of the joint report prepared by the Chief Administrative Officers regarding Police Service options and costs for Frontenac municipalities.

The report contains background, analysis and commentary in support of the recommendation.

Sustainability Implications

n/a

Financial Implications

None recommended.

Organizations, Departments and Individuals Consulted and/or Affected

Director of Corporate Services – Town of Perth

Frontenac:

Chief Administrative Officers Committee

Police Services – FINAL

Report #2015-02

Date: July 2015



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Recommendation

Whereas, the Council of the County of Frontenac referred Motion #90-15 to the five Chief Administrative Officers for their consideration;

And Whereas, the intent of Motion #90-15 was to authorize staff to commission a study to “assess potential opportunities to reduce costs and improve service delivery with regards to Police and Fire through the County of Frontenac”;

And Whereas, the CAOs are cooperated to prepare CAO Report 2015-02 regarding the Police Services aspect of Motion #90-15 for consideration by all Frontenac Councils;

And Whereas, the Association of Municipalities of Ontario (AMO) is leading efforts to influence the reform Policing in Ontario;

And Whereas, the viability of establishing an independent force is believed to be cost prohibitive and the geography of the Frontenacs makes any other model difficult to implement;

Now Therefore, be it resolved that the Council of the County of Frontenac receive CAO Report 2015-02 and that the report be circulated to all Frontenac member Council's for their consideration.

Introduction

At the March 15, 2015 meeting of the County of Frontenac Council, the following motion was referred to the Frontenac Chief Administrative Officers for their consideration:

Motion #: 90-15	Moved By:	Councillor Higgins
	Seconded By:	Deputy Warden Smith

RESOLVED THAT the Council of the County of Frontenac receive Councillor Higgins – Policing and Fire Study Request;

AND FURTHER THAT the Council of the County of Frontenac authorize staff to commission a study to assess potential opportunities to reduce costs and improve service delivery with regards to Policing and Fire throughout the County of Frontenac which identifies the current state and compare with potential options and broken out into two elements one being policing and the other being fire.

REFERRED

(See motion to Refer below which was CARRIED)

Motion #: 91-15	Moved By:	Councillor McDougall
	Seconded By:	Councillor Inglis

BE IT RESOLVED THAT the motion regarding a Policing and Fire Service Study be referred to the Frontenac CAO Group.

CARRIED

The motion speaks to the dual objective of reducing costs and improving service delivery for Police and Fire Service throughout the County and that staff *“commission of a study to assess potential opportunities to reduce costs and improve service delivery”*.

The purpose of this report is to provide research regarding the current and anticipated costs for policing for council consideration, as well as a high level scan of current conditions and options. The document is intended to be a starting point for discussions regarding service delivery options for police in the Frontenacs.

In general terms, there are three reasons for looking at centralizing services, namely:

1. **Economies of scale** – reducing costs
2. **Expanded capabilities** – more effective service delivery
3. **Addressing skill gaps** – moving from generalists to specialists

The above framework will be utilized to evaluate potential for a more regional approach to the delivery of police services to the Frontenacs. As recommended in CAO Report 2015-01 on shared services, no assumptions have been made regarding either the service delivery model or participation of any individual municipality¹.

In the delivery of police services we must also remain cognizant that both involve the safety and wellbeing of our citizens. Any study of policing must of necessity take a balanced approach to both savings and service delivery. In Ontario, the opportunity to reduce police service delivery are limited. As well, significant liability issues that must be part of any discussion regarding service delivery.

As per our practice, this report will be circulated to all Frontenac councils at the same time, but given the timing of meetings, it will likely be considered at different times.

¹ CAO Report 2015-01, Shared Services Delivery, April 2015, page 5 (Principles)

Background – Police Services

In the Province of Ontario, the delivery of policing in Ontario falls within a highly regulated regime under the Police Services Act, R.S.O. 1990. Within this legislative framework there is little local autonomy in the delivery of policing, with municipalities receiving little latitude to adjust service levels. As well, where conflicts or service levels discussions are in question, the final determination with respect to “effective” policing is set out through regulations and ultimately subject to review by the Ontario Civilian Police Commission.²

The models utilized in Ontario generally break down into the following categories:

- Contract with the Ontario Provincial Police
- Single standalone service for an entire municipality
- Service procurement – purchase of all or a portion of services from a neighbouring³ municipality
- Regional service.

All four Frontenac municipalities are currently receiving service from the O.P.P.⁴ The County does not have a role in policing. Commencing in 2015 the funding model has changed for municipalities such that individual pricing has been replaced with a fixed O.P.P. formula + level of service model that has eliminated negotiations over price. This has resulted in changes for the four Frontenac municipalities as summarized below in

Table Two:

Table Two – Summary of O.P.P. Costs 2009-2019⁵

OPP Contract Costs												
	Actual					Estimated					09 to 19	14 to 19
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	% Inc.
FI	92,939	81,828	93,281	85,883	86,814	107,870	146,296	184,722	223,148	261,574	300,000	222.8%
SF	2,157,669	2,036,367	2,306,080	2,345,067	2,369,627	2,784,243	2,902,091	2,960,133	3,019,335	3,079,722	3,141,317	45.6%
CF	612,132	653,160	617,385	707,666	743,834	652,849	948,059	1,028,770	1,109,481	1,190,191	1,271,902	107.8%
NF	198,361	205,056	180,415	201,185	202,660	227,976	369,135	507,700	646,265	784,829	845,817	326.4%
Total	3,061,101	2,976,411	3,197,161	3,339,801	3,402,935	3,772,938	4,365,581	4,681,325	4,998,229	5,316,316	5,559,036	81.6%
% Increase		-2.8%	7.4%	4.5%	1.9%	10.9%	15.7%	7.2%	6.8%	6.4%	4.6%	47.3%

Given the restrictions of the PSA, the Frontenacs have three service delivery options:

1. Continue to engage the O.P.P.
2. Request a costing from an abutting police service

² The Ontario Civilian Police Commission is an independent oversight agency committed to serving the public by ensuring that adequate and effective policing services are provided to the community in a fair and accountable manner under the Ontario Police Services Act.

<http://www.ocpc.ca/>

³ Must be an abutting municipality/jurisdiction

⁴ South Frontenac operates with a Police Service Board. North Frontenac has a Community Policing Advisory Committee, while Frontenac Islands and Central Frontenac do not have a Board or a Committee.

⁵ 2009 to 2013 as reported in each municipalities Financial Information Return (FIR). 2014-2019 estimated based upon information from O.P.P.

3. Establish a regional force.

In order to provide context for a discussion on the three service delivery options we again conducted a high level financial review of all four Frontenac municipalities (plus the Frontenac total), and the following:

- **City of Kingston:** Single Tier. Own Force (Kingston Police Service). Urban/Rural mix. Limited seasonal population. No significant geographic challenges. Large tourism and student populations, plus corrections facilities add complexity to policing in the City.
- **Chatham-Kent:** Own force (Chatham-Kent Police Service)
- **Kawartha Lakes:** Own force (Kawartha Lakes Police Service)
- **Brant County:** O.P.P Contract
- **Prince Edward County:** O.P.P. Contract
- **Stirling-Rawdon:** Own force (Stirling-Rawdon Police Service) Now looking at O.P.P. costing⁶. Lower tier municipality. Urban/rural mix. Limited seasonal population. No significant geographical challenges.
- **Town of Gananoque:** Own force. (Gananoque Police Service) Separated Town. Urban population. Large tourist population. No significant geographical challenges.
- **Town of Perth:** Own force until 2014. Now O.P.P. Lower tier municipality. Urban population. Large tourist population. No significant geographical challenges.

As we transition to the new O.P.P. funding model, cost projections become more difficult to compare. However, we have confirmed that the Town of Perth projects to save approximately \$900K/per year by moving to the O.P.P. while Stirling-Rawdon is currently examining their options and the Town of Gananoque rejected a costing option in 2013⁷.

Although the future of policing in Ontario is somewhat murky given changes in the O.P.P. funding model, the last 15 years have seen a trend away from local forces towards regionalization and O.P.P. contracts. Below, **Table Three** is a summary of policing costs for the sample group in 2013⁸.

⁶ <http://www.intelligencer.ca/2015/04/14/stirling-to-see-opp-costing>

⁷ <http://www.gananoquereporter.com/2013/07/16/town-of-gananoque-pays-highest-per-capita-policing-costs-in-province>

⁸ Not including distributed over-head (program support)

Table Three – Summary of Police Service Costs (2013)

<i>Police Summary Table - 2013 (Before Adjustments)</i>								
Municipality	HH	Pop	Pop/HH	Cost	\$/HH	\$/Pop	\$/100k Assessment	Description
City of Kingston	53,918	125,941	2.34	\$36,611,742	\$ 679.03	\$ 290.71	\$ 248.63	Single Tier (Own)
Chatham-Kent	47,706	104,075	2.18	\$25,321,242	\$ 530.78	\$ 243.30	\$ 230.29	Single Tier (Own)
Kawartha Lakes	38,711	73,214	1.89	\$12,969,482	\$ 335.03	\$ 177.14	\$ 623.65	Single Tier (Own)
Brant Co	13,963	31,134	2.23	\$ 7,081,765	\$ 507.18	\$ 227.46	\$ 147.04	Single Tier (OPP)
Total Frontenac	18,949	25,709	1.36	\$ 3,410,602	\$ 179.99	\$ 132.66	\$ 67.72	Lower Tier (Total)
Town of Perth	3,139	5,840	1.86	\$ 3,268,234	\$ 1,041.17	\$ 559.63	\$ 489.30	Lower Tier (Own)*
Gananoque	2,527	5,194	2.06	\$ 2,969,569	\$ 1,175.14	\$ 571.73	\$ 573.15	Lower Tier (Own)
South Frontenac	10,149	18,100	1.78	\$ 2,377,294	\$ 234.24	\$ 131.34	\$ 78.24	Lower Tier (OPP)
Prince Edward Co	13,106	25,258	1.93	\$ 2,203,441	\$ 168.12	\$ 87.24	\$ 60.95	Single Tier (OPP)
Stirling-Rawdon	2,040	4,978	2.44	\$ 1,708,445	\$ 837.47	\$ 343.20	\$ 397.33	Lower Tier (Own)
Central Frontenac	3,943	4,046	1.03	\$ 743,834	\$ 188.65	\$ 183.84	\$ 85.84	Lower Tier (OPP)
North Frontenac	3,513	1,842	0.52	\$ 202,660	\$ 57.69	\$ 110.02	\$ 24.27	Lower Tier (OPP)
Frontenac Islands	1,344	1,721	1.28	\$ 86,814	\$ 64.59	\$ 50.44	\$ 29.26	Lower Tier (OPP)

* Moved to OPP in 2014

For reference, based upon information provided to each municipality by the Province, is that in 2019 the per household policing and cost per \$100k assessment⁹ for Frontenac Municipalities are estimated to be:

Frontenac Islands	\$213/HH	\$ 57.71
South Frontenac	\$298/HH	\$108.36
Central Frontenac	\$305/HH	\$152.26
<u>North Frontenac</u>	<u>\$203/HH</u>	<u>\$107.46</u>
Total Frontenac	\$281/HH	\$110.27

In 2011 South Frontenac held exploratory discussions with the City of Kingston, but were advised that the City could not provide the service and beat the per household cost.. Recently, the County of Lanark held discussions with the City of Ottawa regarding policing. No word at this time regarding a response.

