



County Council Meeting December 16, 2015 – 9:00 a.m.
Kingston Frontenac Rotary Auditorium, County
Administrative Building,
2069 Battersea Road, Glenburnie
Council will resolve into Closed Meeting
and will reconvene as regular Council at 9:30 am

AGENDA

Page

1. 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 Meetings held September 23 and December 2, 2015
 - 2. personal matters about an identifiable individual, including municipal or local board employees as it relates to the state of current department within the Corporation
- b) **RESOLVED THAT** Council rise from Committee of the Whole closed session without reporting.

2. Election of Warden and Deputy Warden

To be conducted by the County Clerk

- a) Election of Warden
- b) Election of Deputy Warden

3. Declaration of Office to Warden and Deputy Warden

To be administered by the County Clerk

4. Warden's Inaugural Address

5. Adoption of Agenda

- a) **Resolved That** the agenda for the December 16, 2015 meeting of the Council of the County of Frontenac be approved.

6. Disclosure of Pecuniary Interest and General Nature Thereof

7. Adoption of Minutes

9 - 20

- a) Minutes of Meeting held November 18, 2015
Resolved That the minutes of the regular Council meeting held November 18, 2016 be adopted.

21 - 23

- b) Minutes of Special Meeting held December 2, 2015
Resolved That the minutes of the special Council meeting held December 2, 2015 be adopted.

8. Deputations and/or Presentations

- a) **David Townsend** and **Louise Moody**, Southern Frontenac Community Services Corporation (SFCSC), will address County Council regarding rural transportation, how it continues to grow, small challenges in finding ways to support Wolfe Island and budget implications.
- b) Presentation of the County of Frontenac 2015 International Day of Persons with Disabilities Access Award

This presentation will be made at 12:00 Noon.

9. Proclamations

10. 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.

11. Briefings

24 - 43

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

12. Unfinished Business

13. Recommend Reports from the Chief Administrative Officer

44 - 53

- a) **2015-123**
Corporate Services
Debt Management Policy
Recommendation

Whereas the County of Frontenac has supported the development of a long range financial plan;

And Whereas a debt management policy is important to the implementation of a long range financial strategy;

Now Therefore Be It Resolved That the Council of the County of Frontenac receive this Corporate Services – Debt Management Policy report;

And Further That the Council of the County of Frontenac adopt the Debt Management Policy as presented in Appendix A.

54 - 58

- b) **2015-124**
Corporate Services
Finance - 2016 Tax rates

Recommendation

Whereas the Council of the County of Frontenac passed By-law 2015-0049 to adopt the 2016 County of Frontenac Budget on November 18, 2015;

And Whereas the 2015 Assessment roll for the 2016 tax calculations was received on December 11, 2015;

Resolved That Council of the County of Frontenac accept this Corporate Services – 2016 Tax Rate report;

And Further That Council consider a by-law, introduced later in the meeting, to establish the 2016 tax rates.

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- c) **2015-125**
Corporate Services
2016 Tax Ratios and Tax Rate Reductions

Recommendation

Resolved That Council of the County of Frontenac receive this Corporate Services – 2016 Tax Ratios and Tax Rate Reductions report;

And Further That Council consider a by-law, introduced later in the meeting, to re-confirm for 2016 the tax ratios and tax rate reductions currently in place.

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- d) **2015-126**
Corporate Services
Council Agenda Review

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services –Council Agenda Review report;

And Further That Procedural By-law 2013-0020 as amended be further amended as follows:

That Section 11 – Order of Business, 11.1 be amended by removing the words “Adoption of the” before the word “Agenda” and by adding a paragraph,

“Approval of the Addendum, if required, directly follows Closed Meeting, with a 2/3 vote of the members present and voting.” after the final bullet.

66 - 67

- e) **2015-127**
Corporate Services
2015 Fairmount Home Accounts Receivable Write-Offs
Recommendation

Resolved That the Council of the County of Frontenac receive this Corporate Services – 2015 Fairmount Home Accounts Receivable Write-Offs report;

And Further That Council authorize the Treasurer to write off accounts totalling \$18,184.22.

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14. Information Reports from the Chief Administrative Officer

- a) **2015-128**
Corporate Services
Live Tweeting Council Meetings

76 - 79

- b) **2015-129**
Corporate Services
Frontenac County Shared Services Report Card

15. 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

16. Reports from External Boards and Committees

- a) **Kingston Frontenac Library Board Update - Councillor Vandewal**
Minutes of the Public Library Board Meeting held October 28 2015
Library Board Minutes
[Distributed to Members of County Council December 4, 2015]
- b) **KFL&A Public Health Board Update- Warden Doyle**
Minutes of the Kingston, Frontenac, Lennox & Addington Board of Health Meeting held September 23, 2015
[Distributed to Members of County Council December 4, 2015]
- c) RULAC, LSR and Other Updates
- d) Algonquin Land Claim Update - Councillor Inglis
- e) Frontenac County Youth Justice Advisory Committee Update - 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

17. Reports from Advisory Committees of County Council

- a) **Report of the Community Development Advisory Committee Meeting**

The Community Development Advisory Committee reports and recommends as follows:

1. Strategic Plan for Noxious Weeds

That County Council direct staff to take the noxious weed issue to the CAOs of the Townships for them to work on a County – wide strategic plan for maintenance of wild parsnip.

18. Return to Council

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

19. 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.

20. Motions, Notice of Which has Been Given

21. Giving Notice of Motion

22. Communications

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

- a) Letter from Ernie Hardeman, M.P.P., Oxford Regarding Local Government Week
[Distributed to Members of County Council November 20, 2015]
- b) Letter from the Ministry of Citizenship Immigration and International Trade Regarding Nominations for Ontario Medal for Young Volunteers
[Distributed to Members of County Council November 20, 2015]
- c) Letter from The Ministry of Health and Long-Term Care Regarding Nominations for the 2016 Ontario Award for Paramedic Bravery
[Distributed to Members of County Council November 20, 2015]
- d) Letter from The Limestone District School Board Requesting Public Feedback on New Policies
[Distributed to Members of County Council November 30, 2015]
- e) Letter from The Association of Municipalities Ontario Encouraging Members to Support the Call for Resources and Funding to Reduce Greenhouse Gases
[Distributed to Members of County Council November 30, 2015]
- f) Letter from Watersheds Canada Requesting a Charitable Donation
[Distributed to Members of County Council November 30, 2015]
- g) Letter From AMCTO acknowledging Councils participation in its AODA 10th Anniversary Champion Award
[Distributed to Members of County Council December 4, 2015]
- h) Letter from Gary McNamara, President, AMO, regarding your much appreciated contribution to the Lifeline Syria Fund
[Distributed to Members of County Council December 4, 2015]
- i) Received from the Township of South Frontenac County-Seniors Housing Appointment
[Distributed to Members of County Council December 4, 2015]
- j) From Randy Hillier Wishing a Merry Christmas & Inviting Council to New Year's Levy
[Distributed to Members of County Council December 4, 2015]
- k) Letter From Deputy Warden Smith offering her resignation from the Housing and Homelessness Advisory Committee
[Distributed to Members of County Council December 11, 2015]
- l) Letter From Jean Brown questioning Council not supporting a donation to Pine Meadows
[Distributed to Members of County Council December 11, 2015]
- m) Card From John Yakabuski M.P.P. wishing Council Merry Christmas

and invite to New Years Levee

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

- n) Letter From University Hospitals thanking County for Donation
[Distributed to Members of County Council December 11, 2015]
- o) From Warden and Council of Hastings County Wishing Council Happy Holidays
[Distributed to Members of County Council December 11, 2015]
- p) From Mayor Peterson Wishing County Council a Merry Christmas & Invite to New Years Levee
[Distributed to Members of County Council December 11, 2015]

23. Other Business

- a) **Confirmation of Appointment to the Seniors Housing Task Force**

1 Council Representative from the Township of South Frontenac

[See Communications i)]

BE IT RESOLVED THAT Council of the County of Frontenac confirm the appointment of Pat Barr, Councillor for the Township of South Frontenac as an alternate to the Seniors Housing Task Force.

- b) **Appointment to the Housing and Homelessness Advisory Committee**

[1 Member of County Council for the term of Council]

[See Communications k)]

Be It Resolved That Councillor_____ be appointed to the Housing and Homelessness Advisory Committee for the term of Council.

24. Public Question Period

The presentation of the International Day of Persons with Disabilities Access Award will take place following the Public Question Period.

25. 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 d) that have been circulated to all Members of County Council and that by-laws a) through d) be read a first and second time.

- b) Third Reading

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

By-Laws

- | | | |
|------------------|----|--|
| 81 - 83 | a) | To Set Tax Ratios and Tax Rate Reductions for 2016
[Proposed By-Law No. 2015-0052] |
| 84 | b) | To Amend By-Law No. 2013-0020 as it pertains to Section 11.1
Order of Business
[Proposed By-Law No. 2015-0053] |
| 85 - 88 | c) | To Establish the 2016 Tax Rates
[Proposed By-Law No. 2015-0054] |
| 89 - 96 | d) | To Adopt a Debt Management Policy
[Proposed By-Law No. 2015-0055] |
| 97 | e) | 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 Appointments to
Committees
[Proposed By-Law No. 2015-0056] |
| 98 - 99 | f) | To Amend By-law 2014-0051 being a by-law to appoint
Members of Council and the Community to External Boards and
Committees for the Term of Council (Housing and
Homelessness Advisory Committee)
[Proposed By-Law No. 2015-0057] |
| 100 - 101 | g) | To Appoint the Warden and the Deputy Warden
[Proposed By-Law No. 2015-0058] |
| 102 - 103 | h) | Confirmation of Actions and Proceedings
[Proposed By-Law No. 2015-0059] |

26. Adjournment



Minutes of the Regular Meeting of Council November 18, 2015

A regular meeting of the Council of the County of Frontenac was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, November 18, 2015 at 1:05 p.m.

Present: Warden Denis Doyle, Deputy Warden Frances Smith, Councillors Ron Higgins, Natalie Nossal, Tom Dewey, John Inglis and John McDougall

Regrets: Councillor Ron Vandewal,

Also Present:

County:

Kelly Pender, Chief Administrative Officer
Paul Charbonneau, Director of Emergency & Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Marian VanBruinessen, Director of Corporate Services/Treasurer
Steve Silver, Acting Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Susan Brant, Deputy Treasurer
Anne Marie Young, Manager of Economic Development
Marco Smits, Communications Officer

Media: Jeff Green, The Frontenac News, Elliot Ferguson, The Kingston Whig Standard and Craig Bakay, Frontenac EMC

1. Adoption of Agenda

Motion #: 242-15 Moved By: Councillor Dewey
Seconded By: Councillor Nossal

Resolved That the agenda and addendum for the November 18, 2015 meeting of the Council of the County of Frontenac be approved.

CARRIED

2. Disclosure of Pecuniary Interest and General Nature Thereof

There were none

3. Adoption of Minutes

a) Minutes of Regular Council Meeting Held October 21, 2015.

Motion #: 243-15 Moved By: Deputy Warden Smith
Seconded By: Councillor Higgins

Resolved That the minutes of the regular Council meeting held October 21, 2015 be adopted.