The requirement for shared services to be abutting jurisdictions limits Frontenacs options to the following:

- **City of Kingston:** could provide service to all municipalities provided no municipality opted out. i.e., if Central Frontenac opted out, North Frontenac would not likely be able to be serviced.
- **Town of Gananoque:** Could service Frontenac Islands and perhaps a case could be made to extend that service to all of Frontenac.
- **City of Ottawa:** Only if Lanark County was serviced by the City.

⁹ 2013 CVA + 1.5% per annum. No adjustments have been made for re-assessment.

- **Own Service:** Establishment of an independent regional police service.

In looking at both options for moving away from the O.P.P. (own force or contract with another force), there are significant barriers to entry, including facilities, vehicles/equipment and communications. No attempt has been made to quantify this cost.

Given startup costs, the option to have a “Frontenac Police Service” is not likely to be feasible.

Finally, within the context of considering alternative policing models, there are two other issues for consideration. First, the Province continues to make adjustments to the Ontario Municipal Partnership Fund (OMPF) for municipalities. Embedded in the formula is an adjustment for policing. The impact of these changes on any model are not possible to confidently predict at this time. Second, the number of seasonal residents in Frontenac presents an unknown in terms of both funding and service delivery that are difficult to predict or model.

Potential Rationale for Police Service Review

Below is our high level analysis of our findings in the context of the three reasons for centralizing services cited earlier in the report:

Area	Discussion
Economies of Scale – reducing costs	• Unknown – but not likely a driver given the highly legislated service delivery framework of the PSA and the Ontario Civilian Police Commission • With the new O.P.P. funding formula there is no group “purchasing” power.
Expanded capabilities – more effective service delivery	• Operations and service levels are largely standardized and legislated. • An argument could be made that a broader geographic effort could assist with community policing efforts and communications.
Addressing skill gaps – moving from generalists to specialists	• Not a driver operationally.

Association of Municipalities of Ontario Position

On April 27, 2015, The Association of Municipalities of Ontario (AMO) published a position paper on policing in the Province entitled Building a new public safety model in Ontario, AMO’s Policing Modernization Report.¹⁰ The report is intended to “advance the agenda of reform. This

¹⁰ [Policing Modernization Report](#)

paper is designed to broaden the discussion and inject a change of pace in shaping the future.”¹¹

The reform focus of the AMO report is to fundamentally change how policing is providing in Ontario, with a particular focus on cost reduction/containment. The report provides the most comprehensive summary of the issues, history and context that we are aware exists and should be read as a complement to this report.

Police Services: Potential Study Scope and Financial Implications

Given the narrow legislative framework in Ontario, the commissioning of a study related to police service options would be relatively straight forward. The breadth of options is limited and the service delivery framework is more prescriptive.

For comparison purposes, the Town of Perth study compare their own force to the O.P.P. cost their municipality approximately \$20,000 with their Treasurer providing financial support and analysis. A similar budget to provide options for the Frontenacs would be reasonable assuming financial support is provided by staff.

Prior to commencing any further study, it is recommended that an Expression of Interest (EOI) be sent to both the City of Kingston and City of Ottawa Police Services. Should either or both respond in the affirmative, then an independent study could be commissioned to assist Council(s) with their deliberations and evaluation of options.

Subject to above and further Council(s) input, a study would need to evaluate the following:

- o Current service delivery and options for variation
- o Option analysis and recommendations regarding short, medium and long term objectives
- o Pro forma budget(s) based upon the options presented
- o Recommended performance indicators
- o Recommendations regarding governance
- o Implementation plan

From project start-up to report completion this project would take approximately four to six months to be completed. A late 2015 project start, with a view towards any implementation taking place in 2017 would be realistic.

¹¹ Page 3

Conclusion

The delivery of police services in Ontario takes place in a highly regulated framework. The change in O.P.P. billing, while “fair” in distributing costs to municipalities has removed an element of competitiveness from the marketplace as price negotiation with the Province is now not possible. At the same time, the highly regulated nature of policing and the cost barriers to entry, limit the options available to a municipality.

Any study of the options for policing in the Frontenacs will involve discussions with neighbouring municipalities and their police service board.

Our recommendation is that this report be received without further action and that options continue to be evaluated in light of the work of the Association of Municipalities of Ontario.



Report 2015-071

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: Kelly J. Pender, Chief Administrative Officer
Marian VanBruinessen, Director of Corporate Services/Treasurer

Date prepared: July 7, 2015

Date of meeting: July 15, 2015

Re: Council Compensation Study

Recommendation

Whereas, the Council of the County of Frontenac has recognized compensation practices and expense policies of the County Council have not been reviewed since the expansion of County Council to eight members in 2010;

And Whereas, the Gazda Consulting Group was retained to address Market Equity and compensation policies objectives for County Council;

Now Therefore be it resolved that the Council of the County of Frontenac approves Report 2015-071 and hereby implements the following:

- 1) That the Gazda Consulting Group Report – Council Compensation Study be received;
- 2) That the compensation for Frontenac County Council be established at the 50th percentile for the comparator group;
- 3) That Council selects Option _____ as described in the report for implementation to commence in the year _____
- 4) That the compensation for the position of Deputy Warden be established at 20% above that of a Councillor;
- 5) That staff be directed to draft a by-law that reflects the report recommendations expenses and per diem for Council consideration;
- 6) That an annual training/seminar allowance for Councillors be established commencing in 2016 in the amount of \$_____;

Recommend Report
Council Compensation Study
July 15, 2015

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- 7) That the Council compensation be increased annually based upon the consumer price index;
- 8) That Council confirm that one-third of Council's regular remuneration is to be treated as expenses related to the execution of their duties and the remaining two-thirds of their remuneration as taxable.
- 9) That By-law 2011-0004 Schedule A be amended to reflect this resolution
- 10) That Council compensation be revisited in 2018.

Background

The purpose of this report is to address the need for a review of compensation for County Council and to modernize policies regarding expenses, including per diems, conferences and special meetings. During the 2015 budget process, Council approved a budget of \$8,500 to complete a market equity (M.E.) review for County Councillors.

This is the first report of this nature since the restructuring of County Council in 2010.

Comment

Market Equity

The firm of Gazda Consulting Group (GCC) are compensation experts, having completed salary surveys for over 50 Ontario municipalities in the past five years, including two previous compensation reports for the County of Frontenac.

GCC are also best practice leaders in compensation management and policy and their expertise was utilized to formulate the recommendations contained in this report.

The comparators used for the GCC report is attached, **Appendix "A"**. A summary of GCC findings is below:

- Frontenac County Council size (8) is lower than the median (11)
- Each Frontenac County Councillor represents on average 2,304 dwellings, vs the median of the group at 1,699
 - The County provides services to residents of the City of Kingston (Long Term Care and EMS) which are not accounted for above
- All Councils provide "base" + per diem compensation (save Dufferin County which does not provide a per diem)
- The current compensation for the Warden of \$17.0K is below the median of \$40.4K
- No Comparator currently pays an additional amount to the Deputy Warden, however the prevailing practice is provide a 20% premium over the Councillor compensation
- The current compensation for a Councillor of \$7.4K is below the median of \$17.4K
- Nearly all Counties have a policy in place to provide for an annual increase in line with non-union staff or to apply CPI
- The current per diem for a Councillor of \$75 is below the median of \$150
 - Recommendation to apply only to non-scheduled meetings
- The mileage rate for Councillors is below the median rate

- The median annual training/seminar allowance of the comparator group is \$4K
- Some level of benefit coverage for Councillors is provided in the comparator group. Recommendation is to continue to monitor

The recommendation of the GCC is to phase in the recommendation over a four year period. Staff have also provided Council with the option/costing to implement over a one year period, or to average the Mayor's and Deputy Mayor's compensation over a four year period in order to not disadvantage the existing Warden and Deputy Warden.

Per Diem Expense Policy for Council

The current expense policy for Council will need to be reflected in an appropriate by-law and/policy for Council consideration. A first matter for Council consideration is what types of meetings would be considered part of the "base" compensation and which would be eligible for a per diem? The table below is provided to illustrate this concept.

Covered in Base Compensation	Per Diem Paid
• Regularly Scheduled Council/Committee Meetings • Scheduled Budget Meetings • Meetings associated with a position appointed by Council (e.g., Council Liaison, Meetings with Staff, EOWC - Warden) • Ceremonial functions attended by the Warden/Deputy Warden representing the Council	• Special meetings of Council/Committee when called by the Warden/Chair • Meetings for groups/agencies where the Councillor is the appointee of Council and the group/agency does not pay a per diem • Attendance at a conference/convention (from the Council expense budget)

The intent of the increased base is to pay for regular and routine duties associated with the position on Council and to pay a per diem for meetings that are either special circumstances (e.g., and emergency meeting) or extend beyond Council regular business (e.g., a Conference or a meeting of a statutory Board/Committee meeting).

Our new per diem assumption is based upon \$150/day (or meeting) as follows:

	# of Meetings	# of Individuals	\$'s
Health Unit	10	1	\$ 1,500
Library	10	1	\$ 1,500
Youth Justice	6	1	\$ 900
RULAC	4	3	\$ 1,800
Social Housing	10	1	\$ 1,500
Rideau Corridor	3	1	\$ 450
Two Sp Meetings	2	8	\$ 2,400
	45		\$ 10,050

The addition or deletion of meetings from above list would result in a change to the budget. Per diems for Conferences would be from the Council expenses budget.

Further it is recommended that the current practice of receiving Council approval for attendance at Conferences be replaced with an expense budget that can be utilized largely at the discretion of the Council member, with regular reporting to Council and citizens. The table below is provided to illustrate this model.

Approved Spending Items (at this discretion of the member)	Spending Requiring the Approval of Council	Restricted Spending
• Conferences, travel, accommodation, meals • Office supplies related to Council business • Connectivity, technology support • Attendance at constituency events • Meetings with other municipalities/ politicians for the purpose of conducting research	• Travel outside of Canada • Membership fees	• Political donations • Donations or support for community projects • Alcohol

All expenses and per diems will required the submission of an expense claim that confirms that expenses were in accordance with the approved policy. They will only be checked for numerical accuracy by staff.

The one-third tax free allowance treats one-third of Council's remuneration as expenses related to the execution of their duties and the remaining two-thirds of their remuneration as taxable. As per the *Municipal Act*, the one-third tax free allowance must be reviewed and approved at least once during each Term of Council. If Council chooses to terminate the one-third tax free allowance it may do so by passing a repealing By-law which would come into effect January 1st of the year after the year in which it was passed. Once a repealing By-law has been passed there are no means available to reinstate the allowance.

Sustainability and Strategic Implications

The Market Equity and policy components of this report will help ensure that County Council compensation is maintained at the 50th percentile and that expense policies are reflective of best practice.

Financial Implications

Attached, **Appendix "B"** to this report are the financial implications for three implementation options for Council consideration, plus the existing cost. Note: the costing in the GCC report is not reflective of all the costs. The tables in the appendix include all the adjustments as noted in the options.

The three options are described below:

Option	Description/Discussion
Option One:	• Four year phase in for all positions • Provides a financial disadvantage for existing 2015 Warden/Deputy Warden
Option Two:	• Warden/Deputy Warden Averaged over the four year team for each of the four Mayors (i.e., assumes each mayor will serve one term as Warden, One Term as Deputy Warden and two years as a Councillor • Councillors phased in as per option one • Ensures that no Mayor will be disadvantaged by the timing of the phase in. • Assumes all mayors will serve a full term • In order to budget for the phase in a separate budget is provided for Council consideration (budget vs actual will show a deficit in years one and two and a surplus over years three and four, but will balance at the end of the four years.
Option Three:	• No phase in. Implement for 2015

Assuming implementation in 2015, all three of the options will result in a deficit position for the Council budget for 2015. The deficit will fall to the surplus/deficit line of the full County budget and will be dealt with in accordance with our budget policy.

It is proposed that under all three options a reconciliation will be required at the end of the year for per diems, while expenses will change effective 2016.

Authorizing Signatures

Kelly Pender,
Chief Administrative Officer

Name of Report Author
Title

Marian VanBruinessen,
Director of Corporate Services/Treasurer

Consultation with the following Managers:

Appendix “A” – Gazda Consulting Group Report

Consultants to Municipalities in
Strategic Planning
Organization
Compensation
Performance Management



GAZDA CONSULTING GROUP

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May 12, 2015

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

Subject: Special Report, Council Compensation Review Project

Dear Kelly,

With this letter, Gazda Consulting Group (GCG) is providing the Special Report covering the Compensation Review for the Warden, Deputy Warden, and Councillors at the County of Frontenac. The Report covers the base salary and other compensation of the Warden, Deputy Warden, and Councillors as well as Group Insurance/Benefits and Pension (OMERS).

The Special Report also includes a series of Exhibits that concisely present the comparison data from the market survey. Exhibit 1 begins with a definition of terms.

Frontenac Comparator Group

The municipalities in the market comparator group are listed on Exhibit 2 with total expenditures, full-time employees, number of dwellings and population, size of Council. The municipalities included in the market survey are reproduced on the next page from Exhibit 2 for ease of reference. The same market comparator group was used in determining the market competitiveness of the job rates for Frontenac's full-time employees.

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GAZDA CONSULTING GROUP

Municipalities	2013 Total Expenditures	Full-Time Employees	No. of Dwellings	Permanent Population
1. County of Prince Edward	\$54,249,593	165	13,106	25,258
2. County of Brant	\$70,592,819	232	13,963	31,134
3. County of Perth	\$35,140,450	102	13,883	37,571
4. County of Lennox and Addington	\$61,296,238	220	18,295	41,824
5. County of Frontenac	\$35,882,901	228	18,433	26,375
6. County of Elgin	\$62,454,963	202	18,950	49,556
7. County of Dufferin	\$60,204,393	173	22,314	56,881
8. County of Lanark	\$68,179,660	185	28,227	56,589
9. County of Peterborough	\$49,591,209	143	33,121	56,235
10. United Counties of Prescott and Russell	\$82,528,048	291	35,549	83,935
11. Median	\$60,750,316	194	18,692	45,690
Frontenac % of Median	59%	118%	99%	
Frontenac Average %		92%		

As the above table shows, the County of Frontenac is close to the median based on the average of the three size measures, i.e., total expenditures, number of full-time employees, and number of dwellings. The population served by the County is understated as Frontenac provides services to residents of the City of Kingston covering Paramedics and the HFTA.

Findings, Council Size

Frontenac has a Council size of 8, lower than the median of the comparator group at 11. At the County, each member of Council represents on average 2,304 dwellings versus the median of the comparator group at 1,699. The scope of representation by Council would be further increased to the extent that members are required to deal with Kingston residents/community groups in regard to Emergency Medical Services and Long Term Care. Taking into account the increased representation responsibilities of Council, it would be important to bring their compensation to the median (50th percentile) of the comparator group (i.e., paying the "going rate").

Findings, Council Compensation

The sections that follow present the findings of the Market Compensation Survey for the Warden, Deputy Warden and Councillors. Of the 10 Counties in the comparator group including Frontenac, 9 provide a base salary for the Warden and members of Council. In addition, all Counties also provide per diems except for one (County of Dufferin).

Findings, Warden/Mayor Compensation

Exhibit 3 reports the County of Frontenac's market position for the Warden compensation. At \$17.0K, the Warden of Frontenac is paid well below the median of the market comparator group at \$40.4K. In fact, the Warden's compensation is equivalent to the median base salary paid to Councillors in the comparator group (at \$17.4K).

Findings, Deputy Warden Compensation

With a single exception (County of Peterborough), no additional base salary is paid to Deputy Wardens in the comparator group. Frontenac follows the common practice found in the comparator group.

Findings, Councillor Compensation

Exhibit 4 presents the County's market pay position for Councillor compensation. At \$7.4K Frontenac is below the median base salary of the comparator group at \$17.4K.

Taking into account the larger scope of representation (i.e., number of dwellings per Councillor) and the potential for dealing with enquiries/concerns from Kingston residents/community groups on Emergency Medical Services and Long Term Care, it appears that the Warden and Councillors at the County are not compensated appropriately for their responsibilities/workload.

Findings, Annual Adjustment of Council Compensation

Nearly all the municipalities in the comparator group have a policy in place to review annually the salaries of members of Council. The prevailing practice is to consider an annual adjustment equivalent to the general scale increase provided to the municipality's non-union staff or to apply an adjustment based on the CPI (consumer price index).

Findings, Additional Compensation in the Form of Per Diems, Allowances

All but one of the Counties (Dufferin) provide per diems to supplement base salaries. The median per diem of the comparator group is \$150, twice the amount paid at Frontenac. In addition to the per diems, five of the nine Counties in the comparator group give an annual training/seminar allowance ranging from \$2,250-\$6,500, and averaging \$4,000 (median allowance). Frontenac does not have a formal policy and budget in place to cover Council training and/or attendance at seminars/conferences.

Findings, Benefits and Automobile Allowances

Exhibit 5 compares Group Insurance and Benefits for members of Council, Frontenac vs. the comparator group. Frontenac does not provide benefits coverage to members of Council in the areas of Extended Health, Life Insurance, Accidental Death, Dental, LTD and Pension as is the prevailing practice among the Counties in the comparator group. Frontenac's arrangements may be attributable to the fact that members of Council could be eligible to receive benefits from the lower tier municipalities they represent at the County level.

Turning to automobile expense reimbursement, the allowance in the comparator group ranges from 48¢/km to 55¢/km, with the County average at 51¢/km. Frontenac has the lowest reimbursement allowance at 48¢/km.

Concluding Comments and Recommendations

Before providing the consultant's recommendations related to the market findings, there is a basic question that needs to be answered: "How well should the Frontenac pay its elected officials?"

In arriving at an answer to this question, there are three points to consider:

1. The "going rate" should be paid to the Warden and Councillors based on the market survey just as it would be done for all of the County's full-time employees.
2. The 50th pay percentile of the market is a generally accepted target pay position that can be more easily explained to ratepayers.
3. The workload of the Warden and Councillors is expected to continue to expand in response to increased provincial regulations and downloading of responsibility/accountability to the lower tiers of government.

To act on the findings of the Market Survey, the consultants have prepared the following seven recommendations for consideration by Council.

Recommendation 1: Increase the Warden base salary by \$6,000 each year for the current term of Council.

The Warden's base salary effective January 1st of the year would be as follows:

2015	2016	2017	2018
\$23.0K	\$29.0K	\$35.0K	\$41.0K

With such a significant difference in the Warden's base salary and the median of the comparator group, standard practice in this situation calls for the salary adjustment to be implemented in stages.

Recommendation 2: Increase the base salary of Councillors by \$2,500 each year for the current term of Council.

Councillor base salaries effective January 1st of the year are shown in the table below:

2015	2016	2017	2018
\$9.9K	\$12.4K	\$14.9K	\$17.4K

The same rationale would apply in the staging of the increases to the Councillor base salaries.

Note: Given the scope of the work carried out by the Warden and Councillors, Council may want to consider a shorter timeframe to close the gap in base salary vis-à-vis the comparator group.

Recommendation 3: Continue the practice of adjusting the Warden and Councillor compensation to reflect the annual COLA/CPI.

Annual COLAs (Cost of Living Adjustments) of 1.5%-2.0% would be added to the figures stated in Recommendations 1 and 2.

Recommendation 4: Increase the per diem from \$75 to \$150 to align with the median of the comparator group, but apply the per diems only to non regularly scheduled Council and Council Committee meetings.

With the staged increases in base salaries, the consultants recommend limiting the use of per diems to meetings outside normal Council business. This policy could be revisited in 2018 once market competitive base salaries are in place for Frontenac Council.

Recommendation 5: Comply with the provincial policy for reviewing compensation of Council every four years by conducting a Market Compensation Survey in 2018, the last year of the new Council term.**Recommendation 6: Establish in 2016 and beyond an annual budget for Warden and Councillors attendance at seminars/conferences.**

The consultants recommend formalizing a policy and budget to align with prevailing practices found in the comparator group.

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Recommendation 7: Maintain the current policy of not supplying group insurance and employee benefits to members of Council

While the majority of the comparators (6 of 9 or 67%) do supply some benefits, it would not be cost effective to consider any changes in benefits, given the gap that needs to be closed in the base salary of the Warden and Councillors.

Excluding the budget for seminar/conference attendance, the total estimated cost for the compensation adjustments would be \$41,500 less approximately \$12,000 in per diems no longer paid or \$29,500. As noted earlier, consultants are recommending that the base salary increases be implemented in stages over the current term of Council.

The consultants examined the market data by checking the 2013 cost of governance salaries/benefits as reported by Frontenac and the other market comparators in the 2013 Financial Information Returns (FIR) submitted to the Ministry of Housing and Municipal Affairs. When increased by \$29,500 the County's governance salaries/benefits would remain below the median of the comparator group as indicated in the table below.

	2013 Governance Salaries/Benefits
Frontenac	144,703
Median, Comparator Group	258,584

Please let me know if you have questions about the Report findings and recommendations or desire any additional information.

Sincerely,

T.J. GAZDA

TJG/jb

Encl.

Exhibit 1

Definition of Terms

Median One of the two commonly used measures of central tendency, this figure is defined as the exact middle of a distribution of data points. In a distribution of 11 salaries for example, the median is the 6th highest case (i.e., exactly 5 cases on either side). In a distribution of 10 salaries, it is the midpoint between the 5th and 6th highest case.

Mean As the second commonly used measure of central tendency, the mean is calculated by an entirely different method than the median. Applied to compensation, it is the average obtained by dividing the total salaries by the total number of cases. For salary comparison purposes, the median is the statistic of choice as it is not affected by particularly high or low data points (see examples below).

	Salaries, Low to High (\$000)					Median	Mean
Example A	50.0	52.5	55.0	57.5	60.0	55.0	55.0
Example B	50.0	52.5	55.0	57.5	90.0	55.0	61.0

Percentile As in the case of the median, this statistic is calculated on the basis of the distribution of the data points, using a formula which defines the lowest case as 1% and the highest case as 100%. The rank order of cases in between 1% and 100% are then divided into equal intervals. An example for a distribution of 10 salaries is shown hereafter:

Salaries, Low to High (\$000)										
40.0	45.0	50.0	52.5	54.0	56.0	57.5	60.0	65.0	70.0	
				↓						
1	12	23	34	45	50	56	67	78	89	100
Percentile										

Note: in the above example that the first case is at the 1st percentile (not $1 \div 10$ or 10%) and that the 5th case is at the 45th percentile (not $5 \div 10$ or 50%).