CARRIED

b) Minutes of Committee of the Whole Budget Meeting Held October 14 and 21, 2015.

Motion #: 244-15 Moved By: Councillor Inglis
Seconded By: Councillor McDougall

Resolved That the minutes of the Committee of the Whole Budget meeting held October 14 and 21, 2015 be adopted.

CARRIED

c) **Minutes of Committee of the Whole Budget Meeting Held November 12, 2015.**

Motion #: 245-15 Moved By: Councillor Nossal
Seconded By: Councillor Dewey

Resolved That the minutes of the Committee of the Whole Budget meeting held November 12, 2015 be adopted.

CARRIED

4. Deputations and/or Presentations

- a) John Suart, Manager, Steve Woodman, Executive Director, and Heather Morton, Chair of the Board, Family and Children's Services of Frontenac, Lennox and Addington provided County Council with a presentation on the FACSFLA 2014-2015 Community Report "Thinking Differently". A copy of the presentation is attached to the record in the Clerk's Office.

[See Communications c)]

5. Proclamations



And Further That the Clerk be directed to bring forward a by-law to amend By-law 2015-0013 to authorize the additional distribution of Federal Gas Tax to the Townships in 2015.

CARRIED

b) **2015-111**
 Corporate Services
 2016 Frontenac-Howe Islander Ferry Fees and Fares Schedule

Motion #: 248-15 Moved By: Councillor Dewey
 Seconded By: Councillor McDougall

Resolved That Council of the County of Frontenac receive the Corporate Services – 2016 Frontenac-Howe Islander Ferry Fees and Fares Schedule report;

And Further That a by-law be introduced later in the meeting to adopt the 2016 Frontenac-Howe Islander Ferry Fees and Fares Schedule.

CARRIED

c) **2015-113**
 Corporate Services
 Reimbursement of Expenses Policies

Motion #: 249-15 Moved By: Councillor Inglis
 Seconded By: Councillor Higgins

Resolved That Council of the County of Frontenac receive the Corporate Services – Reimbursement of Expenses Policies report;

And Further That the Clerk be directed to bring forward a by-law to establish the reimbursement of expenses and rescind Bylaw 2011-0005 effective January 1, 2016.

CARRIED

11. Information Reports from the Chief Administrative Officer

- a) 2015-112
Corporate Services
Staff Vacancies – Human Resources Manager and Community Planner
- b) 2015-114
Corporate Services
Asset Condition Assessment of Fairmount Home, Old House and Palace Road Station.
- c) 2015-115
Corporate Services
3rd Quarter Financial Summary
- d) 2015-116
Planning and Economic Development
K&P Trail Update Report
- e) 2015-117
Fairmount Home
2015 3rd Quarter Activity Report
- f) 2015-118
Emergency and Transportation Services
CSSP Federal Research Project with Queen's University
- g) 2015-121
Corporate Services
Pine Meadows Retirement Home – Northbrook – Additional Information to Request for Support

12. Reports from Council Liaison Appointees

a) Emergency and Transportation Services - Councillor Nossal

Councillor Nossal provided Council with an update of activities of the Emergency and Transportation Services department since the last Council meeting.

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

Councillor Inglis provided Council with an update of activities of the Long Term Care (Fairmount Home) department since the last Council meeting.

c) Corporate Services - Councillor Dewey

Councillor Dewey provided Council with an update of activities of the Corporate Services department since the last Council meeting.

d) Planning and Economic Development - Councillor McDougall

Councillor McDougall provided Council with an update of activities of the Planning and Economic Development department since the last Council meeting.

13. Reports from External Boards and Committees**a) Kingston Frontenac Library Board Update - Councillor Vandewal**

No update.

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

A change in the funding formula for Public Health across the province has been revised by the Province. The result for KFL&A Public Health is that at present, it is 19% overfunded based on current funding. This will result in its budget being frozen until it reaches appropriate funding levels. The CAO will bring this forward as an issue at the upcoming EOWC CAO's meeting.

c) RULAC, LSR and Other Updates

The next RULAC meeting is scheduled for December 3, 2015 at the County.

d) Algonquin Land Claim Update - Councillor Inglis

No report.

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

No report.

f) Housing and Homelessness Committee Update - Deputy Warden Smith

No report.

g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall

The Rideau Corridor is recognized as a World Heritage Site, with this Committee reporting to that body. The Canal is a military facility which is used by the public and Planners are heavily involved in this Committee and are looking at the development along the Canal, and will be recommending along the Canal a 30 metre setback for development. The Opinicon Resort in Chaffeys Locks noted the importance of the Township investing in road upgrades from Highway 15 along with the community's support for the village itself as important elements for the success of their development.

Motion to Amend

Motion #: 256-15 Moved By: Councillor Higgins
Seconded By: Deputy Warden Smith

Be It Resolved That the motion be amended to add the word "potential" before the word "Canada".

CARRIED

c) **2015-108**
Corporate Services
2016 Draft Budget

Resolved That the Committee of the Whole of the County of Frontenac accept this Corporate Services – 2016 Draft Budget report and 2016 Draft Budget Document (Appendix A) for discussion;

And further That the Council of the County of Frontenac pass a by-law at its meeting on November 18, 2015 approving the 2016 Budget.

CARRIED

17. Motions, Notice of Which has Been Given

a) Declaration of Intent of the County of Frontenac to Comply with the Compact of Mayors on Green House Gas Emissions

Motion #: 257-15 Moved By: Warden Doyle
Seconded By: Councillor Nossal

Whereas the Great Lakes and St. Lawrence Cities Initiative has requested that its membership join in signing the Mayors' Compact in advance of the Paris Climate Conference in order to help strengthen its position;

Be It Resolved That the Warden be authorized to declare the intent of the County of Frontenac to comply with the Compact of Mayors to reduce greenhouse gas emissions, track progress, and prepare for the impacts of climate change and pledge to publicly report on the following within the next three years:

- The greenhouse gas emissions inventory for our County consistent with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), within one year or less
- The climate hazards faced by our County, within one year or less
- Our target to reduce greenhouse gas emissions, within two years or less
- The climate vulnerabilities faced by our County, within two years or less
- Our plans to address climate change mitigation and adaptation within three years or less

DEFERRED

(See motion to Defer below which was CARRIED)

- k) From the Ministry of Agriculture, Food & Rural Affairs Inviting Warden to Attend Award Ceremony
[Distributed to Members of County Council November 13, 2015]
- l) From the Rural Ontario Institute seeking nominations for the Rural Ontario Institute Youth Engagement Showcase
[Distributed to Members of County Council November 13, 2015]

20. Other Business

Councillor Higgins about the motion regarding the Mayors Compact being added to the agenda once the agenda had been published, and indicated that this was in contravention of Section 10 of the Procedural By-law and asked if staff could respond to this matter. Ms. Amini will bring forward a report on this matter at the December Council meeting.

21. Public Question Period



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

a) First and Second Reading

Motion #: 259-15 Moved By: Councillor McDougall
Seconded By: Councillor Inglis

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.

CARRIED

b) Third Reading

Motion #: 260-15 Moved By: Councillor Higgins
Seconded By: Councillor Nossal

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

CARRIED

By-Laws

- a) To Establish the 2016 Howe Islander Ferry Fees and Fares
[Proposed By-Law No. 2015-0046]
- b) To Authorize the Corporation of the County of Frontenac to Distribute
Federal Gas Tax
[Proposed By-Law No. 2015-0047]

- c) To Authorize the Reimbursement of Expenses for County of Frontenac Council Members, Employees, Non-Council Appointees to Local Boards, Commissions or Committees and Other Members of the Public Who have been Requested to Represent the County
[Proposed By-Law No. 2015-0048]
- d) To Adopt the Estimates for the Sums Required During the Year 2016 for the Purposes of the County of Frontenac
[Proposed By-Law No. 2015-0049]
- e) Confirmation of Actions and Proceedings
[Proposed By-Law No. 2015-0050]

23. Adjournment

Motion #: 261-15 Moved By: Councillor Dewey
Seconded By: Councillor McDougall

That the meeting hereby adjourn at 3:20 p.m.

CARRIED

Denis Doyle, Warden

Jannette Amini, Clerk



Minutes of the Special Meeting of Council December 2, 2015

A special meeting of the Council of the County of Frontenac was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, December 2, 2015 at 12:00 p.m.

Present: Warden Denis Doyle, Deputy Fran Smith, Councillors Ron Higgins, Ron Vandewal, John Inglis, John McDougall, Tom Dewey and Natalie Nossal

Also Present:

County Staff:
Kelly Pender, Chief Administrative Officer
Marian VanBruinessen, Director of Corporate Services/Treasurer
Paul Charbonneau, Director of Emergency & Transportation Services
Jannette Amini, Manager of Legislative Services/Clerk
Lisa Hirvi, Acting Manager of Human Resources
Gale Chevalier, Deputy Chief of Performance Standards

1. Agenda

Motion #: 262-15 Moved By: Councillor Vandewal
Seconded By: Councillor McDougall

Resolved That the agenda for the December 2, 2015 Special Meeting of the Council of the County of Frontenac be approved.

CARRIED

2. Closed Session

Motion #: 263-15 Moved By: Deputy Warden Smith
Seconded By: Councillor Higgins

Resolved That Council resolve itself into Committee of the Whole closed meeting as authorized under Section 239 of The Municipal Act, to consider:

1. Advice that is subject to Solicitor Client privilege, including communications necessary for that purpose, as it relates to the Wolfe Island Volunteers hours of work under the Employment Standards Act;
2. Labours Relations or employee negotiations, as it relates to the Wolfe Island Volunteers

CARRIED

Motion #: 264-15 Moved By: Councillor McDougall
Seconded By: Councillor Inglis

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

CARRIED

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

4. Deputations and/or Presentations

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## 5. Reports from the Chief Administrative Officer

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6. Giving Notice of Motion

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## 7. Public Question Period

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

a) **First and Second Reading**

Motion #: 265-15 Moved By: Councillor Dewey
Seconded By: Councillor Vandewal

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

CARRIED

b) Third Reading

Motion #: 266-15 Moved By: Councillor Nossal
Seconded By: Councillor Higgins

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

CARRIED

1. By-Laws

- a) To Confirm the Proceedings of County Council
[Proposed No. 2015-0051]

9. Adjournment

Motion #: 267-15 Moved By: Councillor Inglis
Seconded By: Councillor Dewey

That the meeting hereby adjourn at 12:43 p.m.

CARRIED

Denis Doyle, Warden

Jannette Amini, Clerk



Administrative Report

December 16, 2015

Subject to Change



Report 2015-08

Meetings

- October 1 & 2 - Just Culture Training
- October 5 - Community Development Advisory Committee Meeting
- October 8 - Meeting at Queen's Park with Eastern Ontario MPP's/ EOWC
- October 9 - Frontenac CAO's meeting
- October 13 - AODA training at North Frontenac Township
- October 14 - Business Plan presentations at Committee of the Whole



Meetings

- October 21 – County Council
- November 4 – Council Liaison meetings
- November 6 – Frontenac CAOs meeting N. Frontenac
- November 12 – Draft 2016 Budget (COW meeting)
- November 18 – County Council
- November 19 – Community Development Advisory Committee Meeting
- November 20 – EOWC CAO's meeting, Perth



Events

- October 15 – Warden's United Way Kick-Off Barbecue
- October 22 – ICSP Workshop
- October 29 – Building a Team Leadership Culture Presentation at the AMCTO Zone 6 Fall meeting
- November 14 – Opening of the K&P Trail at Tichborne
- November 18 – Warden's Reception



Speech from the Throne

The Government of Canada delivered its Speech from the Throne on December 4, 2015 on the second day of the 42nd Parliament.