In situations where two or more cases are identical within the distribution of data points, it becomes necessary to interpolate. In this instance, individual percentiles are added together then divided by the total number of equal cases. Using the same example shown above (but with two identical cases) the interpolation can be illustrated as follows:

Salaries, Low to High (\$000)										
40.0	45.0	45.0	52.5	54.0	56.0	57.5	60.0	65.0	70.0	
				↓						
1	12	23	34	45	50	56	67	78	89	100
Percentile										

Note: In the above illustration, the second case is at the 18th percentile (not the 12th which would be too low), and the third case is also at the 18th percentile (not the 23rd which would be too high).

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Exhibit 2**List of Counties included in Frontenac Comparator Group**

Counties	2013 Total Expenditures	Full-Time Employees	Permanent Population	Council Size
Prince Edward	\$54,249,593	165	25,258	16
Brant	\$70,592,819	232	31,134	11
Perth	\$35,140,450	102	37,571	10
Lennox and Addington	\$61,296,238	220	41,824	8
Frontenac	\$35,882,901	228	26,375	8
Elgin	\$62,454,963	202	49,556	9
Dufferin	\$60,204,393	173	56,881	13
Lanark	\$68,179,660	185	56,589	16
Peterborough	\$49,591,209	143	56,235	16
Prescott and Russell	\$82,528,048	291	83,935	8
Median	\$60,750,316	194	45,690	11

Exhibit 3
Warden Pay Ranking
2014 Remuneration
Frontenac Comparator Group

Counties	Base Compensation (\$000)
1. Frontenac	17.0
2. Perth	24.6
3. Lennox and Addington	27.8
4. Prescott and Russell	34.1
5. Prince Edward	37.3
6. Dufferin	43.5
7. Lanark	46.4
8. Peterborough	52.9
9. Elgin	57.7
10. Brant	70.7
25th Percentile	29.4
Median	40.4
75th Percentile	51.3
Mean	41.2
Frontenac Pay Percentile	1st

Exhibit 4
Councillor Pay Ranking
2014 Remuneration
Frontenac Comparator Group

Counties		Base Compensation (\$000)
1.	Peterborough	Per Diem Only
2.	Frontenac	7.4
3.	Perth	11.3
4.	Lennox and Addington	15.7
5.	Dufferin	16.5
6.	Prescott and Russell	17.4
7.	Prince Edward	18.7
8.	Lanark	19.2
9.	Elgin	21.4
10.	Brant	22.4
	25th Percentile	15.7
	Median	17.4
	75th Percentile	19.2
	Mean	16.7
	Frontenac Pay Percentile	1st

Exhibit 5
Comparison of Group Insurance & Benefits for Members of Council
Frontenac Comparator Group

Counties	Extended Health	Life Insurance	AD & D	Dental	LTD	Pension (OMERS)
Prince Edward	No	No	No	No	No	No
Brant	No	Yes	No	Yes	No	No
Perth	No	No	No	No	No	No
Lennox & Addington	Yes	Yes	Yes	Yes	No	No
Frontenac	No	No	No	No	No	No
Elgin	Yes	Yes	No	Yes	No	No
Dufferin	No	No	No	No	No	No
Lanark	No	Yes	Yes	No	No	No
Peterborough	No	Yes	Yes	No	No	No
Prescott & Russell	No	No	Yes	No	No	Yes
Frequency, Yes	2/10	5/10	4/10	3/10	0/10	1/10

Appendix “B” – Financial Summary of Options

Existing Compensation and Expenses

	Position/Item	Per Individual	Four Year Summary				Sub Totals
			Year One	Year Two	Year Three	Year Four	
Existing	Warden (1)	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 275,200
	Deputy (1)	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	
	Councillors (6)	\$ 7,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 44,400	
	Per Diems (8)	\$ 2,250	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 159,712
	Expenses (8)	\$ 2,741	\$ 21,928	\$ 21,928	\$ 21,928	\$ 21,928	
	Annual Total		\$ 108,728	\$ 108,728	\$ 108,728	\$ 108,728	
			4 Yr Total	\$ 434,912			

Four Year Phase In For Salaries

	Position/Item	Per Individual*	Four Year Summary				Sub Totals
			Year One	Year Two	Year Three	Year Four	
Option One	Warden (1)	\$ 41,000	\$ 23,000	\$ 29,000	\$ 35,000	\$ 41,000	\$ 518,900
	Deputy (1)**	\$ 20,880	\$ 10,770	\$ 14,140	\$ 17,510	\$ 20,880	
	Councillors (6)	\$ 17,400	\$ 59,400	\$ 74,400	\$ 89,400	\$ 104,400	
	Per Diems (8)	\$ 1,250	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 157,928
	Expenses (8)	\$ 4,000	\$ 21,928	\$ 32,000	\$ 32,000	\$ 32,000	
	Annual Total		\$ 125,098	\$ 159,540	\$ 183,910	\$ 208,280	
			4 Yr Total	\$ 676,828			

*Fully Phased In

** 20% above Councillor

Four Mayors Averaged - Councillors Phase In

	Position/Item	Per Individual*	Four Year Summary				Sub Totals
			Year One	Year Two	Year Three	Year Four	
Option Two	Mayors (4)	\$ 41,000	\$ 75,125	\$ 75,125	\$ 75,125	\$ 75,125	\$ 518,898
	Councillors (4)	\$ 17,400	\$ 39,600	\$ 49,600	\$ 59,600	\$ 69,600	
	Per Diems (8)	\$ 1,250	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 157,928
	Expenses (8)	\$ 4,000	\$ 21,928	\$ 32,000	\$ 32,000	\$ 32,000	
	Annual Total		\$ 146,653	\$ 166,725	\$ 176,725	\$ 186,725	
			4 Yr Total	\$ 676,826			

*Fully Phased In

Warden/Deputy Warden Averaged - Councillors Phase In (Budget)

	Position/Item	Per Individual*	Four Year Summary				Sub Totals
			Year One	Year Two	Year Three	Year Four	
Budget for Option Two	Mayors (4)	\$ 41,000	\$ 53,568	\$ 67,940	\$ 82,310	\$ 96,680	\$ 518,898
	Councillors (4)	\$ 17,400	\$ 39,600	\$ 49,600	\$ 59,600	\$ 69,600	
	Per Diems (8)	\$ 1,250	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 157,928
	Expenses (8)	\$ 4,000	\$ 21,928	\$ 32,000	\$ 32,000	\$ 32,000	
	Annual Total		\$ 125,096	\$ 159,540	\$ 183,910	\$ 208,280	
			4 Yr Total	\$ 676,826			

*Fully Phased In

No Phase In							
Option Three	Position/Item	Per Individual*	Four Year Summary				Sub Totals
			Year One	Year Two	Year Three	Year Four	
	Warden (1)	\$ 41,000	\$ 41,000	\$ 41,000	\$ 41,000	\$ 41,000	
	Deputy (1)**	\$ 20,880	\$ 20,880	\$ 20,880	\$ 20,880	\$ 20,880	
	Councillors (6)	\$ 17,400	\$ 44,400	\$ 104,400	\$ 104,400	\$ 104,400	\$ 605,120
	Per Diems (8)	\$ 1,250	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
	Expenses (8)	\$ 4,000	\$ 21,928	\$ 32,000	\$ 32,000	\$ 32,000	\$ 157,928
	Annual Total		\$ 138,208	\$ 208,280	\$ 208,280	\$ 208,280	
				4 Yr Total	\$ 763,048		

*Fully Phased In

** 20% above Councillor



Report 2015-072

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: Kelly J. Pender, Chief Administrative Officer
Marian VanBruinessen, Director of Corporate Services/Treasurer
Colleen Hickey, Manager of Human Resources

Date of meeting: July 15, 2015

Re: **Corporate Services – Management/Non-Union Compensation Study**

Recommendation

Whereas, the Council of the County of Frontenac has recognized compensation practices and legislative requirements for the management/non-union group of employees were deficient and placed the municipality at risk;

And Whereas, the Gazda Consulting Group was retained to address Market Equity and compensation policies objectives;

And Whereas, C.P. Willms Consulting was retained to independently evaluate positions and ensure Pay Equity was achieved in accordance with the legislative requirements of the Pay Equity Act, R.S.O. 1990;

Now Therefore be it resolve that the Council of the County of Frontenac approves Report 2015-072 and hereby implements the following:

- 1) **That** the 2015 Ladder Chart and Pay Bands appended to this report be implemented effective October 1, 2015 at a cost of \$7,241 in 2015 and that future cost implications be included in base budgets as identified in the financial section implications section of the report. It being understood that future amendments to the Ladder Chart and the use of Steps 6 and 7 of the Pay Bands shall require the approval of County Council;
- 2) **That** staff be directed to prepare and finalize a Pay Equity Plan for the Management/Non Union group in accordance with approved Pay Bands and the requirement of the Pay Equity Act, R.S.O. 1990;

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Management/Non-Union Compensation Study
July 15, 2015

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- 3) **That** hours of work be harmonized as per the Ladder Chart at 35 hours per week for all management/non-union employees, save and except Paramedic Superintendents/Supervisors who will continue to work 42 hours per week;
- 4) **That** employees be placed upon the first step on the new grid that provides them with an increase effective the implementation date;
- 5) **That** in subsequent years that the Pay Bands be increased annually on January 1st of each given year in line with the consumer price index.
- 6) **That** staff monitor and report annually to Council regarding pay equity compliance and Market Equity performance;
- 7) **That** staff continue to work towards a competency based performance management and succession planning policy framework.

Background

The purpose of this report is to address four issues with management/non-union compensation practices/policies, namely:

- Pay Equity
- Market Equity
- Hours of Work
- Policies.

The County of Frontenac currently has a total of 24 management/non-union positions in the County of Frontenac organization structure with 32 incumbents covering Corporate Services, Planning/Economic Development, Long Term Care and Emergency/Transportation Services. This group is directly responsible for the management and supervision of 350+ full and part-time unionized employees in the three bargaining units.

During the 2015 budget process, Council approved a budget of \$10,000 to complete a Pay Equity (P.E.) review and \$20,000 to complete a Market Equity (M.E.) review for non-union employees.

Beyond the P.E. and M.E. components of the study, the 2014 Service Delivery and Organizational Review (SDOR) identified the need to harmonize hours of work for non-union employees¹.

Compensation management also requires that policy and procedural issues such as, internal equity², salary compression³ and performance management be addressed, based upon consistent policies in order to ensure that compensation practices remain current.

This report is intended to limit existing corporate risk related to the above issues and establish the parameters required to meet legislative risks and establish compensation

¹ KPMG Service Delivery and Organization Report – Recommendation #6

² Defined as: internal salary practices are consistent across the organization based upon a review of job duties.

³ Defined as: sufficient differentiation between salary bands in order to incent individuals to seek promotion.

best practices that provide Council with assurance that changes to management/non-union compensation are approved by Council.

Comment

Attached **Appendix “A”** to this report is the proposed Salary Grid (Pay Bands) and Ladder Chart (Position Assignment) as recommended by this report. Rationale, and risk assessment regarding this recommendation is provided below.

Pay Equity

The County of Frontenac is not currently in compliance with the Pay Equity Act for the management/non-union group.

Mr. Clarence Willms (C.P. Willms Consulting) was engaged to complete the Pay Equity component of this job. Mr. Willms reviewed the two existing management/non-union P.E. tools and recommended a new gender neutral tool (See **Appendix “B”**). The recommended tool meets the requirements of the Act and provides improved gradation between positions.

All incumbents were required to complete a detailed Job Assessment Questionnaire which was reviewed by their direct supervisor for accuracy, then by the HR Manager, Director of Corporate Services and Chief Administrative Officer for consistency across the group. Mr. Willms then evaluated all positions to assess conformity with the Act.

The recommended pay bands and ladder chart meet all the test of P.E. Upon approval of the recommendation contained in this report, a Pay Equity Plan will be prepared and posted in accordance with the Act. We anticipate posting the Plan on or about September 1, 2015. Subject to appeals permitted under the Act, the plan will be finalized before the end of the year, at which time the County of Frontenac will be in full compliance with the Act.

Market Equity

The firm of Gazda Consulting Group (GCC) are compensation experts, having completed salary surveys for over 50 Ontario municipalities in the past five years, including two previous compensation reports for the County of Frontenac.

GCC are also best practice leaders in compensation management and policy and their expertise was utilized to formulate the recommendations contained in this report.

Attached, **Appendix “C”** is the list of municipal comparators used for this project. Currently the County of Frontenac sits at the 31st percentile within the comparator group. The recommendation in this report will result in the County achieving the 50th percentile and establishes a defensible compensation position, i.e., not the highest payer, but not the lowest payer within our comparator group.

Attached, **Appendix “D”** is the executive summary for the report.

Service Delivery and Organizational Review

The SDOR recommended that management/non-union positions be harmonized at 35 hours per week. The current state sees employees working 35, 37.5, 40 and 42 hours per week. With the exception of Paramedic Superintendents/Supervisor whose current 42 hour shifts are required to parallel paramedics in the field, the recommendation

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contained in this report will address this issue by confirming all positions at 35 hours per week. Any future changes to this will require a Council motion to amend the Ladder Chart.

Policy Framework

The County of Frontenac currently utilizes a performance management tool that was developed in 2005. There is no policy framework for succession planning or acting pay/special circumstances.

Staff recognize that in order to achieve at the highest levels that our performance management, succession planning and training need to evolve. During 2014/15 we have prototyped a competency based evaluation tool that focuses on improving, tracking and rewarding based upon proficiency in technical, managerial and leadership skills. When combined with Business Plans – planning objectives aligned with Council and meeting those objectives – a more comprehensive performance management tool can be implemented.

Under the current compensation, the differential between senior unionized staff and front line supervisory staff is minimal to non-existent. Known as salary compression, this issue has been identified as a corporate risk to the recruitment and retention of qualified candidates to front line supervisory roles. The recommendation contained in this report significantly reduces this risk.

Finally, the dedicated two steps beyond the job rate will provide Council with flexibility to recognize acting pay, market conditions or special circumstances in a gender neutral, pay equity compliant manner.

Risk Mitigation Summary

The table below summarizes and provides comment on the risks mitigation aspects of this report, based upon our standard Risk Assessment Levels⁴:

Issue/Discussion	Current Status	Upon Implementation of the Recommendations
Pay Equity: A legislated responsibility for public sector employers. (<u>Pay Equity Act</u> , R.S.O. 1990)	Not in compliance. Current Non Union employees have been evaluated based upon two different pay equity tools. Errors and discrepancies have been identified. Risk Assessment: Level 1 – Risk	✓ Recommendation meets legislative requirements. Plan to be posted September 1/15 with appeals window as required. ✓ All jobs have been evaluated by the Consultant using a consistent gender neutral evaluation tool. ✓ Risk Assessment: n/a when implemented.
Market Equity: Target is 50 th percentile within market comparators	Currently at the 31 st percentile within the comparator group. Risk Assessment: Level 1 – Risk	✓ Recommendation will achieve 50 th percentile over a 2 to 4 year period. ✓ Risk Level: n/a when implemented
Service Delivery and Organization Review: Recommendation #6 re harmonization of hours of work for non-union employees.	The non-union group of County employees currently work different hours per week, from 35 to 37.5 to 40 to 42 hours per week. Risk Assessment: Level 2 – Caution	✓ Recommendation will harmonize all employees at 35 hours per week ⁵ ✓ Risk Assessment: n/a when implemented
Internal Equity:	Not achieved under current program Risk Assessment: Level 3 – Advisement	✗ Two incumbents will be below their peers based upon job evaluations. ✗ Risk Assessment: Level 3 – Advisement

⁴ 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.

⁵ Except Paramedic Supervisors/ Superintendents who will continue to work 42 hours per week to match operations staff.

Salary Compression:	Recruitment challenges exist within the Paramedic Service and Long Term Care (Nursing) Risk Assessment: Level 2 – Caution	✓ Situation improved, however, still some overlap for nursing and paramedics ✓ Risk Assessment: Level 3 – Advisement. Will require ongoing monitoring.
Compensation Practices:		
Performance Management	Progression through the salary grid is based upon an annual performance evaluation. Risk Assessment: Level 3 – Advisement	✗ Not addressed by this report. Requires review. Moving towards competency based evaluations. Work underway. ✗ Risk Assessment: Level 3 – Advisement
Extraordinary Circumstances – market pressures/acting pay.	Currently Ad Hoc Risk Assessment: Level 3 – Advisement	✓ Recommendation will resolve this issue and make clear that extraordinary circumstances require Council approval. ✓ Risk Assessment: n/a when implemented
Succession Planning	Currently Ad Hoc Risk Assessment: Level 3 – Advisement	✗ Not addressed by this report. Requires review. Moving towards competency based evaluations. ✗ Risk Assessment: Level 3 – Advisement

Sustainability and Strategic Implications

The development of Pay Equity compliant compensation practices for the management/non-union group will ensure that risks are minimized and retroactive costs are avoided.

The Market Equity and policy components of this report will help ensure that qualified candidates are attracted and retained.

Financial Implications

The fourth bullet of the recommendation ensures that the financial implications of the recommendations are phased in based upon performance and progression through the grid to the “job rate” for the majority of incumbents. This recommendation meets the Pay Equity Act requirements for a gender neutral merit based progression through the grid, as well as providing the opportunity for the employees to adjust to a stronger

performance management based system that measures and track both core competencies and the successful execution of business plans.

The financial implications of the recommendations are as follows:

	2015 (25%)	2016	2017	2018	2019
Total Impact	\$15,953	\$71,052	\$22,586	\$21,321	\$21,660
County Levy Impact	\$7,241	\$36,343	\$14,737	\$16,432	\$13,369

Note: Financial analysis assumes not change in incumbency. For example, should a senior incumbent retire in 2018 and more junior person is hired at Step One in the same band, the 2018 impact may be eliminated, but timelines would be extended as the new employee progresses through the grid.

Moving from an hourly rate applied to different hourly work weeks to a standardized 35 hours per week will result in improved transparency in compensation practices.

Authorizing Signatures

Kelly Pender,
Chief Administrative Officer

Name of Report Author
Title

Marian VanBruinessen,
Director of Corporate Services/Treasurer

Consultation with the following Managers:
Senior Leadership Team

Appendix “A” – Proposed Pay Bands and Ladder Chart

2015 County of Frontenac - Ladder Chart

Band	Position	Hrs/Yr	Hrs/Wk	Paid O.T.	Wk in Lieu of O.T.
A	Chief Administrative Officer	1820	35	No	Yes
B	Vacant	-	-	-	-
C	Vacant	-	-	-	-
D	Director of Corporate Services/Treasurer	1820	35	No	Yes
	Director of Emergency & Transp. Srv/Chief of Paramedics	1820	35	No	Yes
	Administrator, Long Term Care	1820	35	No	Yes
E	Director of Planning & Economic Development	1820	35	No	Yes
	Director of Residential Care	1820	35	No	Yes
	Deputy Chief, Performance Standards	1820	35	No	Yes
	Deputy Chief, Operations	1820	35	No	Yes
F	Manager of Legislative Services/Clerk	1820	35	No	Yes
	Manager of Human Resources	1820	35	No	Yes
	Manager of Information Systems	1820	35	No	Yes
	Deputy Treasurer	1820	35	No	Yes
	Assistant Director of Residential Care	1820	35	No	Yes
G	Occupational Health Nurse	1820	35	No	Yes
	Manager of Economic Development	1820	35	No	Yes
	Superintendent (Paramedics)	2184	42	No	Yes
H	Vacant	-	-	-	-
I	Vacant	-	-	-	-
J	Vacant	-	-	-	-
K	Communications Officer	1820	35	Yes	No
	Marine Supervisor	1820	35	Yes	No
	Human Resources Generalist	1820	35	Yes	No
L	Executive Assistant	1820	35	Yes	No
	Performance Standard Assistant	1820	35	Yes	No
M	Logistics Clerk	1820	35	Yes	No
	Administrative Clerk (Paramedics)	1820	35	Yes	No
N	Administrative Assistant (Paramedics)	1820	35	Yes	No

2015 County of Frontenac - Non Union Grid (1820 Hours/Year)

Band	Progression Steps					Exceptional ⁽²⁾	
	One	Two	Three	Four	Job Rate ⁽¹⁾	Six	Seven
A	\$ 151,005	\$ 157,036	\$ 163,308	\$ 169,831	\$ 176,614	\$ 183,668	\$ 191,004
B	\$ 137,277	\$ 142,760	\$ 148,462	\$ 154,391	\$ 160,558	\$ 166,971	\$ 173,639
C	\$ 124,798	\$ 129,782	\$ 134,966	\$ 140,357	\$ 145,963	\$ 151,792	\$ 157,855
D	\$ 113,452	\$ 117,983	\$ 122,696	\$ 127,596	\$ 132,692	\$ 137,992	\$ 143,504
E	\$ 97,804	\$ 101,710	\$ 105,773	\$ 109,997	\$ 114,391	\$ 118,959	\$ 123,711
F	\$ 84,314	\$ 87,682	\$ 91,184	\$ 94,825	\$ 98,613	\$ 102,551	\$ 106,647
G	\$ 77,352	\$ 80,441	\$ 83,654	\$ 86,996	\$ 90,470	\$ 94,084	\$ 97,841
H	\$ 71,622	\$ 74,483	\$ 77,457	\$ 80,551	\$ 83,768	\$ 87,114	\$ 90,594
I	\$ 65,111	\$ 67,712	\$ 70,416	\$ 73,228	\$ 76,153	\$ 79,195	\$ 82,358
J	\$ 59,192	\$ 61,556	\$ 64,015	\$ 66,572	\$ 69,230	\$ 71,995	\$ 74,871
K	\$ 54,807	\$ 56,996	\$ 59,272	\$ 61,640	\$ 64,102	\$ 66,662	\$ 69,324
L	\$ 49,825	\$ 51,815	\$ 53,885	\$ 56,037	\$ 58,275	\$ 60,602	\$ 63,023
M	\$ 46,134	\$ 47,977	\$ 49,893	\$ 51,886	\$ 53,958	\$ 56,113	\$ 58,354
N	\$ 39,768	\$ 41,356	\$ 43,008	\$ 44,726	\$ 46,512	\$ 48,370	\$ 50,302

Notes:

(1) Maximum progression through consistent performance to Job Rate.

(2) Provided only in the following circumstances (Council Motion Required):

- a) Additional pay for market sensitive positions when necessary.
- b) Recognition for employees bringing more than the required skill sets to their position.
- c) Compensation for assuming additional duties for an extended period.
- d) Additional compensation for successful completion of a major special project outside of the normal scope of an employee's position.