An emphasis was placed on strengthening the economy and improving the quality of life through investments in transit, social infrastructure and green infrastructure, they also touched on shared priorities such as climate change and the environment, welcoming newcomers, public safety and improving relations with Aboriginal Canadians.



Speech from the Throne: Municipal Priorities

Infrastructure/Housing/Environment

- The government will make significant new investments in public transit, green infrastructure, and social infrastructure.

Environment

- The Government will make strategic investments in clean technology, provide more support for companies seeking to export those technologies, and lead by example in their use.
- The Government will introduce new environmental assessment processes. Public input will be sought and considered. Environmental impacts will be understood and minimized. Decisions will be informed by scientific evidence.



Speech from the Throne: Municipal Priorities

Immigration and Refugees

- The Government will make it easier for immigrants to build successful lives in Canada, reunite their families, and contribute to the economic success of all Canadians. In response to a pressing international need, and underscored by Canadians' desire to help, the Government will welcome 25,000 new Canadians from Syria, to arrive in Canada by the end of February 2016.



Speech from the Throne: Municipal Priorities

Aboriginal Relationships

- The Government will work co-operatively to implement recommendations of the Truth and Reconciliation Commission of Canada, will launch an inquiry into missing and murdered Indigenous women and girls, and will work with First Nations so that every First Nations child receives a quality education.

Global Connections

- The government will negotiate beneficial trade agreements, and pursue other opportunities with emerging markets



Legislative Update

- ***Public Sector and MPP Accountability and Transparency Act, 2014 (Bill 8)*** Changes come into force January 1, 2016
- Ontario is providing rural communities, businesses and organizations, with funding to help attract investment, create jobs, and boost tourism, through a renewed **Rural Economic Development (RED)** program. The program is now open and accepting applications.
- Application now being prepared – consultation underway with member municipalities



Legislative Update

- **Bill 52**, the *Protection of Public Participation Act*, received third reading and Royal Assent at the beginning of November. The Bill is designed to ensure freedom of expression by cracking down on strategic lawsuits commonly referred to as Strategic Litigation Against Public Participation (SLAPP).
- **Bill 73**, the *Smart Growth for Our Communities Act*, 2015, which amends the *Development Charges Act* and the *Planning Act* received third reading and will now enter into law.



Legislative Update

- **Bill 131**, the *Opportunity in the Sharing Economy Act*, introduced as a private members bill, received second reading and was referred to the Standing Committee on Finance and Economic Affairs. The Bill would enact a new regulatory approach for the sharing economy.
- **Municipalities Will Not Have Access to Land Transfer Tax:** Minister of Municipal Affairs and Housing Ted McMeekin has confirmed that municipalities in Ontario (with the exception of Toronto) will not be given the option of using a land transfer tax.



Legislative Update

Changes to Accessibility Regulations:

Based on recommendations from the Accessibility Standards Advisory Council/ Standards Development Committee, the government is proposing changes to several accessibility regulations, including the accessibility standards for customer service, exemption from reporting requirements, and integrated accessibility standards.

<http://www.ontariocanada.com/registry/view.do?postingId=20303&language=en>



EOWC Activity

- Continued discussions regarding an Eastern Ontario Growth Plan and pending consultations – likely at the County level
- RFI for cell gap coverage now complete – analysis be undertaken
 - Most assumptions held up through the RFI process – exception is capacity
- RFP for improved broadband access for municipal facilities now complete. Negotiations ongoing.
- Ryerson/Magnet project ongoing – training in early 2016



2016 Meeting Schedule

- January 8 – Frontenac CAOs meeting, South Frontenac
- January 13 to 15 – EOWC Inaugural Meeting, Kingston
- February 21 to 24 – EOWC meetings at the 2016 OGRA / ROMA Combined Conference, Toronto



CAO Appointment

- Appointed to the Eastern Ontario Economic Development Leadership Council
- The Eastern Ontario Economic Development Leadership Council has been created to foster a collaborative approach to achieving economic growth throughout the region



CAO Appointment

The Leadership Council has four founding partners:

- The Eastern Ontario Wardens' Caucus (EOWC)
- The Eastern Ontario Mayors' Committee (EOMC)
- The Eastern Ontario Regional Network (EORN), and
- The Ontario East Economic Development Commission (Ontario East)

For more information:

http://www.eowc.org/uploads/doc_635784259091175467.pdf



RULAC

- Met on December 3, 2015
- Asked to be consulted as part of the KEDCO Review – due to be completed by June 30, 2016 (County Council Motion #235-15)
- Reviewed five year business plans for FPS and FMT



Activity

- 2016 Budget and Project Proposals approved
- Interviews for IT Technicians (Shared Services)
- Interviews held for Human Resources Manager and Community Planner
 - Planner commence January 4, 2016
 - HR Mgr TBA



Activity

- LIFT (Lean Implementation Frontenac Team) Update:
- Lean 6 Sigma Yellow Belt training November 9 and 10; Project Team Meetings December 8-11
- Five projects underway:
 - Subdivision Approval Process
 - Work Orders
 - Employee Tracking
 - Ferry Boarding Process
 - Petty Cash
- DMAIC – (Define, Measure, Aalyze, Improve Control)
- Aiming for April to report back to Council



Training

- CommunityShift Program: November 22-27, 2015, founded by KPMG Enterprise and the Ivey Business School, London, ON

Topics covered included:

- Leadership - character, commitment and capabilities
- Community Engagement
- Negotiations





Report 2015-123

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/ Treasurer
Date of meeting: December 16, 2015

Re: Corporate Services – Debt Management Policy

Recommendation

Whereas the County of Frontenac has supported the development of a long range financial plan;

And Whereas a debt management policy is important to the implementation of a long range financial strategy;

Now Therefore Be It Resolved That the Council of the County of Frontenac accepts this Corporate Services – Debt Management Policy report;

And Further That the Council of the County of Frontenac adopt the Debt Management Policy as presented in Appendix A.

Background

Council has recognized the need for a long range financial plan to ensure the sustainability of its assets. In addition to the levy and reserves, the use of debt is a key component of the plan.

Comment

The purpose of the debt policy is to establish objectives, guidelines and controls for the use and issuance of debt for the County. The policy incorporates the regulatory requirements and ensures that Council will play an active role in the oversight of the policy.

The objective of the debt management policy is to:

- Enhance the quality of decisions by promoting consistency;

- Establish the parameters regarding the purposes for which debt may be issued, the types and amounts of permissible debt;
- Integrate with other long term planning, financial and management objectives of the County; and
- Assist with ensuring that the County maintains a sound financial position and that credit quality is protected

The policy outlines when debt is appropriate. It further defines the term, types and features of debt as well as the requirement for Council authorization.

As part of the asset management planning process of the County, it is currently estimated that borrowing will be required for the replacement of current assets within the categories of buildings and property. Current estimates are 50% of these asset categories. Borrowing in these asset categories will be evaluated based upon this assumption, but a final decision will be required at the time of construction.

Debt limit is a key aspect of the policy.

Provincial Annual Repayment Limit: The Province regulates municipal debt through the Annual Repayment Limit. In 2014 the County's ARL was calculated as \$1,443,213. Assuming a 5% interest rate this annual payment would provide for a 20 year debenture of \$17,985,000, a 15 year debenture of \$14,980,000 and a 10 year debenture of \$11,144,000. However this annual repayment amounts to Sixteen percent (16%) of the 2016 annual County levy. For that reason it is suggested that a number of other factors be considered to limit debt.

Debt Service Cost to Total Operating Revenue: This ratio is a measure of the principal and interest payable annually as a proportion of total operating revenue. The 2015 Ministry of Municipal Affairs Financial Indicators assess risk based on this ratio. Low risk is deemed to be less than 5% of total operating revenue. However in 2014 the median and average of upper tier municipalities in Southern Ontario is around 2.1%. The budget policy provides for an upper limit of 2.5% of total operating revenue. In 2016 that would equate to an annual repayment of \$670,000 or at 5% a 20 year debenture of about \$8 million.

Direct Debt to Reserve Ratio: This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be **1:1** and this level should not be exceeded. The anticipated 2015 closing balance of the reserves is \$13 million, which provide a lower debt than allowed through the ARL for a 20 or 15 year term at 5%.

Sustainability Implications

Governance – appropriate stewardship of County resources.

Financial Implications

The County currently carries debt of \$9,381,641, term to 2022, incurred for the 2004 redevelopment of Fairmount Home. After the contribution by the City of Kingston and the Ministry of Health, the County's share is \$335,295. The County currently offsets that contribution with a transfer from the Capital reserve fund of \$125,000 annually.

The County of Frontenac's 2014 annual repayment limit under Ontario regulation 403/02 is \$1,443,213, calculated as 25% of net revenue less net debt.

Organizations, Departments and Individuals Consulted and/or Affected

**FINANCE Policy & Procedure Manual**

Subject: Debt Management Policy**Index Number: FIN-16-01****Page 1 of 7****Approved:****Effective:**

Policy Statement

The County of Frontenac recognizes that one of the keys to sound financial management is the development of a formal debt policy that is integrated into a broader long term financial management plan.

Debt will continue to be an ongoing component of the County's capital financing structure. Repayment will be structured in a manner that is fair and equitable to those who pay and benefit from the underlying assets over time. The servicing of long term debt must be both affordable and sustainable, while allowing the flexibility to respond to emerging needs in order to support corporate priorities and approved strategic plans.

The County will anticipate capital needs through prudent long-term financial planning, and reliance on debt will be reduced by adhering to the Reserve and Reserve Fund Policy target fund balances.

Objective:

The objective of this debt management policy is to:

- Enhance the quality of decisions by promoting consistency;
- Establish the parameters regarding the purposes for which debt may be issued, the types and amounts of permissible debt, the timing of issuance and method of sale that may be used, and the procedures for managing outstanding debt;
- Integrate with other long term planning, financial and management objectives of the County; and
- Assist with ensuring that the County maintains a sound financial position and that credit quality is protected.

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Subject: Debt Management Policy**Index Number: FIN-16-01****Page 2 of 7****Approved:****Effective:**

Definitions:

Tax supported Debt: Debt for which annual principal and interest payments are funded from the general tax levy.

Serial debentures: Debentures of which a portion of the principal mature each year throughout the life of the debenture issue.