2015 County of Frontenac - Non Union Grid (2184 Hours/Year)

Band	Progression Steps					Exceptional ⁽²⁾	
	One	Two	Three	Four	Job Rate ⁽¹⁾	Six	Seven
A	-	-	-	-	-	-	-
B	-	-	-	-	-	-	-
C	-	-	-	-	-	-	-
D	-	-	-	-	-	-	-
E	-	-	-	-	-	-	-
F	-	-	-	-	-	-	-
G	\$ 86,636	\$ 90,096	\$ 93,695	\$ 97,437	\$ 101,329	\$ 105,376	\$ 109,584
H	-	-	-	-	-	-	-
I	-	-	-	-	-	-	-
J	-	-	-	-	-	-	-
K	-	-	-	-	-	-	-
L	-	-	-	-	-	-	-
M	-	-	-	-	-	-	-
N	-	-	-	-	-	-	-

Notes:

- (1) Maximum progression through consistent performance to Job Rate.
- (2) Provided only in the following circumstances (Council Motion Required):
 - a) Additional pay for market sensitive positions when necessary.
 - b) Recognition for employees bringing more than the required skill sets to their position.
 - c) Compensation for assuming additional duties for an extended period.
 - d) Additional compensation for successful completion of a major special project outside of the normal scope of an employee's position.

Appendix “B” – Gender Neutral Evaluation Tool

Summary of Factors

SKILL

- Factor #1 – Education
- Factor #2 – Experience
- Factor #3 – Communication Skills
- Factor #4 – Decision Making/Problem Solving

RESPONSIBILITY

- Factor #5 – Impact of Decision
- Factor #6 – Financial Responsibility
- Factor #7 – Supervision/Leadership
- Factor #8 – Responsibility for the Physical Health and Safety of Clients, Co-workers and the General Public
- Factor #9 – Responsibility for the Delivery of Services to the General Public

EFFORT

- Factor #10 – Multiple Demands and Priorities
- Factor #11 – Mental/Sensory Effort
- Factor #12 – Physical Effort/Dexterity

WORKING CONDITIONS

- Factor #13 – Work Environment/Hazards

Appendix “C” – Municipal Market Comparators

Municipalities	2013 Total Expenditures	Non-Union Employees	No. of Dwellings	Permanent Population
1.County of Prince Edward	\$54,249,593	165	13,106	25,258
2.County of Brant	\$70,592,819	232	13,963	31,134
3.County of Perth	\$35,140,450	102	13,883	37,571
4.County of Lennox and Addington	\$61,296,238	220	18,295	41,824
5.County of Frontenac	\$35,882,901	228	18,433	26,375
6.County of Elgin	\$62,454,963	202	18,950	49,556
7.County of Dufferin	\$60,204,393	173	22,314	56,881
8.County of Lanark	\$68,179,660	185	28,227	56,589
9.County of Peterborough	\$49,591,209	143	33,121	56,235
10.United Counties of Prescott and Russell	\$82,528,048	291	35,549	83,935
Median	\$60,750,316	194	18,692	45,690
Frontenac % of Median	59%	118%	99%	
Average Percentage		92%		

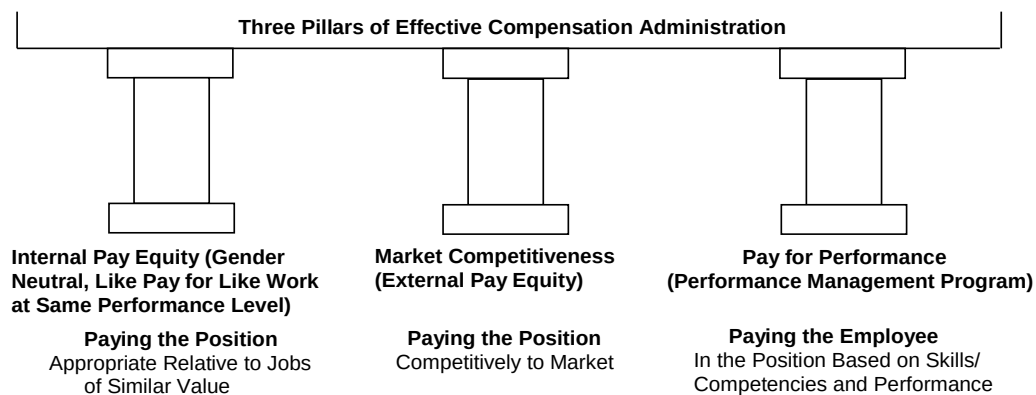
Appendix “D” – GCC Report – Executive Summary

**County of Frontenac
Non-Union Compensation Review
Executive Summary**

The Gazda Consulting Group (GCG) was mandated to carry out a Non-Union Compensation Review Project for the County of Frontenac. The work on the Project was completed in 2015. This Executive Summary highlights the Project results and is organized into five parts: 1) background, 2) Project scope (methodology), 3) market comparator group, 4) Project findings, and 5) concluding comments and next steps.

Background

There are three pillars for effective compensation administration as shown in the diagram below:



The Non-Union Compensation Review Project focused on the second pillar, i.e., determining the County’s market competitiveness as regards its current job rates. The Review also examined the current grade placement of non-union positions, identifying those with job rates higher or lower than prevailing market practices. For these positions, Human Resources can review the job evaluation on file to confirm appropriate grade placement.

It is important to note that the first two pillars ensure that the position is paid properly (i.e., both internal and external pay equity conditions are met). The third pillar involves “pay for performance”, linking placement and/or progression in the salary range to the performance and skills of the position incumbent.

Project Work Scope (Methodology)

In completing the Non-Union Compensation Review Project, the consultants carried out the following steps:

1. Collection and review of County background information pertinent to the Project.
2. Establishment of a representative comparator group of Counties and single tier municipalities to be used in the Market Survey.
3. Collection and review of organization and compensation data from the municipalities in the comparator group.

Note: GCG does not match positions in the Market survey on position titles which can vary in meaning from municipality to municipality. Instead, positions are matched on the basis of scope of responsibilities and accountability by analyzing the organization charts (and if necessary the position descriptions) of the comparator municipalities.

4. Determination of the market competitiveness of the County's job rates for each benchmark position.
5. Identification of positions with placement in higher or lower grades at the County of Frontenac than prevailing practices in the market; recommendations to Human Resources for job evaluation review.
6. Market pricing of the non-union positions in each grade.
7. Design of a salary structure aligned to the 50th market pay percentile.
8. Alignment with the independent pay equity review.
8. Design a salary range to include steps beyond job rate for special purpose use (e.g., market sensitive positions, acting pay, etc.)
9. Drafting of the Project Report containing the consultants' findings, conclusions and recommendations; review of the Project Report with the CAO and Director of Corporate Services/Treasurer.

Market Comparator Group

In selecting a market comparator group, certain criteria are applied:

1. Size as measured by expenditures, number of employees (FTE) and population.
2. Geographic consideration.
3. Similarity in the scope of services delivered by the County.
4. Municipalities that the County competes with for talent in the employment marketplace.

Ideally, there would be a group of 8-10 representative municipalities so that an equal number are smaller and an equal number larger than the County. In this way, the middle of the salary distribution can be used as the county's target pay position vis-à-vis its comparator group. As a target pay position, the middle of the market salary distribution (50th pay percentile) is easier to communicate to the ratepayers, i.e., the County pays the "going rate", not too much pay, not too little pay for its employees.

The market comparator group consisted of the following municipalities:

Municipalities	2013 Total Expenditures	Full-Time Employees	No. of Dwellings	Permanent Population
1. County of Prince Edward	\$54,249,593	165	13,106	25,258
2. County of Brant	\$70,592,819	232	13,963	31,134
3. County of Perth	\$35,140,450	102	13,883	37,571
4. County of Lennox and Addington	\$61,296,238	220	18,295	41,824
5. County of Frontenac	\$35,882,901	228	18,433	26,375
6. County of Elgin	\$62,454,963	202	18,950	49,556
7. County of Dufferin	\$60,204,393	173	22,314	56,881
8. County of Lanark	\$68,179,660	185	28,227	56,589
9. County of Peterborough	\$49,591,209	143	33,121	56,235
10. United Counties of Prescott and Russell	\$82,528,048	291	35,549	83,935
11. Median	\$60,750,316	194	18,692	45,690
Frontenac % of Median	59%	118%	99%	
Frontenac Average %		92%		

Size wise, the County placed near the 50th percentile of the comparator group on two of the three size measures (number of dwellings and number of full-time employees). However, when the City of Kingston is considered, the County services a much larger population base than the median of the comparator group.

Review, Project Findings

There were a number of Project findings:

1. The market comparator group utilized in the Project is representative of the County and can be used in establishing a target pay policy in the 50th market percentile range.
2. Overall, the County's job rates placed at the 31st pay percentile, below the target range of the 50th market percentile.
3. There were some significant differences in the market competitiveness of the County's job rates by level/employee category and by position.
4. Certain employee levels/categories as well as specific positions require a market adjustment while others do not.
6. The setup of the County's salary ranges and grade structure would benefit from some improvements to align with best practices in the municipal sector.
7. The same finding applies to the County's compensation policies and practices as well as Performance Management (i.e., performance and skill-based pay).
8. There are a number of County positions in the municipal sector that are market sensitive (i.e., greater demand in the employment marketplace than available supply of qualified candidates). In particular, CAO, Director of Corporate Services/Treasurer, Deputy Treasurer, Administrator Fairmount Home, Director Care, Director Planning & Economic Development.
9. The size of the average household income in Frontenac at \$64,989 is near the median of the comparator group at \$66,110 (based on 2011 census data adjusted to 2013).

Concluding Comments and Next Steps

The consultant's recommendations for the management/non-union group are reflected in the staff recommendations provided for consideration by Council. Implementation of the Project findings will ensure that the County will have in place a salary structure that meets both internal and

external pay equity requirements. The recommendations are intended to enable the County to attract and retain a well-qualified management staff.



REPORT 2015-074

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: David Millard, Manager of Information Systems

Date of meeting: July 15, 2015

Re: **Corporate Services – Council Email Account**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive this *Corporate Services – Council Email Account* report;

And Further That the Council of the County of Frontenac authorize Frontenac County Information Services staff to create for each member of Frontenac County Council email addresses to be used for Frontenac County Council communications for their term(s) of Council;

And Further That staff be directed to schedule training sessions for members of Council around Records Retention, MFIPPA and email storage;

And Further That members of Council convert to using the County issued email address for County business no later than December 31, 2015

Background

In preparation of the *Public Sector and MPP Accountability and Transparency Act, 2014* (Bill 8) coming into effect January 1, 2016 and the amendments to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), the County of Frontenac will provide and maintain Frontenac County Email addresses for each Councillor.

Comments

It is best practice to maintain a distinction between corporate and personal emails by having separate email addresses - a personal email address for personal activities and a corporate email address for municipal activities. Establishing a separation between corporate and personal email address protects an individual's personal privacy.

Emails sent and received on communication devices provided to Council members by the County are subject to discovery and may be subject to the MFIPPA disclosure

Recommend Report to Council
Corporate Services – Council Email Account
July 15, 2015

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requirements – and hence may be released to any member of the public upon request. Emails sent and received on communication devices owned by Council members may also be subject to the same requirements (if it can be found that the email messages are related to the discharge of the Council member's responsibilities as a member of Council).

The access provisions of MFIPPA cover records that are in the **custody** or under the **control** of the County. According to the Information and Privacy Commissioner (IPC), "a record need only be in the custody **or** under the control of an institution" in order to be subject to an access request under MFIPPA. This includes information created by a third party that has been provided to, or obtained by, the County.

Councillors are not officers or employees of the County, and in general the records of a Councillor are considered "personal" and are not subject to MFIPPA; however records related to the discharge of the Councillor's responsibilities as a member of Council, may be subject to the disclosure requirements of MFIPPA.

Should electronic records be requested through an investigation there is a 6 step discovery process that is utilized. The first of the six steps is Identification. It is during this phase that potential documents or messages are identified for further analysis and review and custodians who are in possession of potentially relevant information or documents are identified. During this process all data is discoverable which is why it is best practice to establish the separation between personal and corporate data.

As a result of Bill 8, effective January 1, 2016, MFIPPA has been amended to include the addition of new section 4.1. which states:

Measures to ensure preservation of records

Every head of an institution shall ensure that reasonable measures respecting the records in the custody or under the control of the institution are developed, documented and put into place to preserve the records in accordance with any recordkeeping or records retention requirements, rules or policies, whether established under an Act or otherwise, that apply to the institution.

Redundant - Section 254 of Municipal Act

As such, the County is required to ensure that it has reasonable measures in place with respect to records in its custody and control and by providing Councillors with a county email account, the County would be doing its due diligence.

Bill 8 also makes further amendments to MFIPPA with the addition of section 48(1) (c1) which now makes is an offence for any person to:

- (c1) alter, conceal or destroy a record, or cause any other person to do so, with the intention of denying a right under this Act to access the record or the information contained in the record;

Privacy of the County email cannot be guaranteed as the County may require access to data in accordance with any Municipal Freedom of Information request. Additionally it is

more convenient when your term on council ends as you do not need to disentangle the corporate email from your personal accounts.

Councillors will be provided personalized email address with the naming convention of Firstname.LastName@Frontenacounty.ca. Additionally the presiding Warden will carry the alias of warden@Frontenacounty.ca for their year term which will be reallocated to the incoming Warden for the next term.

Training sessions around Records Retention, MFIPPA and email storage and retention has been scheduled with the potential date of September 10, 2015 of which members of Council will be invited in order to allow Councillors to prepare and familiarize themselves around record retention requirements and the new provisions around municipal records as a result of Bill 8 prior it coming into effect January 1, 2016.

Sustainability Implications

None

Financial Implications

None

Organizations, Departments and Individuals Consulted and/or Affected

Jannette Amini – Clerk



Report 2015-076

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Anne Marie Young, Manager of Economic Development
Date of meeting: July 15, 2015

**Re: Planning and Economic Development – Terms of Reference for the
Community Development Advisory Committee**

Recommendation

Whereas, the Council of the County of Frontenac has established as a goal to improve economic opportunities in the Frontenacs;

Now Therefore Be It Resolved That Procedural By-law 2013-0020 be amended to add Schedule B-6 Community Development Advisory Committee attached to this report as Appendix A;

And Further That the Trails Advisory Committee and the Sustainability Advisory Committee hereby be disband.

Background

Early in March the County embarked on a planning exercise to develop the County's first Economic Development Implementation Plan through a collaborative process. During the process it became apparent that a new committee would likely be formed to guide the process and advise Council of projects which are important to advance economic development strategy. It was also recognized that there could be repetition in the sharing of information and reporting as the same staff would be supporting all three committees. To avoid duplication of human and financial resources and volunteer effort, it is recommended that the Sustainability, Trails and the anticipated Economic Development Advisory Committees be folded into one committee. Both current Sustainability and the Trails Advisory Committees have supported this recommendation in principle. The name of the committee can be one of the first duties tasked to the new committee.

At Council's June regular meeting staff were directed to bring forward the formation of an advisory committee whose mandate encompasses the essence of the Sustainability Advisory Committee (SAC) and the Trails Advisory Committee (TAC) mandates and that maximizes the greatest impact for economic development in the County.

Comment

The Terms of Reference recommended for the Community Development Advisory Committee are as follows:

Mandate

Set priorities for sustainability in the Frontenacs, implementing the visions outlined in *Directions for Our Future*, the Economic Development Charter & Implementation Plan, and the Trails Master Plan.

Key Activities

- Create short-term project teams for focused development within priorities
- Evaluate project team recommendations through a sustainability lens
- Proactively advise and inform Council to ensure decisions account for regional and long-term implications
- Improve community engagement in the activities that will lead to a sustainable future for the Frontenacs

Members

- Two members of Council plus an alternate
- Six members from the community

Meetings

The Committee will meet at least six times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any member.

Implications

As stated in *Directions for Our Future*, states that economic development takes health, community, education, and environmental and social objectives into account.

Financial Implications

There is an allocation for the support of two Committees the 2015 budget. Moving to one integrated committee will reduce costs in the long term.

Organizations, Departments and Individuals Consulted and/or Affected

Members of Sustainability Advisory Committee

Members of Trails Advisory Committee

Economic Development Implementation Planning Group

Appendix A to Report 2015-076

SCHEDULE B-6 – ADVISORY COMMITTEE TO COUNTY COUNCIL

COMMITTEE NAME: Community Development Advisory Committee

ESTABLISHMENT OF THE COMMITTEE

- (i) The County of Frontenac Community Development Advisory Committee shall be comprised of eight (8) members appointed by County Council as follows:
 - two (2) members of County Council (plus an appointed alternate); and
 - six (6) community representatives.
- (ii) The members of the County of Frontenac Community Development Advisory Committee shall hold office from the date of their appointment, at the pleasure of Council, up to the end of the term of Council and who shall be named in Schedule “A” to this By-law;
- (iii) The Committee shall establish an annual work plan and confirm activities and thereafter meet at least six times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any member.
- (iv) The County of Frontenac Community Development Advisory Committee shall adhere to the County’s Procedural By-law No. 2013-0020 and any amendments thereto, specifically *Section 26 – Committees* for the conduct of all Meetings.

TERMS OF REFERENCE

- (i) Goal/Vision

The vision of the County of Frontenac stated in *Directions for Our Future* is *Fresh with Opportunity Growing Vibrant, Innovative, Natural, Sustainable Places*. Within the context of the Values and Principles detailed, the Community Development Advisory Committee will be guided by the Vision Statement:

Fifty years into the future, the County of Frontenac is one of the most progressive municipalities in terms of community based sustainability planning because priorities and beliefs are determined through community consultation and County-wide considerations are well thought through and incorporate the four pillars of sustainability. The vision, developed to ensure the ongoing appreciation and continued improvements to our social, cultural, economic and environmental systems, strongly defines the region.

- (ii) Mandate

Set priorities for sustainability in the Frontenacs, implementing the visions outlined in Directions for Our Future, the Economic Development Charter & Implementation Plan, and the Trails Master Plan.

Key Activities

- Create short-term project teams for focused development within priorities
- Evaluate project team recommendations through a sustainability lens
- Proactively advise and inform Council to ensure decisions account for regional and long-term implications
- Improve community engagement in the activities that will lead to a sustainable future for the Frontenacs
- To report periodically to County Council and to produce an annual work plan for adoption by Council.

COMPOSITION OF THE COMMITTEE

The Council of the County of Frontenac hereby appoints the following individuals to the County of Frontenac Community Development Advisory Committee:

Council Liaison to Planning and Economic Development

One (1) Member of County Council:

Six (6) Community Representatives:



Report 2015-073

Information Report to Council

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

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Anne Marie Young, Manager of Economic Development

Date of meeting: July 16, 2015

Re: Planning & Economic Development – Support for Small Scale Community Sustainability Initiatives Update Report

Recommendation

This Report is for information purposes only.

Background

Support for Smaller Scale Community Sustainability Initiatives (SSS CSI) is an approved project in the County's Integrated Community Sustainability Plan (ICSP) that supports building community capacity and covers all four pillars of sustainability: social, cultural, economic and environmental. It is recognized that a number of community projects contribute towards sustainability. Each year new projects emerge which build community capacity and could benefit from funding. Small contributions, under the County's SSS CSI program, are offered to support those important projects that further the community's sustainable goals.

Comment

Since the last update in September of 2014 six new applications have been received for the 2015 Support for Smaller Scale Community Sustainability Initiatives program. Four of these have been approved having gone through the screening and evaluation criteria process and the remaining applications are pending the completion of the approval process.

The approved projects reported as follows total \$27,916 of investment from the County's Federal Gas Tax which contributes to a total project value to the community of \$102,452.

Elbow Lake Environmental Education Centre was approved for \$5,000 in late 2014 for the following: to reconstruct a pedestrian bridge over a beaver pond so as to enable a loop trail; construct boardwalks at three additional water crossings; produce an app that introduces visitors to the biodiversity and other unique characteristics of the property;

and develop an accessible pathway that enables visitors of all ages and abilities to visit and study a local wetland.

All pillars of sustainability are addressed and once the project is completed five focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of users from a distance 40 km and over
Energy	reduced GHG emissions	# of lbs of CO2/kwh
Transportation	encourages active transportation	# of users
Infrastructure	ensures a safer structure for public use	measured by zero accidents
Capacity Building	Volunteers engaged in the project	# of volunteers

Wintergreen Studios was approved for \$9,716 to assist in their winter program for the following: to purchase an off-grid generator; woodstove and chimney installation and snowshoes.

All pillars of sustainability are addressed and once the project is completed four focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of users from a distance 40 km and over
Energy	reduced GHG emissions	# of lbs of CO2/kwh
Transportation	encourages active transportation	# of users
Capacity Building	Volunteers engaged in the project	# of volunteers

North Frontenac Township was approved for \$5000 in 2015 to enhance its “4 Seasons More Reasons” brand by enhancing a rest stop at a strategic location along the route the installation of accessible privy, picnic tables, benches, information kiosk and signage.

Three pillars of sustainability are addressed and once the project is completed three focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of visitors from a distance 40 km and over
Recreation & Leisure	Encourages more visitors and users	Increased # of users
Infrastructure	Assessable to disabled	# of disabled persons assisted

South Frontenac Township was approved for \$8,200 in 2015 for a three-year program named South Frontenac Rides Cycling Program for workshops, brochures, mapping and signage.

Three pillars of sustainability are addressed and once the project is completed three focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of visitors from a distance 40 km and over
Recreation & Leisure	Encourages more visitors and users	Increased # of users
Transportation	encourages active transportation	# of users
Capacity Building	Volunteers engaged in the project	# of volunteers

Also four previously reported successful 2014 applicants requested extensions to 2015 and they are as follows: Multi-Use Centre Committee for Central Frontenac for trail development in Sharbot Lake. Cataraqui Region Conservation Authority for fencing on a bridge on the Cataraqui Trail. North Frontenac for a dry hydrant project and Friends of Arden for a pedestrian bridge.

Sustainability Implications

This program supports a number of focus areas adopted in *Directions for Our Future* Capacity Building *Actions 2014* as recommended project contributing to strengthening community capacity.

Financial Implications

A allocation of \$50,000 is included in the 2015 for this program.

Organizations, Departments and Individuals Consulted and/or Affected

Townships of County of Frontenac
Applicants of the SSS SCI Program

**Improvement of Rural Healthcare and Social Services
County of Frontenac July 15, 2015
John Mcdougall**

Now into my 5th year as a County Councillor, I have found that there are gaps in our mandate that leave us not fully informed about the research and decisions that are made on our behalf for our rural communities by our service providers.

The areas that particularly concern me include medical clinic decisions, social service levels, affordable housing and homelessness initiatives.

I have just been re-reading a series of emails that have been forwarded to us by Lynn Wilson, the administrator of our Rural Kingston Family Health Organization, which includes our rural clinics in Northbrook, Newburgh, Sydenham, Verona, Tamworth and Sharbot Lake.