Procedure:**1. When Debt is Appropriate**

Debt is a viable option for financing the acquisition, construction or replacement of an asset which is used to deliver municipal services provided the following conditions exist:

- The estimated useful life of the asset is greater than ten years.
- The cost of the project is greater than \$10,000
- Funding cannot be accommodated through the current year's tax levy
- There are no other viable sources of funding such as special purpose reserves or grants from senior levels of government
- There is adequate debt capacity available to borrow.
- The project has been approved by Council as part of the annual capital budget and has been clearly identified as being funded by debt
- It is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries or users; and
- The project is supported by a comprehensive business case including
 - total cost of the project
 - cash flow of the project including debt issuance
 - operating costs after completion of the project
 - benefits to the community

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As part of the asset management planning process of the County, it is currently estimated that borrowing will be required for the replacement of current assets within the categories of buildings and property. Current estimates are 50% of these asset categories. Borrowing in these asset categories will be evaluated based upon this assumption, but a final decision will be required at the time of construction.

The County will **not** use long term debt to fund current operations.

2. Legislated Debt Capacity

The annual debt and financial obligation limit for municipalities is described under Ontario Regulation 403/02. The regulation provides a formula which limits annual repayment obligations to an amount equal to 25% of net own source revenues.

Council is not authorized to issue debt which would result in the annual repayment limit being exceeded.

3. Criteria to Limit the Issue of Tax supported Debt

Notwithstanding the limits prescribed in the regulations, prudent financial management suggests more stringent criteria to limit debt. These criteria will assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds. These limits are to be followed unless amended by Council.

3.2.1 Debt Service Cost to Total Operating Revenues.

This ratio is a measure of the principal and interest payable annually as a proportion of the total operating revenues. It is proposed that this ratio not exceed 2.5%.

**FINANCE Policy & Procedure Manual****Subject: Debt Management Policy****Index Number: FIN-16-01****Page 4 of 7****Approved:****Effective:****3.2.2 Direct Debt to Reserve Ratio**

This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be **1:1** and this level should not be exceeded

4. Term of Debt

The term of debt should be dependent on:

- The nature of the asset;
- The useful life of the asset;
- The prevailing interest rate;
- The user fee or other revenues which the asset itself may generate to offset any increased cost for the debt and reduce any set property tax impact arising therefrom; and
- The availability of funding for the asset from other sources (i.e. grants, accumulated surplus, etc.).

5. Types of Debt**Short Term Debt (under one year)**

The County may use any of the following sources to fund short term operational needs:

Reserve and reserve fund loans

Bank line of credit

Infrastructure Ontario (or its successor organizations) short-term advances pending issuance of long-term debentures

Medium Term Debt (one to four years)

The County may use any of the following sources to fund medium-term needs:

Reserve and reserve fund loans

Operating and capital leases



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Term loans
Promissory notes

Long Term Debt (five years or greater)

The County may use any of the following sources to fund medium-term needs:

Municipal serial or amortized debentures
Term loan / mortgages with any Canadian bank
Capital leases
Reserve and reserve fund loans

Internal Borrowing from County Reserves and Reserve Funds

When an analysis of the reserve or reserve fund has determined that excess funds are available, and that the use of these funds will not adversely affect the intended purpose of the reserve or reserve fund, the County's reserve funds may be used as a source of financing for short to long term purposes. The reserves will be repaid with interest at the rates based on the actual annual average balance of the reserve fund and the Toronto Dominion Prime rate minus 1.75% (which is the interest rate received on County accounts). Each such loan would be authorized by a specific by-law passed by Council and set out the amount, interest, term of the loan and the specific reserve or reserve fund from which the loan is made.

Borrowing in this manner offers several advantages over traditional debenture or loan financing

Increased flexibility in setting loan terms
Lower interest cost

6. Structural Features

Debt Denomination

The County will issue debt denominated in Canadian Dollars only.

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Fixed Interest

The County will issue general obligation debt with a fixed rate of interest. Interest rate swap agreements may be used to exchange floating-rate interest payments for fixed-rate interest payments.

Repayment Terms

The repayment term shall be dependent on the useful life of the asset being acquired by the County, but should not exceed ten years except for major capital construction of public facilities. In no case shall the amortization period exceed 25 years.

Debt Structure

Debt shall be structured for the shortest period consistent with a fair allocation of costs to current and future users.

Debt shall be structured to achieve the lowest possible net cost to the County given market conditions, the type of debt being issued, and the nature and type of the repayment source.

Repayment

Unless otherwise justified and deemed necessary by the Treasurer, the repayment schedule should be structured on a level or declining payments basis.

7. Financing Risk Identification and Mitigation Strategies

Financial risks associated with financing instruments will be identified and considered prior to the use of the financing instrument in relation to other available financing instruments, and strategies to mitigate the risk will be considered and used when deemed practicable.



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8. Council Authorization for Debenture Issue

Approval of Funding for Capital Projects

The approval to fund an eligible capital project by debenture will generally be sought through the annual capital budget process. The funding of emerging strategic priorities outside of the traditional budget process shall be approved by specific by-law.

Debenture Issue

The Treasurer shall have the authority and responsibility to recommend to Council the most effective form of debt financing for any asset, in addition to the most appropriate timing and duration. Each debenture issue shall be approved by specific by-law of Council including the term, rates of interest, debt servicing obligation, and general terms of issue.



Report 2015-124

Council Recommend Report

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: December 16, 2015

Re: Corporate Services – Finance – 2016 Tax Rate

Recommendation

Whereas the Council of the County of Frontenac passed By-law 2015-0049 to adopt the 2016 County of Frontenac Budget on November 18, 2015;

And Whereas the 2015 Assessment roll for the 2016 tax calculations was received on December 11, 2015;

Resolved That Council of the County of Frontenac accept this Corporate Services – 2016 Tax Rate report;

And Further That Council consider a by-law, introduced later in the meeting, to establish the 2016 tax rates.

Background

In accordance with the Budget policy adopted in July 2015, County Council passed the 2016 budget prior to yearend.

The Municipal Property Assessment Corporation (MPAC) distributes the 2015 roll for the 2016 tax year in early December.

Comment

Assessment in the County has increased by 5.49% of which 1.07% relates to growth and the remainder is as a result of reassessment.

Tax Class	2016 Current Value Assessment	2015-2016 % change
Residential & Farm Residential	5,274,144,964	5.61%
Multi-Residential	5,416,000	6.35%
Commercial Occupied	47,883,483	1.86%
Commercial Vacant	868,621	-1.96%
Parking Lot	34,500	1.10%
Industrial Occupied	12,696,582	7.38%
Industrial Vacant	420,180	-1.27%
Farmland	108,679,902	2.42%
Managed Forests	21,650,567	14.36%
PIL	21,076,700	-15.98%
Exempt	145,970,101	7.39%
TOTAL	5,638,841,600	5.49%

The County relies heavily on its residential ratepayers as 93.53% of current value assessment and 98.15% of weighted taxable assessment is residential.

The following table depicts the Township shares of weighted taxable assessment.

Share of Taxable Weighted Assessment

	2016	2015
Frontenac Islands	9.86%	9.91%
South Frontenac	57.89%	57.78%
Central Frontenac	16.35%	16.44%
North Frontenac	15.90%	15.86%

The MPAC Market Change Profile identifies the growth in assessment from the prior year. Growth is distinct from the four year phased increases related to the change in assessment identified in 2012.

Tax Class	2014 Roll Assessment \$	2015 Roll Assessment \$	Assessment Growth %
Residential & Farm Residential	5,222,775,896	5,285,719,464	1.21
Commercial	58,154,522	51,868,904	-10.81
New Construction Commercial	5,005,200	5,758,100	15.04
Industrial	3,125,762	3,197,862	2.31
Multi-Residential	5,416,000	5,416,000	0
New Construction Industrial	9,895,200	10,580,700	6.93
Farmland	109,865,102	108,679,902	-1.08
Managed Forests	20,366,867	21,650,567	6.3
Total	5,434,604,549	5,492,871,499	1.07%

Growth in assessment, in addition to a transfer from the stabilization reserve, is used to bring the budget levy increase in line with CPI, Ontario, August 2015 which was 1.20%.

<u>2016 Levy Increase</u>			
		\$	%
A	2015 Levy	8,656,288	
B	2016 Levy	8,922,936	
C	Levy increase	B-A	3.08%
D	Less projects levied outside of cap	-(G+H)	
E	Growth	-89,843	1.04%
F	Stabilization reserve mitigation	C-D-E-F	0.15%
G	Target Levy Increase - CPI August	103,875	1.20%
H	Allocation to sustainability reserve	30,000	0.35%
I	Infield communication project - regional	30000	0.35%
J	Levy increase after mitigation	G+H+I	1.89%
K	Dedicated Capital levy 2016	A x.65%	0.65%
Total percentage increase			2.54%

Schedule A provides the tax rate by RTC code and by Township. Schedule B provides the Payments in Lieu for 2016.

Sustainability Implications

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

Organizations, Departments and Individuals Consulted and/or Affected

MPAC

Schedule A
COUNTY OF FRONTENAC
2016 Budget

SCHEDULE A: 2016 SUMMARY OF TAXES RAISED BY COUNTY OF FRONTENAC TAX RATES SET OUT BELOW												
Assessment Class	Frontenac Islands			South Frontenac			Central Frontenac			North Frontenac		
	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised
Residential & Farm Residential	506,171,748	0.00166857	844,581	3,059,403,810	0.00166857	5,104,818	861,973,306	0.00166857	1,438,260	846,596,100	0.00166857	1,412,602
Multi-residential	0	0.00166857	0	4,679,000	0.00166857	7,807	737,000	0.00166857	1,230	0	0.00166857	0
Commercial Occupied	4,734,052	0.00166857	7,899	26,777,667	0.00166857	44,680	10,749,255	0.00166857	17,936	5,622,509	0.00166857	9,382
Commercial Vacant	0	0.00116800	0	544,020	0.00116800	635	229,310	0.00116800	268	95,291	0.00116800	111
Parking Lot	0	0.00166857	0	34,500	0.00166857	58	0	0.00166857	0	0	0.00166857	0
Industrial Occupied	9,185,900	0.00166857	15,327	2,620,920	0.00166857	4,373	134,362	0.00166857	224	755,400	0.00166857	1,260
Industrial Vacant	0	0.00108457	0	408,480	0.00108457	443	0	0.00108457	0	11,700	0.00108457	13
Farmland	39,463,900	0.00041714	16,462	56,699,902	0.00041714	23,652	11,276,500	0.00041714	4,704	1,239,600	0.00041714	517
Managed Forests	262,300	0.00041714	109	9,273,467	0.00041714	3,868	8,942,200	0.00041714	3,730	3,172,600	0.00041714	1,323
TOTALS	559,817,900	0	884,379	3,160,441,766		5,190,335	894,041,933		1,466,351	857,493,200		1,425,208

SUMMARY OF TAXES RAISED FOR COUNTY PURPOSES BY EACH MUNICIPALITY

MUNICIPALITY	AMOUNT OF LEVY		
	2016	2015	Change
Township of Frontenac Islands	884,379	858,255	3.04%
Township of South Frontenac	5,190,335	5,001,951	3.77%
Township of Central Frontenac	1,466,351	1,423,424	3.02%
Township of North Frontenac	1,425,208	1,372,659	3.83%
TOTAL LEVY	8,966,274	8,656,290	3.58%

November 18, 2015

Schedule B
COUNTY OF FRONTENAC
2016 Budget

2016 SUMMARY OF TAXES RAISED BY PAYMENTS-IN-LIEU TO COUNTY OF FRONTENAC TAX RATES SET OUT BELOW												
Assessment Class	Frontenac Islands			South Frontenac			Central Frontenac			North Frontenac		
	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised
Residential & Farm Residential	118,800	0.00166857	198	2,925,300	0.00166857	4,881	2,926,800	0.00166857	4,884	5,603,600	0.00166857	9,350
Multi-residential	0	0.00166857	0		0.00166857	0		0.00166857	0		0.00166857	0
Commercial Occupied	476,700	0.00169267	807	4,194,300	0.00169267	7,100	1,102,600	0.00169267	1,866	3,035,300	0.00169267	5,138
Commercial Vacant	0	0.00116800	0		0.00116800	0		0.00116800	0	31,500	0.00116800	37
Parking Lot	0	0.00116800	0		0.00116800	0		0.00116800	0		0.00116800	0
Industrial Occupied	0	0.00166857	0	585,000	0.00166857	976	65,500	0.00166857	109	11,300	0.00166857	19
Industrial Vacant	0	0.00108457	0		0.00108457	0		0.00108457	0		0.00108457	0
Farmland	0	0.00041714	0		0.00041714	0		0.00041714	0		0.00041714	0
Managed Forests	0	0.00041714	0		0.00041714	0		0.00041714	0	0	0.00041714	0
TOTALS	595,500		1,005	7,704,600		12,957	4,094,900		6,859	8,681,700		14,543

SUMMARY OF PAYMENTS IN LIEU RAISED FOR COUNTY PURPOSES BY EACH MUNICIPALITY

MUNICIPALITY	AMOUNT OF LEVY		
	2016	2015	Change
Township of Frontenac Islands	1,005	966	4.01%
Township of South Frontenac	12,957	19,755	-34.41%
Township of Central Frontenac	6,859	6,686	2.60%
Township of North Frontenac	14,543	15,222	-4.46%
TOTAL LEVY	35,364	42,630	-17.04%

November 18, 2015



Report 2015-125

Council Recommend Report

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: December 16, 2015

Re: Corporate Services -2016 Tax Ratios and Tax Rate Reductions

Recommendation

Resolved That Council of the County of Frontenac accept this *Corporate Services – 2016 Tax Ratios and Tax Rate Reductions* report;

And Further That Council consider a by-law, introduced later in the meeting, to re-confirm for 2016 the tax ratios and tax rate reductions currently in place.

Background

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

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

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

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

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

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

Comment

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

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

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

Sustainability Implications

Within *Directions for Our Future*, the vision statement associated with Capacity Building and Governance states that "Government decision-making processes are clear, forward thinking and focused on the longer term". In 1998 County Council decided to tax all classes equally and maintain a competitive tax structure.

Financial Implications**Organizations, Departments and Individuals Consulted and/or Affected**

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

Corporate Services – 2016 Tax Ratios and Tax Rate Reductions

December 16, 2015

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Report 2015-126

Recommend Report to Council

To: Deputy Warden and Committee of the Whole Members

From: Kelly Pender, Chief Administrative Officer

Prepared by: Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: December 16, 2015

Re: Corporate Services – Council Agenda Review

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – Council Agenda Review report;

And Further That Procedural By-law 2013-0020 as amended be further amended as follows:

That Section 11 – Order of Business, 11.1 be amended by removing the words “Adoption of the” before the word “Agenda” and by adding a paragraph,

“Approval of the Addendum, if required, directly follows Closed Meeting, with a 2/3 vote of the members present and voting.” after the final bullet.

Background

At the regular meeting of County Council held November 18, 2015, concerns were raised by a member of Council that items were being added to the Council agenda at the last minute and that this contravened Section 10 – Agenda, of the Procedural By-law. Staff were subsequently requested if this matter could be reviewed and reported back to Council.

Comment

Under Section 238 of the Municipal Act, every municipality and local board is required to pass a procedure by-law for governing the calling, place and proceedings of meetings and that the procedure by-law shall provide for public notice of meetings. The County of Frontenac meets this legislative requirement through By-law 2013-0020, being a by-law to govern the proceedings of the Council and its Committees.

Section 3.4, Notice to Members of the Procedural By-law states:

“Notice of regular Meetings, including agendas, minutes, and supporting documents shall be provided via electronic mail by the Friday preceding the date of the Council Meeting.”

Further to this, Section 10, Agenda provides for the timelines of posting the agenda to the website which states:

“The Clerk, in consultation with the Warden, shall have prepared and delivered to the Members a minimum of five days prior to the Meeting of Council an electronic agenda, including staff reports, by-laws and background information, for their review and consideration in accordance with Section 3.4 of this By-Law.”

”All items of business for the agenda of a regular Meeting of Council shall be received by the Clerk’s Department by 4:00 p.m. 12 days prior to the date of the meeting.”

Notice to the Media and public is provided for under Section 3.5, Locations, Meeting Times and Notice of Regular Meetings of Council, which states:

“Notice of regular Meetings shall be given by posting agendas and supporting documentation on the County’s web site. In the event an agenda is amended, it shall be reposted as an amended agenda.”

As noted, the County’s Procedural By-law requires the Council agenda, which lists matters to be discussed, including supporting documentation, be publically posted to the County’s website 5 days in advance of the meeting. Items that arise following the publication of the agenda are incorporated into the agenda and noted as an addendum. Generally, these items are of an urgent nature.

Although the rules around the Notice of Meetings and publishing of the Council Agenda are set out in the above noted sections of the Procedural By-law, the rules around the addendum are somewhat vague given that it is only referenced when providing notice to the media and public and not consistently throughout and that there is no timeline with respect to the amount of time required to provide sufficient public notice in advance of the meeting.

Roberts Rules of Order notes that unless an agenda is formally adopted it is not binding as to detail or order consideration, other than that it lists preexisting orders of the day or conforms to the standard order of business or an order of business prescribed by the rules of the organization. The order of business is set out in Section 11 as follows:

- Closed Meeting
- Adoption of the Agenda
- Disclosure of Pecuniary Interest and General Nature Thereof
- Adoption of Minutes
- Deputations and/or Presentations
- Proclamations
- Move into Committee of the Whole
- Briefings
- Unfinished Business
- Recommend Reports from the Chief Administrative Officer
- Information Reports from the Chief Administrative Officer
- Reports from Council Liaison appointees
- Reports from External Boards and Committees
- Reports from Advisory Committees of County Council

- Return to Council
- Adoption of the Report of the Committee of the Whole
- Motions, Notice of Which has Been Given
- Giving Notice of Motion
- Communications
- Other Business
- Public Question Period
- By-laws – General By-laws and Confirmatory By-law
- Adjournment

The details are set out in Section 10 of the Procedural By-law. As such, the only benefit of formally adopting the agenda would be to either remove items listed on the agenda or add business to the agenda. Removing items of business can be done through a motion to defer when the item arises. With respect to adding items, these would be items that have received no public notice. It is the Ombudsman's view that advance public notice should be provided of all items to be considered at a meeting. Items that have not been the subject of advance public notice should only be considered if all procedural requirements have been met, and the matter is urgent. These circumstances should be rare. That being said, Section 24, Other Business, already permits other business to be added, provided that it is a matter of urgency that must be considered immediately, due to extreme time constraints. Council then determines if the matter is admissible and requires immediate action by Council, by a two-thirds majority vote. It is of staff's view that a motion to adopt the agenda is not only not required but could pose potential issues if such a motion to adopt the agenda is defeated.

There should be however a requirement to approve the addendum given that it is distributed after the agenda and that there are no timelines around the requirement for public notice. Section 2, Application of the By-law provides for the waiving of the By-law under certain conditions, which states:

"The rules of procedure set out in this by-law shall govern all proceedings of Council and its Committees. Any part or parts of this by-law may be suspended, by resolution clearly indicating the purpose and intent of the suspension, if agreed upon by two-thirds majority vote of the Members present, provided the motion is in order."

The approval of an addendum if required would require a 2/3 vote given that Council is technically waiving Section 10 of the Procedural by-law to allow late additions to the agenda. Staff would recommend that Section 11.1 be amended by deleting adoption of the agenda and that approval of the addendum with a 2/3 vote of the members present and voting be added. If there is no addendum required for the meeting, Council would simply move to the next item of business, being Disclosure of Pecuniary Interest and General Nature Thereof. The noted revisions to the Procedural By-law would revise Section 11.1 to look as follows:

- Closed Meeting
- Agenda
- Disclosure of Pecuniary Interest and General Nature Thereof
- Adoption of Minutes
- Deputations and/or Presentations
- Proclamations

- Move into Committee of the Whole
- Briefings
- Unfinished Business
- Recommend Reports from the Chief Administrative Officer
- Information Reports from the Chief Administrative Officer
- Reports from Council Liaison appointees
- Reports from External Boards and Committees
- Reports from Advisory Committees of County Council
- Return to Council
- Adoption of the Report of the Committee of the Whole
- Motions, Notice of Which has Been Given
- Giving Notice of Motion
- Communications
- Other Business
- Public Question Period
- By-laws – General By-laws and Confirmatory By-law
- Adjournment

Approval of the Addendum, if required, directly follows Closed Meeting, with a 2/3 vote of the members present and voting.

Sustainability Implications

Good governance is critical to the sustainability of a community. A Procedure By-law that provides the necessary framework to guide members of council fairly and courteously through meetings of council and committees aids good decision-making.

Financial Implications

There are no financial implications directly associated with the adoption of a revised procedure by-law.

Organizations, Departments and Individuals Consulted and/or Affected

County Council
Senior Leadership Team



Report 2015-127

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/ Treasurer
Date of meeting: December 16, 2015
Re: Corporate Services – 2015 Fairmount Home Accounts Receivables Write-Offs

Recommendation

Resolved That the Council of the County of Frontenac receive this Corporate Services – 2015 Fairmount Home Accounts Receivable Write-Offs report;

And Further That Council authorize the Treasurer to write off accounts totalling \$18,184.22.

Background

The Ministry of Health and Long Term Care provides funding to Long Term Care Facilities and sets standard rates for resident payments. Residents are billed monthly for their share of the rent and any other miscellaneous expenditures that have occurred in that month. Overdue accounts are assessed regularly and payment notices forwarded to residents and responsible family members. When the overdue amount exceeds \$5,000 legal action is taken to recoup funds.

Comment

Unsuccessful efforts were made to recoup the largest account, \$16,195.86 prior to the resident's death. The other two smaller accounts will continue to be pursued, but to be eligible for the Ministry's contribution to bad debt in 2015, must have Council authorization in 2015.

Financial Implications

At this time, the Treasurer is requesting Council approval to write off those revenues deemed to be uncollectible in the total amount of \$18,184.22.

Organizations, Departments and Individuals Consulted and/or Affected

Steven Silver, Interim Administrator, Fairmount Home



Report 2015-128

Council Information Report

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: December 16, 2015

Re: Corporate Services – Live Tweeting Council Meetings

Recommendation

This report is for information purposes only.

Background

As part of the 2016 budget process, County Council were presented with departmental Business Plans. As identified in the Legislative Services Business Plan, a major initiative being undertaken by the Unit is a Community Awareness and Engagement Strategy which is also identified as a priority for the Corporation.

Comment

One aspect of the Community Awareness and Engagement Strategy will identify how the County communicates to the public, including the use of social media such as Twitter with the end goal of increasing the awareness and profile of the County of Frontenac. A full report on the development of the Community Engagement Strategy will be forthcoming to Council in the New Year.

At the November 18, 2015 County Council meeting, the Communications Officer was in attendance dry tweeting the meeting (drafting tweets but not actually sending them). An example of the types of tweets that would be tweeted out are attached to this report as Appendix A. These include resolutions by Council, information provided by Deputations or during Briefings and possibly questions by Members of Council. No personal comments will be included as parts of the tweets.

Twitter is a way to keep residents up to date with current information about the County. Importantly, it allows people to communicate with the County and Tweeting Council meetings can encourage followers to find out more.

Definition of live tweeting: “Engage on Twitter for a continuous period of time with a sequence of focused tweets as the event unfolds.”

Live tweeting is becoming increasingly popular as a way of engaging residents during Council meetings. For example, the City of Kingston through the Twitter handle [@kingstonmeeting](#) and Haliburton County through @haliburtoncty tweet during Council meetings.

Using social media as a means of ensuring effective communications to stimulate and improve citizen engagement is one of the key objectives in the Corporate Services 2016-2020 business plan. Live tweeting during Council meetings fits seamlessly into this key objective.

As noted under the County of Frontenac's Social Media Policy, only Designated Users have permission to communicate through social media on behalf of the County. As per Appendix A of the Policy, the Designated Users for the County's Twitter account are the CAO, the Manager of Information Systems and the Communications Officer.

Already more than 1,100 people follow the County of Frontenac Twitter account. These people have made a conscious effort to follow our communications and where appropriate share our messages with their own audience, reaching thousands more. Being proactive by tweeting live during Council meetings does not only show that Council is advancing with the use of technology in an effort to communicate with all citizens, it also creates a level of trust that will be beneficial when sending out messages at other times in the future. The current status of the County's Twitter activity is attached as Appendix B.

Sustainability Implications

As noted in *Directions for our Future* as part of the County's Capacity Building and Governance, government decision-making processes are clear, transparent, forward thinking and focused on the longer term.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Marco Smits, Communications Officer
David Millard, Manager of Information Systems
Marian VanBruinessen, Director of Corporate Services/Treasurer

Appendix A – Example tweets during November Council Meeting

Below is a sample of tweets that could have been sent out at the November 18, 2015 County of Frontenac Council meeting. Also included below are actual tweets and retweets from engaged parties.

A tweet from us at 10 a.m. in which we distribute the agenda through Twitter.

<<< Agenda for [#frontenacounty](#) council meeting today 1pm in Frontenac Room 2069 Battersea Road, Glenburnie, ON <http://ow.ly/UNMvx> >>>

Prior to the start of the Council meeting, the Family and Children's Services of Frontenac, Lennox and Addington announced to their nearly 2,000 followers they were on the agenda.

- **The next tweet from us could be:**

<<< 1:01pm Rise for arrival of Warden Denis Doyle. [#frontenacounty](#) Council meeting has started >>>

Note: The use of a hashtag (a Twitter term for a word with a # symbol in front of it) makes it easier to categorize tweets by keyword

- **The tweet below** from Elliot Ferguson of the Whig Standard went out to his 630 followers. It was retweeted by the presenters in this photo, the Family and Children's Services of Frontenac, Lennox and Addington, and their nearly 2,000 followers.



Appendix A – Example tweets during November Council Meeting



- A little further along in the agenda, Dylan Conners briefed Council. **The following would have been tweeted:**
<<< Dylan Conners @WSPCanada reports on Fairmount Home, Old House & Palace Rd Station. Overall in good shape. Full report here <http://ow.ly/URocU>
>>>

Note: The use of a handle (a Twitter term for a person or organization's account name IE: @WSPCanada) shows that we are mindful of presenters and other organizations on the agenda. It also invites people who monitor these Twitter accounts to re-tweet the information to their followers as it pertains to them.

- A little later Steven Fischer made some brief remarks about a research project on Canadian Paramedic Health and Wellness and FPS involvement in it. Elliot Ferguson's tweet (below) about this was **retweeted seven times** and as such reached approximately 2,500 people.

Appendix A – Example tweets during November Council Meeting

- Another possible tweet: <<< 2016 Howe Island Ferry fees and schedule motion excepted by all. Sign up to County @hcountyferry newsletter here [<http://ow.ly/URr3o>](http://ow.ly/URr3o)>>>

Note: This tweet not only provides a live update from the ongoing meeting, but it also makes our followers aware of other services offered by the County in this case the Howe Island Ferry newsletter and its own highly effective Twitter account.

- Another possible tweet: <<< 2016 [#frontenaccounty](https://twitter.com/frontenaccounty) budget approved. In November!! >>>

Appendix B - County of Frontenac Twitter account activity

Recent highlights

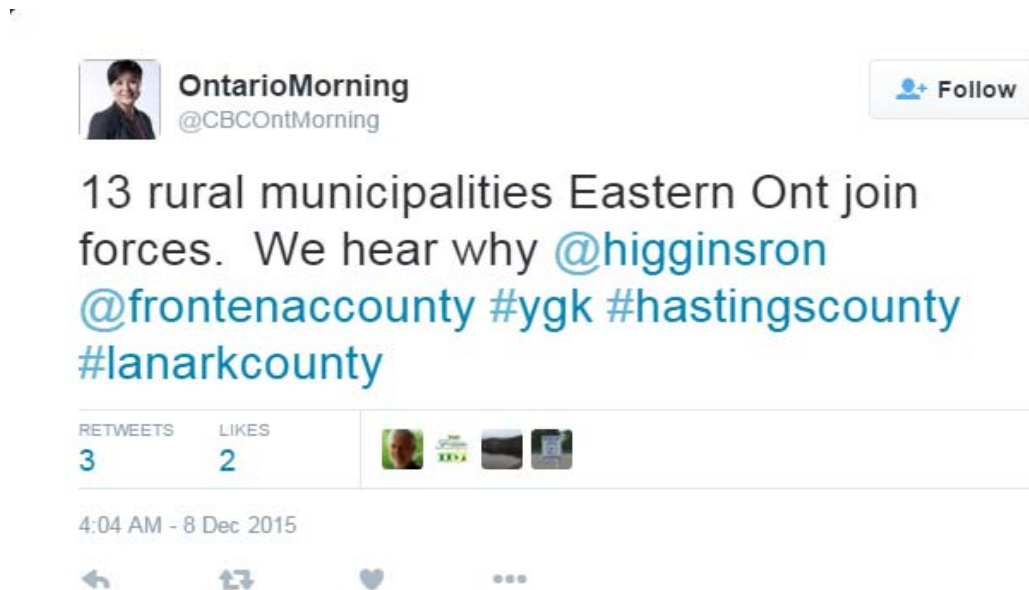
December 2, 2015



On December 2, 2015 the County of Frontenac's Communications Officer took this photograph above of a student asking a question to Canadian astronaut Jeremy Hansen over Skype at an elementary school in Harrowsmith. That evening it was re-tweeted by the Canadian Space Agency, showing the County and its residents in a very positive light to a social media audience of 220,000. The following day astronaut Hansen himself also expressed his excitement of working with the County.

Appendix B - County of Frontenac Twitter account activity

December 8, 2015



On December 8, 2015, the CBC's morning show Ontario Morning announced an interview with North Frontenac mayor Ron Higgins to nearly 4,000 followers through its Twitter account and included a mention of the County of Frontenac.

Statistics

The County of Frontenac Twitter account was opened on January 27, 2012
As of December 10, 2015 it has 1,125 followers

In November, 38 tweets were posted through the County of Frontenac handle @frontenacounty resulting in 15,500 impressions. In October 16 tweets made for 4,790 impressions. The number of impressions is one of Twitter's key indicators for success. The number of impressions is times a user is served a tweet in timeline or search results. Based on this the number of impressions, November is up 320% over October.

OCT 2015 SUMMARY

Tweets	Tweet impressions
16	4,790
Profile visits	Mentions
358	21
New followers	
19	

NOV 2015 SUMMARY

Tweets	Tweet impressions
38	15.5K
Profile visits	Mentions
1,009	46
New followers	
29	

Appendix B - County of Frontenac Twitter account activity

- Impressions: Impressions is times a user is served a tweet in timeline or search results. It is a measure of the size of total potential exposure. This shows how many total timelines your tweets were delivered, it's a count of the maximum total impressions possible for your tweets.
- Profile visits: Number of times users visited the www.twitter.com/frontenacounty page. In November 2015, 1,009 people visited this actual page compared to 358 visits in October 2015.
- Mentions: Number of times your @frontenacounty was mentioned in tweets. 46 times in November 2015, compared to 16 in October

Most popular tweet in November

This is the most popular tweet we posted through the @frontenacounty twitter account in November. It reached 1,502 people and 76 people engaged with it, meaning they either replied to it, retweeted it, liked it or mentioned it.

Tweet activity

 Frontenac County @FrontenacCounty Nearly done! Looking South from end of Frontenac K&P Trail now right up to train tracks on Hwy 38 in Tichborne pic.twitter.com/VXm3RIO0Sk	Impressions	1,502
	Total engagements	76
	Media engagements	48
	Link clicks	8
	Detail expands	7
	Likes	5
	Profile clicks	4
	Retweets	3
	Replies	1

- Engagements: is replies, mentions, retweets and likes combined



Report 2015-129

Information Report to Council

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender, Chief Administrative Officer

Date of meeting: December 16, 2015

Re: Chief Administrative Officer - Frontenac County Shared Services Report Card

Recommendation

This Report is for information purposes only.

Background

At the April 15, 2015 meeting of County Council the following motion was approved:

WHEREAS, in 2014 the Council of the County of Frontenac approved a Service Delivery and Organizational Review (SDOR) report prepared by KPMG;

AND WHEREAS, the SDOR report included a recommendation to examine opportunities for shared services between Frontenac municipalities;

AND WHEREAS, all Frontenac municipalities passed a resolution in 2012 to cooperate on roads, waste and procurement issues;

AND WHEREAS, Council has determined that shared services can be an efficient and effective manner to deliver services to citizens;

AND WHEREAS, the five Chief Administrative Officers delivered a report to their respective Council in April 2015 that set out the principles for shared services discussions, a methodology for examining service delivery and a list of priority areas for examination;

The motion was also reviewed and approved by all member municipalities.

Comment

As part of the reporting function for this work, the Chief Administrative Officers agreed to provide Council with regular updates on progress. Attached, **Schedule "A"** is a report card highlighting progress to date.

Sustainability Implications

The implementation of shared services will help ensure the continued economic viability of the County.

Financial Implications

This is a reporting document. No financial implications are associated with the report.

As shared services are recommended a report will be provided and all costs identified.

When evaluating projects, it will be recognized that shifts in expenses may occur that positively or negatively impact the bottom line of an individual municipality. As such, staff will evaluate the total cost of service delivery along with the assessment of ease and impact.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac County Chief Administrative Officers



Frontenac: Chief Administrative Officers Committee Shared Services Report Card

December 2015

Service Area	Discussion
Human Resources	- Limited discussion to date – staffing changes at South Frontenac and the County. - Continue sharing resources on an ad hoc basis for health and safety and policy development. - Re-visit when staffing is in place.
Planning	- Limited discussion to date. - Continued resource sharing for day to day planning with Frontenac Islands, Central Frontenac and North Frontenac. - Re-visit when County staffing are in place.
Corporate Communications	- Limited discussion to date. - Continued sharing resources on an ad hoc basis for media related issues. - Data sharing, communications and website integration/cooperation will be possible under the shared I.S. model being implemented.
Council Coordination	- Implemented. - Ongoing sharing/cooperation as required.
Finance	- Treasurers to meet post 2016 Budget approvals to review opportunities. - Implementation of shared I.S. systems will enable shared services/backup/efficiency in the delivery of financial services.
Economic Development	- Currently under budget review at County - Economic Development Charter developed to select themes. - Work priorities by municipality being reviewed for submission to RED. - Shared G.I.S. platform/support will improve service delivery for all municipalities.
Emergency Planning	Joint meetings, training and resource sharing continuing.

Information Technology and G.I.S.	• Agreement approved. • Shared/integrated I.S. systems will enable other technologically dependent services to be shared. • Implementation target Jan 2016. • Service level agreement to be developed in 2016.
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Other:

1. Public Works Managers to continue to review further opportunities to share resources, including:
 - a. Landfill operations
 - b. Road Maintenance
 - c. Procurement



COMMITTEE REPORT

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

From: Jannette Amini
Manager of Legislative Services/Clerk

Date prepared: December 11, 2015

Date of meeting: December 16, 2015

Re: Community Development Advisory Committee – Report to Council

The Community Development Advisory Committee reports and recommends as follows:

1. **Strategic Plan for Noxious Weeds**

That County Council direct staff to take the noxious weed issue to the CAOs of the Townships for them to work on a County – wide strategic plan for maintenance of wild parsnip.

By-Law No. 2015-0052

OF

The Corporation of the County of Frontenac

Being a by-law to set tax ratios and tax rate reductions for prescribed property sub-classes for County of Frontenac purposes and Local Municipal purposes for the taxation year 2016.

Whereas the County of Frontenac deems it expedient for the County, pursuant to Section 308 of the *Municipal Act, 2001, S.O. 2001, c.25, as amended, ("Municipal Act")* to establish the tax ratios for 2016 for the County of Frontenac and the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac; and,

Whereas the tax ratios establish the relative amount of taxation to be borne by each property class; and,

Whereas the property classes have been prescribed by the Minister of Finance pursuant to Section 7 of the *Assessment Act, R.S.O. 1990, Chapter A.31* and amendments thereto ("*Assessment Act*"); and,

Whereas the County of Frontenac after consultation with the elected representatives of the four Townships, in order to achieve real property tax reform, deems it expedient to establish tax ratios that are within the "*range of fairness*" prescribed by the Minister of Finance under *Ontario Regulation 386/98* as amended by O. Reg. 212/05 for purposes of subsection (8) of Section 308 of the *Municipal Act*; and,

Whereas it is necessary for the County of Frontenac, pursuant to Section 362 of the *Municipal Act*, to establish tax reductions for prescribed subclasses for 2016 for County of Frontenac and Local Municipal purposes; and

Whereas the property subclasses for which tax reductions are to be established are in accordance with Section 8 of the *Assessment Act*; and,

Whereas the tax rate reductions reduce the tax rates that would otherwise be levied for municipal purposes;

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

1. **That** for the taxation year 2016, tax ratios for indicated property classes shall be as follows:

Assessment Class	Tax Ratio
Residential & Farm Residential	1.0000
Multi-Residential	1.0000
Commercial Occupied	1.0000
Industrial Occupied	1.0000
Pipeline	0.7000
Farmland	0.2500
Managed Forests	0.2500

2. **That** for the taxation year 2016, the tax reduction for indicated property classes shall be as follows:

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

3. **That** for the purposes of this by-law:
- a) the commercial property class shall include all commercial office property, shopping centre property and parking lot property;
 - b) the industrial property class shall include all large industrial property; and
 - c) the first subclass of farmland awaiting development and the second subclass of farmland awaiting development shall consist of land as defined in accordance with Regulations passed under the *Municipal Act*.
4. **That** this by-law shall come into force and take effect on the 1st day of January, 2016.

Read a first and second time this 16th day of December, 2015.

Read a third time and finally passed, signed and sealed this 16th day of December, 2015.

The Corporation of the County of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk

BY-LAW NO. 2015-0053

OF

The Corporation of the County Of Frontenac

being a by-law to amend By-law No. 2013-0020 (to Amend Schedule 11.1 Order of Business)

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

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

And Whereas the Council of the Corporation of County of Frontenac deems it expedient to amend By-law No. 2013-0020;

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

That Procedural By-law 2013-0020, as amended, be further amended as follows:

That Section 11 – Order of Business, 11.1 be amended by removing the words “Adoption of the” before the word “Agenda” and by adding a paragraph,

“Approval of the Addendum, if required, directly follows Closed Meeting, with a 2/3 vote of the members present and voting.” after the final bullet.

Read a First and Second Time this 16th day of December, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 16th day of December, 2015.

The Corporation of the County of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk

By-Law No. 2015-0054

of

The Corporation of the County of Frontenac

being a by-law to establish Tax Rates for the year 2016 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac

Whereas all property assessment rolls on which the 2016 taxes are to be levied have been returned and revised pursuant to the provisions of the *Assessment Act, R.S.O. 1990, Chapter A.31 and amendments thereto*, subject to appeals at present before the Assessment Review Board, the Ontario Municipal Board and the District Court;

And Whereas the “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Commercial Assessment”, “Industrial Assessment”, “Pipe Line Assessment”, “Farmlands Assessment” and “Managed Forests Assessment” and the applicable subclasses pursuant to Section 7 of the *Assessment Act* have been determined on the basis of the aforementioned property assessment rolls;

And Whereas pursuant to Section 311(2) of the *Municipal Act*, for purposes of raising the general upper-tier levy, the sums required by taxation in the year 2016 are to be levied by separate rates by the Townships for the estimated current annual expenditures for County of Frontenac purposes after deduction of other revenue as directed by County of Frontenac by-law;

And Whereas the tax ratios and tax rate reductions for prescribed property subclasses on the aforementioned property for the 2016 taxation year have been set out in County of Frontenac By-law Number 2015-0052 passed by Council on the 16th day of December, 2015;

And Whereas the tax rates on the aforementioned “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Commercial Assessment”, “Industrial Assessment”, “Pipe Line Assessment” (where applicable), “Farmlands Assessment” and “Managed Forests Assessment” and the applicable subclasses have been calculated pursuant to the provisions of the *Municipal Act*, in the manner set out herein;

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

1. **That** having duly adopted the gross estimates set out in Bylaw 2015-0049 the County of Frontenac hereby adopts the sum of \$8,966,274 as its estimate of the Property Tax Levy required during the year 2016 for the purposes of the County of Frontenac.

2. **That** for the year 2016 in the area coming under the jurisdiction of the County of Frontenac, the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac shall levy upon the Residential/Farm Assessment, Multi-Residential Assessment, Commercial Assessment, Industrial Assessment, Pipe Line Assessment (if applicable), Farmlands Assessment and Managed Forests Assessment and applicable subclasses, the tax rates for County of Frontenac purposes as determined in accordance with Schedule A to this by-law.
3. **That** the County of Frontenac hereby directs the County's portion of Payments in Lieu of Taxation be paid to the Treasurer of the County of Frontenac as set out in Schedule B to this by-law.
4. **That** this by-law shall come into force and take effect as of the date of final passing.

Read a First and Second Time this 16th day of December, 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 16th day of December, 2015.

The Corporation of the County Of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk

Schedule A
COUNTY OF FRONTENAC
2016 Budget

SCHEDULE A: 2016 SUMMARY OF TAXES RAISED BY COUNTY OF FRONTENAC TAX RATES SET OUT BELOW												
Assessment Class	Frontenac Islands			South Frontenac			Central Frontenac			North Frontenac		
	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised
Residential & Farm Residential	506,171,748	0.00166857	844,581	3,059,403,810	0.00166857	5,104,818	861,973,306	0.00166857	1,438,260	846,596,100	0.00166857	1,412,602
Multi-residential	0	0.00166857	0	4,679,000	0.00166857	7,807	737,000	0.00166857	1,230	0	0.00166857	0
Commercial Occupied	4,734,052	0.00166857	7,899	26,777,667	0.00166857	44,680	10,749,255	0.00166857	17,936	5,622,509	0.00166857	9,382
Commercial Vacant	0	0.00116800	0	544,020	0.00116800	635	229,310	0.00116800	268	95,291	0.00116800	111
Parking Lot	0	0.00166857	0	34,500	0.00166857	58	0	0.00166857	0	0	0.00166857	0
Industrial Occupied	9,185,900	0.00166857	15,327	2,620,920	0.00166857	4,373	134,362	0.00166857	224	755,400	0.00166857	1,260
Industrial Vacant	0	0.00108457	0	408,480	0.00108457	443	0	0.00108457	0	11,700	0.00108457	13
Farmland	39,463,900	0.00041714	16,462	56,699,902	0.00041714	23,652	11,276,500	0.00041714	4,704	1,239,600	0.00041714	517
Managed Forests	262,300	0.00041714	109	9,273,467	0.00041714	3,868	8,942,200	0.00041714	3,730	3,172,600	0.00041714	1,323
TOTALS	559,817,900	0	884,379	3,160,441,766		5,190,335	894,041,933		1,466,351	857,493,200		1,425,208

SUMMARY OF TAXES RAISED FOR COUNTY PURPOSES BY EACH MUNICIPALITY

MUNICIPALITY	AMOUNT OF LEVY		
	2016	2015	Change
Township of Frontenac Islands	884,379	858,255	3.04%
Township of South Frontenac	5,190,335	5,001,951	3.77%
Township of Central Frontenac	1,466,351	1,423,424	3.02%
Township of North Frontenac	1,425,208	1,372,659	3.83%
TOTAL LEVY	8,966,274	8,656,290	3.58%

Schedule B
COUNTY OF FRONTENAC
2016 Budget

2016 SUMMARY OF TAXES RAISED BY PAYMENTS-IN-LIEU TO COUNTY OF FRONTENAC TAX RATES SET OUT BELOW												
Assessment Class	Frontenac Islands			South Frontenac			Central Frontenac			North Frontenac		
	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised	CVA	Tax Rate	Dollars Raised
Residential & Farm Residential	118,800	0.00166857	198	2,925,300	0.00166857	4,881	2,926,800	0.00166857	4,884	5,603,600	0.00166857	9,350
Multi-residential	0	0.00166857	0		0.00166857	0		0.00166857	0		0.00166857	0
Commercial Occupied	476,700	0.00169267	807	4,194,300	0.00169267	7,100	1,102,600	0.00169267	1,866	3,035,300	0.00169267	5,138
Commercial Vacant	0	0.00116800	0		0.00116800	0		0.00116800	0	31,500	0.00116800	37
Parking Lot	0	0.00116800	0		0.00116800	0		0.00116800	0		0.00116800	0
Industrial Occupied	0	0.00166857	0	585,000	0.00166857	976	65,500	0.00166857	109	11,300	0.00166857	19
Industrial Vacant	0	0.00108457	0		0.00108457	0		0.00108457	0		0.00108457	0
Farmland	0	0.00041714	0		0.00041714	0		0.00041714	0		0.00041714	0
Managed Forests	0	0.00041714	0		0.00041714	0		0.00041714	0	0	0.00041714	0
TOTALS	595,500		1,005	7,704,600		12,957	4,094,900		6,859	8,681,700		14,543

SUMMARY OF PAYMENTS IN LIEU RAISED FOR COUNTY PURPOSES BY EACH MUNICIPALITY

MUNICIPALITY	AMOUNT OF LEVY		
	2016	2015	Change
Township of Frontenac Islands	1,005	966	4.01%
Township of South Frontenac	12,957	19,755	-34.41%
Township of Central Frontenac	6,859	6,686	2.60%
Township of North Frontenac	14,543	15,222	-4.46%
TOTAL LEVY	35,364	42,630	-17.04%

November 18, 2015

By-Law No. 2015-0055

of

The Corporation of the County of Frontenac

Being a By-Law to Adopt a Debt Management Policy

Whereas the County of Frontenac has supported the development of a long range financial plan;

And Whereas a debt management policy is important to the implementation of a long range financial strategy;

And Whereas the Council of the County of Frontenac deems it expedient to pass a Debt Management policy;

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

1. **That** Council hereby adopts the Debt Management Policy for the County of Frontenac attached hereto as Schedule "A" to this by-law.
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 16th day of December, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 16th day of December, 2015.

The Corporation of the County Of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk

**FINANCE Policy & Procedure Manual****Subject: Debt Management Policy****Index Number: FIN-16-01****Page 1 of 7****Approved:****Effective:****Policy Statement**

The County of Frontenac recognizes that one of the keys to sound financial management is the development of a formal debt policy that is integrated into a broader long term financial management plan.

Debt will continue to be an ongoing component of the County's capital financing structure. Repayment will be structured in a manner that is fair and equitable to those who pay and benefit from the underlying assets over time. The servicing of long term debt must be both affordable and sustainable, while allowing the flexibility to respond to emerging needs in order to support corporate priorities and approved strategic plans.

The County will anticipate capital needs through prudent long-term financial planning, and reliance on debt will be reduced by adhering to the Reserve and Reserve Fund Policy target fund balances.

Objective:

The objective of this debt management policy is to:

- Enhance the quality of decisions by promoting consistency;
- Establish the parameters regarding the purposes for which debt may be issued, the types and amounts of permissible debt, the timing of issuance and method of sale that may be used, and the procedures for managing outstanding debt;
- Integrate with other long term planning, financial and management objectives of the County; and
- Assist with ensuring that the County maintains a sound financial position and that credit quality is protected.



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Definitions:

Tax supported Debt: Debt for which annual principal and interest payments are funded from the general tax levy.

Serial debentures: Debentures of which a portion of the principal mature each year throughout the life of the debenture issue.

Procedure:

1. When Debt is Appropriate

Debt is a viable option for financing the acquisition, construction or replacement of an asset which is used to deliver municipal services provided the following conditions exists:

- The estimated useful life of the asset is greater than ten years.
- The cost of the project is greater than \$10,000
- Funding cannot be accommodated through the current year's tax levy
- There are no other viable sources of funding such as special purpose reserves or grants from senior levels of government
- There is adequate debt capacity available to borrow.
- The project has been approved by Council as part of the annual capital budget and has been clearly identified as being funded by debt
- It is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries or users; and
- The project is supported by a comprehensive business case including
 - total cost of the project
 - cash flow of the project including debt issuance
 - operating costs after completion of the project
 - benefits to the community

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As part of the asset management planning process of the County, it is currently estimated that borrowing will be required for the replacement of current assets within the categories of buildings and property. Current estimates are 50% of these asset categories. Borrowing in these asset categories will be evaluated based upon this assumption, but a final decision will be required at the time of construction.

The County will **not** use long term debt to fund current operations.

2. Legislated Debt Capacity

The annual debt and financial obligation limit for municipalities is described under Ontario Regulation 403/02. The regulation provides a formula which limits annual repayment obligations to an amount equal to 25% of net own source revenues.

Council is not authorized to issue debt which would result in the annual repayment limit being exceeded.

3. Criteria to Limit the Issue of Tax supported Debt

Notwithstanding the limits prescribed in the regulations, prudent financial management suggests more stringent criteria to limit debt. These criteria will assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds. These limits are to be followed unless amended by Council.

3.2.1 Debt Service Cost to Total Operating Revenues.

This ratio is a measure of the principal and interest payable annually as a proportion of the total operating revenues. It is proposed that this ratio not exceed 2.5%.



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3.2.2 Direct Debt to Reserve Ratio

This ratio compares direct debt to the total of all reserves and reserve funds. A generally accepted target ratio for municipalities is considered to be **1:1** and this level should not be exceeded

4. Term of Debt

The term of debt should be dependent on:

- The nature of the asset;
- The useful life of the asset;
- The prevailing interest rate;
- The user fee or other revenues which the asset itself may generate to offset any increased cost for the debt and reduce any set property tax impact arising therefrom; and
- The availability of funding for the asset from other sources (i.e. grants, accumulated surplus, etc.).

5. Types of Debt

Short Term Debt (under one year)

The County may use any of the following sources to fund short term operational needs:

Reserve and reserve fund loans

Bank line of credit

Infrastructure Ontario (or its successor organizations) short-term advances pending issuance of long-term debentures

Medium Term Debt (one to four years)

The County may use any of the following sources to fund medium-term needs:

Reserve and reserve fund loans

Operating and capital leases



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Term loans
Promissory notes

Long Term Debt (five years or greater)

The County may use any of the following sources to fund medium-term needs:

Municipal serial or amortized debentures
Term loan / mortgages with any Canadian bank
Capital leases
Reserve and reserve fund loans

Internal Borrowing from County Reserves and Reserve Funds

When an analysis of the reserve or reserve fund has determined that excess funds are available, and that the use of these funds will not adversely affect the intended purpose of the reserve or reserve fund, the County's reserve funds may be used as a source of financing for short to long term purposes. The reserves will be repaid with interest at the rates based on the actual annual average balance of the reserve fund and the Toronto Dominion Prime rate minus 1.75% (which is the interest rate received on County accounts). Each such loan would be authorized by a specific by-law passed by Council and set out the amount, interest, term of the loan and the specific reserve or reserve fund from which the loan is made.

Borrowing in this manner offers several advantages over traditional debenture or loan financing

Increased flexibility in setting loan terms
Lower interest cost

6. Structural Features

Debt Denomination

The County will issue debt denominated in Canadian Dollars only.



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Fixed Interest

The County will issue general obligation debt with a fixed rate of interest. Interest rate swap agreements may be used to exchange floating-rate interest payments for fixed-rate interest payments.

Repayment Terms

The repayment term shall be dependent on the useful life of the asset being acquired by the County, but should not exceed ten years except for major capital construction of public facilities. In no case shall the amortization period exceed 25 years.

Debt Structure

Debt shall be structured for the shortest period consistent with a fair allocation of costs to current and future users.

Debt shall be structured to achieve the lowest possible net cost to the County given market conditions, the type of debt being issued, and the nature and type of the repayment source.

Repayment

Unless otherwise justified and deemed necessary by the Treasurer, the repayment schedule should be structured on a level or declining payments basis.

7. Financing Risk Identification and Mitigation Strategies

Financial risks associated with financing instruments will be identified and considered prior to the use of the financing instrument in relation to other available financing instruments, and strategies to mitigate the risk will be considered and used when deemed practicable.



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8. Council Authorization for Debenture Issue

Approval of Funding for Capital Projects

The approval to fund an eligible capital project by debenture will generally be sought through the annual capital budget process. The funding of emerging strategic priorities outside of the traditional budget process shall be approved by specific by-law.

Debenture Issue

The Treasurer shall have the authority and responsibility to recommend to Council the most effective form of debt financing for any asset, in addition to the most appropriate timing and duration. Each debenture issue shall be approved by specific by-law of Council including the term, rates of interest, debt servicing obligation, and general terms of issue.

By-Law No. 2015-0056

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 appointments to Committees

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 appointments to the Seniors Housing Task Force:

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

1. **That** Schedule B to By-law 2013-0020 be amended as follows:
 - i. **That** Schedule B-2 Seniors Housing task Force be amended to add Pat Bar as the Councillor representing the Township of South Frontenac;
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 16th day of December, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 16th day of December, 2015.

The Corporation of the County of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk

By-Law No. 2015-0057

of

The Corporation of the County of Frontenac

being a by-law to amend By-law No. 2014-0051 (Appointment to the Housing and Homelessness Committee)

Whereas Section 5 of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council and by by-law, unless the municipality is specifically authorized to do otherwise;

And Whereas Council passed By-law 2014-0051, on December 1, 2015 being a by-law to appoint Members of Council and Members of the Community to External Boards and Committees for the Term of Council;

And Whereas Council deems it expedient to amend By-law 2014-0051 as it relates to the Housing and Homelessness Advisory Committee;

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

1. **That** By-law 2014-0051 be amended as follows:
 - i. **That** Councillor Frances Smith be removed as the Council representative on the Housing and Homelessness Advisory Committee;
 - ii. **That** Councillor _____ be appointed as the Council representative on the Housing and Homelessness Advisory Committee;
2. **That** this by-law shall take effect on the date of its final passing.

Read a first and second time this 16th day of December, 2015.

Read a third time and finally passed this 16th day of December, 2015.

The Corporation of the County of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk

By-Law No. 2015-0058

Of

The Corporation of the County of Frontenac

being a by-law to appoint the Warden and the Deputy Warden for the 2016 Council year

Whereas Section 5 of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council and by by-law, unless the municipality is specifically authorized to do otherwise;

And Whereas Section 11 of the *Municipal Act* provides that an upper-tier municipality may pass by-laws respecting its governance structure of the municipality;

And Whereas Section 233 of the *Municipal Act* provides that if the term of office of an appointed head of council of an upper-tier municipality is one year, the council of the upper-tier municipality shall, in each year of its term, appoint the head of council at its first meeting;

And Whereas the under the terms of its procedure by-law, the term of office for the Warden and Deputy Warden are for a one year term during the term of Council;

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

1. **That** Councillor _____, be and is hereby appointed as the Warden for the County of Frontenac for the term ending November 30, 2016.
2. **That** Councillor _____, be and is hereby appointed as the Deputy Warden for the County of Frontenac for the term ending November 30, 2016.
3. **That** all previous by-laws or parts of by-laws that conflict with this by-law are hereby rescinded.
4. **That** this by-law shall take effect on the date of its final passing.

Read a first and second time this 16th day of December, 2015.

Read a third time and finally passed this 16th day of December, 2015.

The Corporation of the County of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk

By-Law Number 2015-0059

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 December 16, 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 December 16, 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 December 16, 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 December 16, 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 16th day of December, 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 16th day of December, 2015.

The Corporation of the County of Frontenac

Frances Smith, Deputy Warden

Jannette Amini, Clerk