The South East Local Health Integration Network and the Community Care Access Centre has just completed a series of community engagement sessions to outline for community members the health care and social services scene for the short to mid term. The venues were concentrated in the urban centres. Our rural voices were only heard when Dr. Wilson made a direct request for a session in Sharbot Lake.

Very rapid changes are occurring in the health and social services sector, in both funding and array of services to be delivered. Our communities cannot remain viable without a reasonable availability of these services. The rural community needs to ask questions about the shape of services to come.

The crux of the problem for our County is that Central and North Frontenac are no longer considered areas of high need for health care physician services. Patient medical need is answering the call of the highest demands, which are in the cities. This is compounded by upcoming doctor retirements. Strangely, South Frontenac is now identified as high needs, probably because of its proximity to Kingston where it is difficult to find a physician.

These are early days, and we will be well served by a more direct and on-going connection with doctors Dempsey and Wilson. Although they have direct responsibility for their 6 clinics, we as patients do not respect borders, and all doctors in our broad communities are well-informed of the needs in our surrounding Townships as well.

Lynn Wilson was very active in the early years of the County's ICSP process with the hope that the County might take a role in doctor recruitment in our rural community. In spite of support from the economic development managers, this did not happen except for Diane Britanna and Anne Marie Young's expertise on our local 'Find-A-Doc' Committee in Verona.

All of our Townships have made hundreds of thousands of dollars in property and human resources investments in varied and mostly successful ways to ensure that our citizens are well served in our communities, including clinic purchase to allow potential doctors to operate a turn-key operation without the huge investment for building purchase. The Clinics are crucial for the social and economic well-being of our Townships and hamlets. Through the County, we have dedicated long-term contributions to the University Hospitals Campaign and likely will again.

In Like Manner, our Housing and Homelessness needs in our rural areas are unique, hidden and challenging and we have made only small gains with our service manager, The City of Kingston. We have no direct representation to the City Council, but are relegated to being a member of the Housing and Homelessness Committee which reports to the Arts, Recreation and Community Committee. We have the same voice as the City housing service providers and the construction industry. Through the

County Clerk, we requested a second voice for our Northern and Southern Community Services Corporations, with no success.

Also, our Social Services operate with no rural input except our Community Services Corporations and a monitoring County staff representative. We have given no direction to staff and our on-the-ground representation is left to the rural service providers.

Nothing will change without County staff liaison and suitable resources. We do not want to usurp the responsibility of our service provider, but we do need to give a rural response to every issue that arises that affects our rural community. We must protect the gains that we have made and ensure that future funding and service proposals match our needs.

I am also fully aware that we all have our hands more than full with our present responsibilities and that just understanding and monitoring the immense medical world is a full-time job in itself. We need to find partners from the medical community to give us a 'heads up' when changes are being contemplated that affect our rural communities. Eighty percent of our responsibility as a staff and County Council is already really part of a variety of components of the social services and health care of our community.

Kelly Pender spoke to me about the recent Eastern Ontario Warden's Caucus, where Dr. Mike Toth from Aylmer spoke about the health care changes that are coming that will impact our Family Health Teams and under serviced areas. Dr Toth's focus was on the importance of this issue as it affects the 'quality of life' that attracts our residents to our communities.

I suggest the following four approaches for **County staff input, CAO Committee reflection on shared services and Council discussion**:

1. That we consider assigning the monitoring responsibility for Medical, Social Services and Housing to three Councillors who either already sit on a standing committee or who attend service providers meetings that include our social service representatives and others such as paramedics. At the same time, assign a staff member from the corporate services, long term care or paramedics to liaison with service provider's staff to take forward our concerns and report responses on bi-monthly basis.
2. That we invite a representative of each of the above services to speak to Council at least once every 6 months. This would include an invitation to Dr. Laurel Dempsey and Dr. Toth to give us their perspective at a Council meeting.
3. That we request that the County paramedic services report regularly on the progress of their planned communication role with the broad medical community.
4. That a reasonable solution be ready to operate in time for budget discussions this fall.

By-Law Number 2015-0029

of

The Corporation of the County of Frontenac

being a by-law to amend By-law No. 2013-0020 (to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings) as it relates to the establishment of the Community Development Committee

Whereas Section 238(2) of the *Municipal Act, 2001, S.O. 2001, c.25, as amended* (the Act) provides that Council shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

And Whereas By-law No. 2013-0020, being a bylaw to provide for governing the proceedings of the Council and its committees, the conduct of members and the calling of meetings, was adopted by the Council of the Corporation of the County of Frontenac on May 15, 2013;

And Whereas By-law No. 2013-0020 allows Council to establish Committees, their memberships, mandates and reporting practice, with said committees forming part of By-law 2013-0020 as Schedule B;

And Whereas The Corporation of County of Frontenac deems it expedient to amend By-law No. 2013-0020 as it relates to the establishment of a Community Development Advisory Committee;

Now Therefore Be It Resolved That the Council for The Corporation of the County of Frontenac hereby enacts as follows:

1. **That** By-law 2013-0020 be amended to add Schedule B-6 attached to this by-law hereto as Appendix A:
2. **That** this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 15th day of July, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 15th day of July, 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk

Appendix A to By-law 2015-0029

SCHEDULE B-6 – ADVISORY COMMITTEE TO COUNTY COUNCIL

COMMITTEE NAME: Community Development Advisory Committee

ESTABLISHMENT OF THE COMMITTEE

- (i) The County of Frontenac Community Development Advisory Committee shall be comprised of eight (8) members appointed by County Council as follows:
 - two (2) members of County Council (plus an appointed alternate); and
 - six (6) community representatives.
- (ii) The members of the County of Frontenac Community Development Advisory Committee shall hold office from the date of their appointment, at the pleasure of Council, up to the end of the term of Council and who shall be named in Schedule “A” to this By-law;
- (iii) The Committee shall establish an annual work plan and confirm activities and thereafter meet at least six times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any member.
- (iv) The County of Frontenac Community Development Advisory Committee shall adhere to the County’s Procedural By-law No. 2013-0020 and any amendments thereto, specifically *Section 26 – Committees* for the conduct of all Meetings.

TERMS OF REFERENCE

- (i) Goal/Vision

The vision of the County of Frontenac stated in *Directions for Our Future* is *Fresh with Opportunity Growing Vibrant, Innovative, Natural, Sustainable Places*. Within the context of the Values and Principles detailed, the Community Development Advisory Committee will be guided by the Vision Statement:

Fifty years into the future, the County of Frontenac is one of the most progressive municipalities in terms of community based sustainability planning because priorities and beliefs are determined through community consultation and County-wide considerations are well thought through and incorporate the four pillars of sustainability. The vision, developed to ensure the ongoing appreciation and continued improvements to our social, cultural, economic and environmental systems, strongly defines the region.

- (ii) Mandate

Set priorities for sustainability in the Frontenacs, implementing the visions outlined in *Directions for Our Future*, the Economic Development Charter & Implementation Plan, and the Trails Master Plan.

By-law No. 2015-0029 – To Amend By-law No. 2013-0020 (Council and Committee Procedural By-law) as it relates to the establishment of the Community Development Advisory Committee
July 15, 2015

Page 2 of 3

Key Activities

- Create short-term project teams for focused development within priorities
- Evaluate project team recommendations through a sustainability lens
- Proactively advise and inform Council to ensure decisions account for regional and long-term implications
- Improve community engagement in the activities that will lead to a sustainable future for the Frontenacs
- To report periodically to County Council and to produce an annual work plan for adoption by Council.

COMPOSITION OF THE COMMITTEE

The Council of the County of Frontenac hereby appoints the following individuals to the County of Frontenac Community Development Advisory Committee:

Council Liaison to Planning and Economic Development

One (1) Member of County Council:

Six (6) Community Representatives:

BY-LAW NO. 2015-0030

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to authorize the execution of an Agreement with the Canadian Union of Public Employees, Local 2290

Whereas the Canadian Union of Public Employees has been designated by the Labour Relations Board as the bargaining agent to represent the unionized Fairmount Home and County Administration staff; and,

Whereas the negotiating committees of the Union and the County of Frontenac have signed a Memorandum of Settlement and the said Memorandum has been ratified by both the union and the County of Frontenac; and,

Whereas a contract has been created to reflect the contents of the Memorandum of Settlement; and,

Whereas Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise:

Now Therefore the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** the Warden and Clerk are hereby authorized to execute a Collective Agreement with the Canadian Union of Public Employees, Local 2290; and,
2. **That** the agreement shall be attached to and form part of this by-law.
3. **That** this By-law shall come into force and take effect as of the final passing thereof.

Read a first and second time this 15th day of July, 2015.

Read a third time and finally passed this 15th day of July, 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk

By-Law Number 2015-0031

of

The Corporation of the County of Frontenac

being a by-law to authorize the Warden and Clerk to Execute an Agreement with the Government of Canada to conduct the research project on Canadian Paramedic Health and Wellness Project

Whereas the Government of Canada is providing funding through the Canadian Safety and Security Program (CSSP) led by Defense Research and Development Canada's Centre for Security Science (DRDC CSS), in partnership with Public Safety Canada; and,

Whereas the Canadian Safety and Security Program CSSP's collaborative model fosters, through different mechanisms, innovative science and technology advancements that contribute to the safety and security of Canadians; and,

Whereas the County of Frontenac wishes to enter into an Agreement with the Government of Canada Ministry of Defense in order to participate in the Canadian Safety and Security Program (CSSP):

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac enacts as follows:

1. **That** the Warden and Clerk are hereby authorized to execute an Agreement with the Government of Canada to conduct the research project on Canadian Paramedic Health and Wellness Project.
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 15th day of July, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 15th day of July, 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk

By-Law Number 2015-0032

of

The Corporation of the County of Frontenac

being a by-law to Authorize Warden and Clerk to Execute Agreement with Queen's University

Whereas the Canadian Safety and Security Program (CSSP) is a federally-funded program led by Defence Research and Development Canada's Centre for Security Science (DRDC CSS), in partnership with Public Safety Canada; and,

Whereas funding for the Paramedic Health and Wellness Program must flow through a government partner; and,

Whereas the County of Frontenac and Queen's University (Kingston, Ontario) will partner to lead a research effort, to enhance the understanding of health and wellness indicators for paramedics across Canada to help inform operational and staffing decisions; and,

Whereas the County of Frontenac wishes to enter into Agreement with Queen's University in order to participate in the Canadian Safety and Security Program (CSSP) funding opportunity:

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac enacts:

1. **That** the Warden and Clerk are authorized to execute an agreement with Queen's University, School of Kinesiology and Health Studies to conduct the research project as outlined in the attached Appendix "A" – CSSP Project Charter.
2. **That** *Schedule "A"* shall form part of this by-law.
3. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 15th day of July, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 15th day of July, 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk

By-Law Number 2015-0033

of

The Corporation of the County of Frontenac

being a by-law to confirm all actions and proceedings of County Council at its meeting
held on July 15, 2015

Whereas Section 8 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* or any other Act; and;

Whereas Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of jurisdiction described in the Table to Subsection 2 subject to certain provisions, and;

Whereas Section 5 of the *Municipal Act, S.O. 2001, c. 25* and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise; and;

Whereas the Council of the County of Frontenac deems it expedient to confirm its actions and proceedings;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on July 15, 2015 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on July 15, 2015 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.
3. **That** all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on July 15, 2015 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. **That** this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 15th day of July 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 15th day of July 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk