



**County Council Meeting June 17, 2015 - 9:00 a.m.  
Community Hall, 26 Division Street, Wolfe Island  
Council will resolve into Closed Meeting  
and will reconvene as regular Council at 9:30 am**

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## **AGENDA**

Page

- 1. Call to Order**
- 2. Closed Session**
  - a) **Resolved That** Council resolve itself into Committee of the Whole closed meeting as authorized under Section 239 of The Municipal Act, to consider:
    1. Adoption of Closed Minutes of Meeting held May 20, 2015
    2. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose as it relates to the status of the Wolfe Island Volunteers
  - b) **Resolved That** Council rise from Committee of the Whole closed session without reporting.
- 3. County of Frontenac 150th Anniversary**
  - a) Greetings From Frontenac Islands
  - b) Greetings From Millie Murphy (A.K.A Anne Marie Young) on behalf of the County of Frontenac 150th Anniversary Planning Advisory Committee
- 4. Adoption of Agenda**
  - a) **Resolved That** the agenda for the June 17, 2015 meeting of the Council of the County of Frontenac be approved.
- 5. Disclosure of Pecuniary Interest and General Nature Thereof**
- 6. Adoption of Minutes**
  - a) Minutes of Meeting held May 20, 2015  
**Resolved That** the minutes of the regular Council meeting held May 20,

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2015 be adopted.

**7. Deputations and/or Presentations**

- a) **Ms. Denise Cumming**, University Hospitals Kingston Foundation will address County Council regarding Kingston's hospitals and how support from the County of Frontenac has helped to further healthcare for the region.
- b) **Mr. Barrie Gilbert** will address County Council with respect to item 19, Motions, Notice of Which has been Given, clause a) Great Lakes and St. Lawrence River Cities Initiative.

**8. Proclamations**

**9. 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.

**10. Briefings**

- 22 - 29
- a) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.

**11. Unfinished Business**

**12. Recommend Reports from the Chief Administrative Officer**

- 30 - 39
- a) **2015-059**  
**Corporate Services**  
**Budget Policy**  
**Recommendation:**

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

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

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- b) **2015-060**  
**Corporate Services**  
**Ontario Imagery Strategy**  
**Recommendation**

**Whereas** County Council has realized the value of aerial imagery projects collected under the leadership of Land Information Ontario

(LIO), a program of the Ministry of Natural Resources and Forestry (MNR), in 2008, and 2014.

**Now Therefore be it Resolved That** a letter be sent to the Honourable Kathleen Wynne Premier of Ontario, the Honourable Bill Mauro, Minister of Natural Resources and Forestry (MNR), Paula Reid, Assistant Deputy Minister of Natural Resources and Forestry – Corporate Management and Information Division, Sophie Kiwala, MPP, Kingston and the Islands and Randy Hillier, MPP, Lanark, Frontenac, Lennox and Addington expressing the County’s support for the Province to maintain and continue the current imagery update cycle and renew the Imagery Strategy beyond 2017.

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- c) **2015-061**  
**Corporate Services**  
**2015 User Fees and Charges for Services By-law**  
**Recommendation**

**Resolved That** County Council accept the Corporate Services - User Fees and Charges for Services By-law report;

**And Further That** Council that By-law 2013-0010, being a By-law to Impose User Fees and Charges for Services be amended by deleting Schedules A through E in their entirety and replacing with Schedules A through E attached to this report.

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- d) **2015-066**  
**Planning and Economic Development**  
**Committee Structure Change**  
**Recommendation:**

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

**Therefore be it Resolved That** staff be directed to bring forward a by-law amending Procedural By-law 2013-0020 at a future meeting that authorizes the formation of an advisory committee whose mandate encompasses the essence of the Sustainability Advisory Committee (SAC) and the Trails Advisory Committee (TAC) mandates and that maximizes the greatest impact for economic development in the County.

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

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- e) **2015-067**

**Planning and Economic Development  
Bill 73 – Planning Act Reform Comments**

**Recommendation:**

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

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

**13. Information Reports from the Chief Administrative Officer**

- 65 - 66 a) **2015-058  
Office of the Chief Administrative Officer  
AMO 2015 - Delegation Requests**
- 67 - 78 b) **2015-064  
Corporate Services  
Four Month Attendance Management Report Card**
- 79 - 84 c) **2015-065  
Office of the Chief Administrative Officer  
Eastern Ontario Wardens' Caucus (EOWC) Regional Ombudsman  
Preliminary Report**

**14. Reports from Council Liaison Appointees**

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

**15. Reports from External Boards and Committees**

- a) Kingston Frontenac Library Board Update - Councillor Vandewal
- Minutes of meeting held April 22, 2015  
[Distributed to Members of County Council June 12, 2015]
- b) KFL&A Public Health Board Update- Warden Doyle
- Minutes of Meeting held April 22, 2015  
[Distributed to Members of County Council May 27, 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

**16. Reports from Advisory Committees of County Council**

**17. Return to Council**

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

**18. 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.

**19. Motions, Notice of Which has Been Given**

- a) **Great Lakes and St. Lawrence River Cities Initiative**

Moved by: Warden Doyle

Seconded by: Councillor McDougall

**Whereas** the culture, history and economy of Frontenac County is reliant upon water resources;

**And Whereas** the Great Lakes and St. Lawrence River are key strategic advantages for Frontenac County;

**And Whereas** the Great Lakes and St. Lawrence River Cities Initiative is a collaborative effort between municipalities in Canada and the United States to protect and enhance this valuable resource;

**And Whereas** the Initiative draws support and provides benefit to communities adjacent to the waterway as well as inland communities;

**And Whereas** member in the Great Lakes and St. Lawrence River Cities Initiative would provide Frontenac County with access to grant opportunities and resources that will prove invaluable in all four pillars of sustainability and help the County build a more resilient community;

**Now Therefore be it Resolved That** Frontenac County become a member of the Great Lakes and St. Lawrence River Cities Initiative for 2015 at a discounted rate of \$2,250 supported from the County Representation budget as recommended by Warden Doyle and this membership be brought forward to the 2016 County budget as a new initiative for further consideration.

b) **Improvement of Rural Healthcare and Social Services Issues**

Moved by: Councillor McDougall

Seconded by: Warden Doyle

**Whereas** the effective delivery of healthcare and social services in the Frontenacs are vitally important to the quality of life of our citizens, including the attraction and retention of residents and businesses to our community;

**And Whereas** housing and homelessness concerns are under represented in the Frontenacs;

**And Whereas** the role of the County of Frontenac in these issues has been ad hoc and limited to one political representative on the Housing and Homeless Advisory Committee and staff participation on other social committees:

**Now Therefore be it Resolved That** the Council of the County of Frontenac engage in a discussion regarding roles and responsibilities related to the healthcare at their July 15, 2015 meeting for the purpose of charting a new course to improve rural healthcare and social services issues in the Frontenacs.

c) **Membership on Community Schools Alliance**

Moved by: Warden Doyle

Seconded by: Councillor McDougall

**Whereas** the Community Schools Alliance continues to advocate for a closer working relationship between school boards and municipal councils

**And Whereas** both municipalities and school boards represent the same taxpayers, both should regard our schools as critically important components of our public infrastructure and both should work together to ensure our communities are well served by those schools.;

**And Whereas** the Community Schools Alliance advocates for changes that are needed to protect our schools and to protest changes that

threaten them.

**And Whereas** in order to be effective with its advocacy, it requires need research, resources and municipal support.

**Now Therefore be it Resolved That** Frontenac County become a member of the Community Schools Alliance for 2015 at a rate of \$1,000 supported from the County Representation budget as recommended by Warden Doyle and this membership be brought forward to the 2016 County budget as a new initiative for further consideration.

**20. Giving Notice of Motion**

**21. Communications**

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

- a) From the University Hospitals Kingston Foundation Invitation to its Celebration of Giving  
[Distributed to Members of County Council May 22, 2015]
- b) From Lynn Sharon regarding Provincial Physician resources for the County of Frontenac  
[Distributed to Members of County Council May 22, 2015]
- c) From Lynn Sharon regarding SELHIN engagement sessions in Central and North Frontenac  
[Distributed to Members of County Council May 22, 2015]
- d) From Neil Allen, Independent Living Kingston regarding invitation to Swing Dance  
[Distributed to Members of County Council May 22, 2015]
- e) From the Ministry of Municipal Affairs and Housing regarding the coming into effect of Bill 8  
[Distributed to Members of County Council May 27, 2015]
- f) From the Ministry of Seniors Affairs advising of award of Age Friendly Community Planning Grant Program  
[Distributed to Members of County Council May 27, 2015]
- g) Invitation to the Port of Johnstown Grand Opening  
[Distributed to Members of County Council May 27, 2015]
- h) From Frank Cowan Company regarding Webinar Series for Municipal Councillors  
[Distributed to Members of County Council May 27, 2015]
- i) From AMO regarding briefing by Hicks Morley on Labour Law Policy  
[Distributed to Members of County Council June 4, 2015]

- j) From Dr. Jerry Ackerman regarding the Municipal Property Assessment Corporation (MPAC)  
[Distributed to Members of County Council June 4, 2015]
- k) From Elizabeth Meed regarding the Forum for Young Canadians opportunities  
[Distributed to Members of County Council June 4, 2015]
- l) From Katrina Miller on behalf of Keep Hydro Public requesting Council support to keep hydro public  
[Distributed to Members of County Council June 4, 2015]
- m) From Marian VanBruinessen advising County Council of the 2016 Draft Budget Proposed Timeline  
[Distributed to Members of County Council June 4, 2015]
- n) From the Township of Edwardsburgh Cardinal regarding invitation to the Port of Johnstown Official Grand Opening Infrastructure Renewal  
[Distributed to Members of County Council June 4, 2015]
- o) From Muscular Dystrophy Canada recognizing the contributions of the Storrington Fire Fighters  
[Distributed to Members of County Council June 12, 2015]
- p) From Sun Edison invitation to Community Meeting Preview Session  
[Distributed to Members of County Council June 12, 2015]
- q) From the County of Hastings expressing its disappointment in the Ontario Highlands Tourism Organizations Nowhere Campaign  
[Distributed to Members of County Council June 12, 2015]
- r) From the Ministry of Transportation regarding news affecting Off Road Vehicle use in Ontario  
[Distributed to Members of County Council June 12, 2015]
- s) From the Ontario Ombudsman regarding his roles and responsibilities  
[Distributed to Members of County Council June 12, 2015]
- t) From the Rural Ontario Municipal Association (ROMA) regarding the commencement of the Rural Community Vitality Measurement Initiative  
[Distributed to Members of County Council June 12, 2015]
- u) From the Kingston & Frontenac Housing Corporation Upcoming providing its Annual General Meeting Agenda  
[Distributed to Members of County Council June 12, 2015]
- v) From the Township of North Frontenac providing a Media Release, Council Resolution and Letter to the Premier of Ontario advising that the Townships is Not a Willing Host for Industrial Wind Turbine Projects  
[Distributed to Members of County Council June 11, 2015]

## 22. Other Business

**23. Public Question Period**

**24. 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**

- 89 - 97** a) A By-law to Adopt a Budget Policy  
[Proposed Number 2015-0026]
- 98 - 105** b) A By-law to Amend By-law No. 2013-0010 (to impose user fees and charges for services)  
[Proposed Number 2015-0027]
- 106 - 107** c) A By-law to Confirm the Proceedings of Council  
[Proposed Number 2015-0028]

**25. Adjournment**









**AND FURTHER THAT** the Council of the County of Frontenac authorize staff to enter into an agreement with Revell Ford for the purchase of a 2016 Ford Explorer, in the amount of \$29,470.00 plus applicable taxes.

**CARRIED**

**13. INFORMATION REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER**

- a) **2015-041  
Emergency and Transportation Services  
2014 Year in Review**
- b) **2015-053  
Fairmount Home  
2015 1st Quarter Activity Report**
- c) **2015-056  
Corporate Services  
2015 1st Quarter Financial Summary**
- d) **2015-057  
Corporate Services  
Monthly Absenteeism Report Card – April**

**14. REPORTS FROM COUNCIL LIAISON APPOINTEES**

- a) **Emergency and Transportation Services - Councillor Nossal**

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

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

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

- c) **Corporate Services - Councillor Dewey**

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

- d) **Planning and Economic Development - Councillor McDougall**

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

**15. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES**

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

Councillor Vandewal noted the next meeting of the Board is scheduled for May 27<sup>th</sup> where the Parham Library Committee will bring back recommendations regarding a library for Central Frontenac. Deputy Warden Smith also noted that Central Frontenac has approved a facility.

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

Warden Doyle noted the bench dedication that will take place next Wednesday, May 27<sup>th</sup> at 1 p.m. in honour of Bud Clayton. A meeting of the Board will follow.

**c) RULAC, LSR and Other Updates**

No updates.

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

Councillor Inglis noted that Mr. Norm Lemke, Co-Chair of the Committee has visited with Township Mayors; however there will be no meetings. Negotiations continue in private.

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

No update. The next meeting is scheduled for June 12<sup>th</sup>.

**f) Housing and Homelessness Committee Update - Deputy Warden Smith**

Deputy Warden Smith noted the document that was distributed to Council, adding that there are teams in place to address homelessness in the County.

**g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall**

Councillor McDougall noted the meeting in Perth that provided a history of the Committee and noted future business will focus on tourism and Economic Development.

**h) Eastern Ontario Warden's Caucus Update - Warden & CAO**

The next meeting is scheduled for the end of June.



**18. RETURN TO COUNCIL**

Motion #: 131-15 Moved By: Councillor Vandewal  
Seconded By: Councillor Dewey

**THAT** Council revert from Committee of the Whole Council, to Council.

**CARRIED**

**19. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE COUNCIL**

Motion #: 132-15 Moved By: Councillor Higgins  
Seconded By: Deputy Warden Smith

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

**CARRIED**

**20. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN**

**a) Amendments to the Waste Diversion Act**

Motion #: 133-15 Moved By: Councillor Higgins  
Seconded By: Deputy Warden Smith

**WHEREAS** municipalities have no control over the form of municipal solid waste that is generated from packing and products that enter their jurisdiction; and,

**WHEREAS** municipal taxpayers bear more than 50% of the cost of waste disposal and recycling of packaging and printed paper in the waste stream, which products are increasingly complex, multi-material and expensive to recycle, reclaim or dispose of; and,

**WHEREAS** the Minister of the Environment and Climate Change has committed to replacing the current waste diversion legislation, but has not yet introduced replacement legislation to the legislature; and,

**WHEREAS** producer responsibility provides that producers be responsible for 100% of the costs of certain designated wastes for full cost of end-of-life management for such products and packaging; and,

**WHEREAS** municipalities should not have to bear the cost of managing the disposal of these materials; and,

**WHEREAS** waste is a valuable resource; and,



**22. COMMUNICATIONS**

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

- a) From Anita Frayne, Huron Perth Landowners Association, regarding press release regarding the K2 Wind Ontario Inc. Agreement with Ashfield-Colborne-Wawanosh  
[Distributed to Members of County Council April 27, 2015]
- b) From the Kingston Frontenac Housing Corporation providing its agenda and previous meeting minute  
[Distributed to Members of County Council April 27, 2015]
- c) Invitation from KFL&A Public Health to attend the Bud Clayton Memorial Garden Dedication Ceremony  
[Distributed to Members of County Council April 27, 2015]
- d) Memorandum from Jannette Amini, Manager of Legislative Services/Clerk providing the FPS Morale Committee Survey  
[Distributed to Members of County Council April 27, 2015]
- e) From John Bolognone, City Clerk, advising of City of Kingston Council Resolution regarding its 2015 budget.  
[Distributed to Members of County Council May 1, 2015]
- f) From the Minister of Seniors Affairs regarding Senior's Month  
[Distributed to Members of County Council May 1, 2015]
- g) From SkyPower providing Notice of Proposal to Engage in a Renewable Energy Project  
[Distributed to Members of County Council May 15, 2015]
- h) From the Children and Youth Services Planning Committee regarding invitation to the 2015 Planning for Action  
[Distributed to Members of County Council May 15, 2015]
- i) From the Kingston Frontenac Housing Corporation providing Minutes and Reports of Meeting held March 30, 2015  
[Distributed to Members of County Council May 15, 2015]
- j) From the Ministry of Natural Resources seeking nominations for its Local Citizens Committee  
[Distributed to Members of County Council May 15, 2015]







# Administrative Report

## June 17, 2015

Subject to Change



Report 2015-06

# Meetings

- Frontenac CAO's meeting on May 15 & June 5 – primary focus on shared services
- Ontario Municipal Administrator Association (OMAA) May 21 and 22
- Hosted Ontario County Planning Directors May 20 to 22
- Joint AODA/Harassment Training – May 27
- KFL&A bench dedication for Bud Clayton – May 27
- Emergency Management Meeting/ Exercise – June 4
- Economic Development working group – June 9
- Frontenac Accessibility Advisory Committee – June 15



# Legislative Update

- Bill 31 the *Transportation Statute Law Amendment Act (Making Ontario's Roads Safer)*
- Bill 109 the proposed *Employment and Labour Statute Law Amendment Act (2015)*
- Bill 100 the proposed *Supporting Ontario's Trails Act*
- MMAH now undergoing a legislative review of the *Municipal Act*



# Economic Development Update

- Action Plans from June 9<sup>th</sup> working meetings being finalized – to Council in September



# EOWC Activity

- Full meeting – June 25 and 26 in Renfrew County. Discussion to include:
  - Eastern Ontario Ombudsman (Report 2015-065)
  - Provincial consultation re infrastructure investment outside of the GTA
  - Common position re changes to the Employment Standards Act
  - Presentation from AMO - What's Next Ontario?



# Meeting Schedule

- RULAC – June 18
- Native Land Claim Staff Meeting – June 19
- First meeting of our Lean Team (LIFT) – June 19
- Cowan Insurance – Customer Meeting – June 24-25
- Frontenac CAO's Meeting – July 9
- EOWC CAO's Meeting – July 16-17



# Activity

- Union negotiations – next 6 months
- Business Plans and 5 year budget forecasts underway
- Non Union Pay Equity/Market review underway
- Asset Condition Assessment – Ongoing
- Lean Six Sigma Applications Received
- New Mowing Schedule
- Cowan Customer Service



# Community Engagement

- United Way Success By 6 Week -  
Touch the Trucks in Sydenham - May 7
- Big Bike for Heart & Stroke - June 3





**Report 2015-059**

**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 prepared:** May 28, 2015

**Date of meeting:** June 17, 2015

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**Re: Corporate Services – Budget Policy**

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**Recommendation**

**RESOLVED THAT** the Council of the County of Frontenac accepts this *Corporate Services – Budget Policy* report;

**AND FURTHER THAT** the Council of the County of Frontenac adopt the Budget policy as presented in Appendix A.

**Background**

County Council was presented with an outline of a proposed policy as part of the 2015 budget deliberations.

**Comment**

The intent of the budget policy is to:

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

Since Council first saw the budget framework document a few adjustments have been made to the policy.

1. To facilitate the reporting time frame it is proposed that **the target levy increase** be based on the Ontario CPI as calculated in August of the year prior to the budget ( originally indicated October)
2. **The rate used for projections** will be Bank of Canada's target inflation rate, where appropriate, understanding that there are some areas of the municipal budget are composed of items that may fluctuate above or below CPI. Originally the indication was that the target levy CPI (ie. August CPI) would be used for projections.
3. As some **Key Performance Indicators** are best calculated on an annual basis, the reporting of these has been amended from "quarterly" to "at least annually".

**Sustainability Implications**

Governance – appropriate stewardship of County resources.

**Financial Implications**

The predictability of levy increases and budget timing will facilitate long range financial planning and operational efficiency.

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

Senior Leadership Team



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**Approved:**

**Effective:**

**Policy Statement**

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

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

**Objective:**

The intent of this budget policy is to:

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

**Principles**

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

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

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



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**Approved:**

**Effective:**

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

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

At the staff level, staff responsibilities are as follows:

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



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**Approved:**

**Effective:**

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

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

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

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



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**Approved:**

**Effective:**

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

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

More detailed information is available at the request of Council.

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



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**Approved:**

**Effective:**

- Legislative requirements
- Policy strategic direction
- Operational efficiency
- **Capital:** Capital sustainability will be achieved by an additional amount being added to the budget in each year for ten years from 2015 to 2024.<sup>1</sup>
  1. As assets are added, sold or re-furnished staff will report on the impact to sustainability projection as part of the budget requisition process.
- **Deviation from Target (Above):** Where the operating levy projection is above the inflation target, the County will consider the following in order:
  1. Assessment growth where available;
  2. The stabilization reserve where available;
  3. A levy increase above the target.
- **Deviation from Target (Below):** Where the operating levy projection is below the inflation target, the County will consider the following in order:
  1. Levy for the inflation target with the excess targeted for capital sustainability if sustainability has not been achieved;
  2. Levy for the inflation target with the excess targeted for the stabilization reserve if the reserve is less than its target balance;
  3. Other projects of priority to the community and/or Council;
  4. A levy amount below the target.
- **Levy Stabilization (One Time Items):** One time operational items should be considered for funding from reserves where available.
- **Levy Stabilization (Periodic Large Items):** In order to minimize levy fluctuation, large periodic operating items should be budgeted based upon the total cost/frequency. (e.g., expensive HVAC duct cleaning required every five years)
- **Services Provided by Others and Reconciliation:** Budgets for services provided to County residents by the City of Kingston and other agencies (i.e., Social Services, POA, Health Unit, MPAC and Library) are presented as estimates based upon submissions provided by the delivery organization and are subject to final reconciliation after the budget is approved.

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



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**Approved:**

**Effective:**

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

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

Budget reporting will align with the budget presentation.

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

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



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**Approved:**

**Effective:**

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

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

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

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

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



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**Approved:**

**Effective:**

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

**Capital Sustainability:**

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

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

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



**Report 2015-060**

**Recommend Report to Council**

**To:** Warden and Council of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** David Millard, Manager of Information Systems  
**Date of meeting:** June 17, 2015

**Re: Corporate Services – Ontario Imagery Strategy**

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**Recommendation**

**Whereas** County Council has realized the value of aerial imagery projects collected under the leadership of Land Information Ontario (LIO), a program of the Ministry of Natural Resources and Forestry (MNRF), in 2008, and 2014.

**Now therefore be it resolved that** a letter be sent to the Honourable Kathleen Wynne Premier of Ontario, the Honourable Bill Mauro, Minister of Natural Resources and Forestry (MNRF), Paula Reid, Assistant Deputy Minister of Natural Resources and Forestry – Corporate Management and Information Division, Sophie Kiwala, MPP, Kingston and the Islands and Randy Hillier, MPP, Lanark, Frontenac, Lennox and Addington expressing the County’s support for the Province to maintain and continue the current imagery update cycle and renew the Imagery Strategy beyond 2017.

**Background**

Since 2008, the County has participated in two Province-led, multi-agency, public-private sector partnerships that have provided the County and Townships with complete recurring aerial photo coverage (2008, 2014). These images are available to all County and Township staff as well as the public as a backdrop to all of the mapping data available on the County’s web-GIS sites.

Aerial photos can include any photographs taken from the air. Images used by municipalities are typically taken vertically (directly down from the plane) from a fixed-wing aircraft using a high-precision digital camera system flying low-level parallel grid patterns to ensure complete coverage across the landscape. Images are taken with a significant overlap between flight lines to create stereo imagery that can be viewed in 3D, used to generate elevation data, and required to create ortho photos or

orthoimagery. Ortho photos are the raw aerial photos that have been processed to precise coordinates in order to remove distortion and “register” the final image (ortho-photo) directly on the ground, to an accuracy of 50 cm.

In 2012, the Ontario Government committed to a 5-year Imagery Strategy to complete aerial photo projects across Southern and portions of Northern Ontario each year between 2013 - 2017, inclusive. Project areas are large (35,000 – 45,000 sq km) to take advantage of savings due to longer flight lines, processing contracts, multi-year contracts, etc. With this commitment half-completed, it is important to ensure that the Province is aware of the importance of continuing this valuable, cost-sharing program.

In 2014, the County acquired 5,727 sq km of imagery through DRAPE (Digital Raster Acquisition Project - East), at a cost of \$17,473.00. A blended funding model calculated the sq. km cost of imagery based on total orders to provide equally affordable pricing along the urban Hwy 401-corridor and remote rural portions of the Canadian Shield.

**Digital Raster Acquisition Project – East (DRAPE) 2014**



**Comment**

The benefits of regularly acquiring high-resolution (20cm pixel) aerial imagery (Fig 1 & Fig 2) are varied and cover the interests of the County, local municipalities, and the general public. Examples include:

- Change detection between imagery years
- Review of land-use planning applications
- By-Law enforcement
- Identifying and/or realigning map features such as roads, bridges, storm sewer catch basins, building footprints
- Base mapping
- Creation of elevation models
- Municipal revenue from the sales of imagery
- Providing a connection between planar mapping and real-world understanding



Figure 1  
K&P Trail Bridge at Verona 2008



Figure 2  
K&P Trail Bridge at Verona 2014

Rural municipalities in Eastern Ontario, such as the County of Frontenac and its local municipalities, have benefitted greatly from the Ontario government's leadership and partnership in multi-sector aerial imagery collection projects. Those municipalities cover large areas comprised of modest populations and would not be able to afford the costs on their own.

The County of Frontenac shares the orthophotos collected through these projects with staff at the County and local municipalities, as well as the general public, via our web-GIS. Imagery is often the first layer turned on when examining the "lay of the land" and regular updates are needed to show the current, and changing, state of land-use.

Regardless of the project year, participating municipalities have realized significant cost-savings, while retaining licensing permissions to use, sell, and share a full suite of imagery products. In the DRAPE (Digital Raster Acquisition Project – East) projects that took place in 2008 & 2014, EOWC municipalities spent approximately \$330,000 and realized partnership savings in excess of \$2.5 million. Similarly, the 2006 & 2010 SWOOP (South Western Ontario Orthoimagery Project) partnerships cost participating WOWC municipalities approximately \$1 million, while leveraging over \$2.8 million in shared savings. Differences in spending were the result of the contract values, the number of partners, and the size/extent of each project.

**Sustainability Implications**

As the Province prepares to consider the future of funding this program, it is important that past-partners advocate for the benefits and express their ongoing need for such programs.

**Financial Implications**

None

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

Joe Gullivan - Director of Planning and Economic Development

Kevin Farrell – GIS Specialist



**Report 2015-061**

**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 prepared:** June 5, 2015  
**Date of meeting:** June 17, 2015

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**Re:** **Corporate Services – 2015 User Fees and Charges for Services By-law**

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**Recommendation**

**RESOLVED THAT** County Council accept the *Corporate Services - User Fees and Charges for Services By-law* report;

**AND FURTHER THAT** Council that By-law 2013-0010, being a By-law to Impose User Fees and Charges for Services be amended by deleting Schedules A through E in their entirety and replacing with Schedules A through E attached to this report.

**Background**

Subsections 391 (1) and (3) of the *Municipal Act, 2001 S.O. 2001, c. 25, as amended* authorize a municipality to impose fees or charges including costs incurred by the municipality related to administration, enforcement and the establishment, acquisition and replacement of capital assets. Subsection 394 (1) outlines restrictions on the imposition of user fees or charges.

**Comment**

The County currently imposes fees in five main areas:

**Administration:** Fees are charged for photocopying, faxing, document research and provision of GIS documents. No change is proposed in this area. (Schedule A)

The County will also require a Facility fee for use of the Bud Clayton Memorial Room, the Frontenac Room and the Fairmount Auditorium. (Schedule B)

**Land Use Planning:** The Tariff of Fees for land use planning applications was approved in 2000 through Council resolution. These rates are proposed to be adjusted based on a review of the workload associated with applications, comparable fees in other municipalities (e.g. Hastings, Lanark, Leeds and Grenville), and costs to the municipality. A new fee has been introduced for County Official Plan Amendments (Schedule C).

It is proposed that the fees be adjusted as follows:

- **Subdivision/condominium application for less than 21 lots:** Increase from \$2,600 to \$3,000
- **Subdivision/condominium application for 21-50 lots:** Increase from \$4,000 to \$4,500
- **Major plan revision:** Increase from \$1,000 to \$1,250
- **Minor revision:** Increase from \$400 to \$500
- **Extend draft approval:** Reduced from \$600 to \$500
- **County Official Plan Amendment (Privately Initiated):** New fee of \$1000

**Fairmount Home:** Charges are applied for catering activities. The County also provides telephone and satellite service to the residents of Fairmount Home. (Schedule D)

**Frontenac Paramedic Services:** Paramedic Services are requested occasionally to provide services at community events. The rate for cost recovery on these services has been reviewed and changes are recommended to Schedule E as outlined in Appendix A based on changes in wage rates and the increased cost of vehicles and equipment.

**Frontenac-Howe Islander Ferry:** The rates are set annually prior to year-end for the next calendar year by separate County By-law (2013 rates are set in By-law No.2012-029) and are not included in this report.

**Sustainability Implications**

Governance – Financial planning must be linked to the goals of the County's *Directions for Our Future*, and must also be utilized to appropriately allocate resources in line with Council's strategic priorities.

**Financial Implications**

The user fees and charges for services rates have been reflected in the 2015 Budget to the extent these could be estimated. All fees, other than for exempt services, are subject to the applicable taxes.

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

Paul Charbonneau, Director of Emergency and Transportation Services  
Steven Silver, Interim Administrator of Fairmount Home  
Joe Gallivan, Director of Planning and Economic Development  
David Millard, Manager of Information Services

**SCHEDULE A**

**FEEES FOR SERVICES FOR COUNTY ADMINISTRATION  
AND GEOGRAPHIC INFORMATION SYSTEM (GIS) MAPPING**

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**ADMINISTRATION**

Photocopying (per copy) .....	\$0.25
Faxing (per page) .....	\$1.00
Archival Material Search – Hourly Rate .....	\$35.00

**GEOGRAPHIC INFORMATION SYSTEM (GIS)  
AND MAP-RELATED PRODUCTS**

Digital True Colour Ortho-Photography (1km x 1km tiles - MrSID, GeoTIFF; includes processing and shipping) .....	\$50.00/tile
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Printed Map Products

County of Frontenac Street Atlas (printed and bound).....	\$50.00/copy
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Individual Township Street Atlas (printed and bound).....	\$15.00/copy
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Small Basic Map (8½” x 11”; no customization)

Black and white .....	\$6.00
Colour .....	\$8.00

Medium Basic Map (11” x 17”; no customization)

Black and white .....	\$10.00
Colour .....	\$12.00

Large Basic Map (no customization, exceeds 11” x 17” and up to 42” wide; requires the use of large scale GIS plotter) .....	\$30.00
--	---------

Custom Map Products

Hourly Rate (includes mapping/analysis/consultation; does not include printed final product or shipping charges; minimum fee of 1 hour) ....	\$40.00
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Note: These fees are not applicable to services provided to the Townships  
within the County of Frontenac.

**SCHEDULE B  
FEES FOR FACILITY RENTALS**

**Notes:**

	<b>The Bud Clayton Memorial Room</b>	<b>Frontenac Room</b>	<b>Kingston Frontenac Rotary Auditorium</b>
<b>County Use ( includes member Townships)</b> (Must have staff sponsor or assigned designate who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> <li>No Charge</li> </ul>	<ul style="list-style-type: none"> <li>No Charge</li> </ul>	<ul style="list-style-type: none"> <li>No Charge *Including Fairmount Home sponsored residents/family events*</li> </ul>
<b>County Affiliate or Not For Profit</b> (Must have affiliate/association sponsor who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>\$30/half day (4 hours)</li> <li>\$50/day (8 hours)</li> <li>After hours charge (\$40/hr.)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>\$60/half day (4 hours)</li> <li>\$100/day (8 hours)</li> <li>After hours charge (\$40/hr.)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>\$120/half day (4 hours)</li> <li>\$200/day (8 hours)</li> <li>After hours charge (\$40/hr.)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>
<b>For Profit Company</b>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>Proof of insurance required</li> <li>\$45/half day (4 hours)</li> <li>\$75/day (8 hours)</li> <li>After hours charge (\$40/hr)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>Proof of insurance required</li> <li>\$30/hour</li> <li>\$90/half day (4 hours)</li> <li>\$150/day (8 hours)</li> <li>After hours charge (\$40/hr)</li> <li>Stand-by Tech Support charge is (\$40/hr)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>Proof of insurance required</li> <li>\$50/hour</li> <li>\$150/half day (4 hours)</li> <li>\$250/day (8 hours)</li> <li>After hours charge (\$40/hr)</li> <li>Stand-by Tech Support charge is (\$40/hr)</li> <li>Damage Deposit (\$250)</li> </ul>

- After hour charges are applicable outside of normal County hours of operation (8:30 am to 4:00 pm, Monday to Friday)  
Multiple day rates may be discounted up to 30% depending upon availability and set up/break down requirements.  
No onsite catering is available. A list of recommended local caterers is available upon request.
- No charge to the City of Kingston for the Kingston Frontenac Rotary Auditorium.

**SCHEDULE C**

**TARIFF OF FEES FOR LAND USE PLANNING**

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**Subdivisions/Condominiums**

**Initial Application Fee**

For any proposed plan of subdivision submitted to the County of Frontenac for approval:

Up to 20 developable lots/blocks/units .....	\$3,000
21 to 50 developable lots/blocks/units .....	\$4,500
More than 50 developable lots/blocks/units .....	\$6,000

**Refund**

Sixty per cent (60%) of the Initial Application Fee shall be returned if an application is rejected by the County of Frontenac as being deemed incomplete or is withdrawn prior to circulation

Major Plan Revision (re-circulation) ..... \$1,250

Minor Revision..... \$ 500

For minor revisions to the draft plan and/or draft conditions, which do not require major re-circulation

**Draft Approval Extension**

For each one (1) year extension of draft approval beyond the usual three (3) years draft approval ..... \$ 500

Final Plans for Registration ..... \$ 600

**Condominiums Exemption**

Application Fee .....\$1,000

For any plan of condominium submitted to the County of Frontenac for exemption under Section 50 of *The Condominium Act, R.S.O. 1990, C26, as amended.*

**Part Lot Control**

Final Approval ..... \$ 300

Payable prior to the by-law being given final approval by the Council of the County of Frontenac.

**Official Plan Amendment**

County Official Plan Amendment ..... \$1,000  
County or Local Official Plan Amendment Initiated by Municipality ..... No fee

**Other Charges**

The applicant shall provide the County of Frontenac, upon request, a deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. If such fees and expenses exceed the deposit, the Applicant shall pay the difference upon being billed by the County with interest at a rate of 1.25% per month on accounts overdue more than thirty (30) days.

**Municipal Planning Services Fees**

Preparation of all planning reports associated with a private application  
Director of Planning and Economic Development      \$65.00/hour  
Community Planner      \$40/hour

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**SCHEDULE D**

**FEES FOR SERVICES FOR FAIRMOUNT HOME**

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**Other Charges**

Satellite Television for Residents .....\$5.00/month

Telephone for Residents .....\$7.00/month plus long distance charges

**External Catering**

See attached External Catering Form

		<b>CATERING ORDER FORM</b>							
		County of Frontenac							
Name of event: <input type="text"/>			Date of event: <input type="text"/>						
Time of delivery: <input type="text"/>		Delivery location: <input type="text"/>							
Requested by: <input type="text"/>		Telephone: <input type="text"/>		Number of staff: <input type="text"/>	Number of residents: <input type="text"/>				
Department: <input type="text"/>		Cost Centre #: <input type="text"/>		No. of visitors: <input type="text"/>	Number of invitees: <input type="text"/>				
External billing: <input type="text"/>									
Name and address for external billing must be provided by Department									
<b>ITEMS REQUESTED</b>									
	# Servings	Unit Cost	Extended Cost		# Servings	Unit Cost	Extended Cost		
<b>Beverages</b>				<b>Miscellaneous Items</b>					
Coffee, small pot Serves 8		\$ 8.00	\$ -	Yogurt.....		\$ 1.00	\$ -		
Percolator/Urn Serves 30-40		35.00	-	Chips, plain, 43 g.....		1.00	-		
Thermal container, large.....		70.00	-	Pickle bowl.....		2.95	-		
Coffee envelopes, decaffeinated.....		0.65	-	Soup of the day, bowl.....		1.50	-		
Tea bag and hot water.....		1.00	-	Fruit, each.....		0.85	-		
Iced Tea, can Diet/Regular		1.00	-	<b>Subtotal Miscellaneous</b>			<b>\$ -</b>		
Juice, 114 ML.....		0.95	-	<b>Buffet Trays</b>					
Juice, can.....		1.25	-	Choice of salads - Caesar, Garden, Greek, Pasta					
Juice, bottle.....		1.50	-	Salad, small				12.00	-
Pop, can Diet/Regular		1.00	-	Salad, medium				18.50	-
Punch bowl, small Serves 35-40		10.00	-	Salad, large				28.30	-
Punch bowl, large Serves 50		15.00	-	Vegetables with dip, small				17.75	-
Bottled water, 330 ML.....		1.50	-	Vegetables with dip, medium				25.00	-
Milk, 250 ML 2%, Skim, Chocolate		1.00	-	Vegetables with dip, large				40.00	-
<b>Subtotal Beverages</b>			<b>\$ -</b>	Cheese, fruit and crackers, small				25.00	-
<b>Bakeshop</b>				Cheese, fruit and crackers, medium				40.00	-
Muffins.....		1.00	\$ -	Cheese, fruit and crackers, large				60.00	-
Gourmet baked cookies.....		0.95	-	Fruit tray, small				15.50	-
Croissants.....		1.25	-	Fruit tray, medium				25.00	-
Danishes.....		1.25	-	Fruit tray, large				40.00	-
Eclairs.....		1.50	-	Platter, sandwiches, tea cut, each				2.95	-
Squares, tea cut 4 each order		1.25	-	Platter, sandwiches, gourmet, each				3.25	-
Squares, lunch cut 2 each order		1.25	-	<b>Subtotal Buffet Trays</b>				<b>\$ -</b>	
Cake, slab sheet Serves 60-80		40.00	-	<b>Paper Products*</b>					
Cake, 1/2 slab.....		25.00	-	Plates, small, 6"				0.10	-
Cake, gourmet.....		3.00	-	Plates, large, 9"				0.05	-
Cheesecake.....		35.00	-	Knives				0.03	-
Pie, fruit..... Serves 8		12.00	-	Forks				0.03	-
Pie, cream..... Serves 8		10.00	-	Spoons				0.03	-
<b>Subtotal Bakeshop</b>			<b>\$ -</b>	Napkins				-	-
<b>Other Items**</b>				Styrofoam cups				0.02	-
Ice water, jug..... no charge				Straws				0.02	-
Bag lunch, staff.....				* China remains the standard. Paper and plastic utensils provided on request ONLY.					
Bag lunch, resident.....				<b>Subtotal Paper Products</b>				<b>\$ -</b>	

**SCHEDULE E**

**FEES FOR SERVICES FOR FRONTENAC PARAMEDIC SERVICES**

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**Special Requests**

Attendance of one (1) Ambulance and Paramedic crew at Special Events

Basic Charge:

4 hours coverage minimum charge ..... \$864

Additional Charges:

For each hour or portion thereof ..... \$215.95

The deposit amount is due prior to the event and any adjustment/refund will be resolved after the special event.

**Physical Fitness Test**

Per Test ..... \$160





**Report 2015-066**

**Recommend Report to Council**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Anne Marie Young, Manager of Economic Development  
**Date of meeting:** June 17, 2015

**Re: Planning and Economic Development – Committee Structure Change**

**Recommendation**

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

**NOW THEREFORE BE IT RESOLVED THAT** staff be directed to bring forward a by-law amending Procedural By-law 2013-0020 at a future meeting that authorizes the formation of an advisory committee whose mandate encompasses the essence of the Sustainability Advisory Committee (SAC) and the Trails Advisory Committee (TAC) mandates and that maximizes the greatest impact for economic development in the County.

**AND FURTHER THAT** the said by-law authorizes the disbanding the Sustainability Advisory Committee (SAC) and the Trails Advisory Committee (TAC) upon passing.

**Background**

There are currently six advisory committees at the County of Frontenac they are as follows:

The 150<sup>th</sup> Advisory Committee will be completing its mandate shortly after the Anniversary Showcase slated for August 28, 29, 30, 2015.

The Accessibility Advisory Committee is legislated and the Seniors Advisory Committee is in place to satisfy a specific strategic goal supported by Council. These committees will stay in place.

Sustainability Advisory Committee's mandate is to provide input and suggestions regarding the implementation of *Directions for Our Future*, in particular to help meet the "*Commitment towards a Sustainable Future*" and the "*Community Input*" elements.

Trails Advisory Committee's mandate is to provide input and suggestions regarding the execution of the *Implementation Plan for the Frontenac K&P Trail*, to provide input and

suggestions regarding other trails initiatives throughout the County including the Townships of North, Central, South Frontenac and Frontenac Islands, and, to report periodically to County Council on progress on the committee's work.

**Comment**

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

**Sustainability Implications**

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

**Financial Implications**

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

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

Members of Sustainability Advisory Committee  
Members of Trails Advisory Committee  
Economic Development Implementation Planning Group



Report 2015-067

**RECOMMEND REPORT TO COUNCIL**

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

**From:** Kelly J. Pender  
Chief Administrative Officer

**Prepared by:** Joe Gallivan  
Director of Planning and Economic Development

Peter Young  
Community Planner

**Date prepared:** June 11, 2015

**Date of meeting:** June 17, 2015

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**Re: Planning and Economic Development –  
Bill 73 – Planning Act Reform Comments**

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**Recommendation**

**RESOLVED THAT** the Council of the County of Frontenac accept the *Bill 73 – Planning Act Reform Comments* report;

**AND FURTHER THAT** the Council of the County of Frontenac direct staff to prepare a formal letter to the Ministry of Municipal Affairs and Housing to address the comments in the report and submit on behalf of County Council

**Background**

The provincial government has committed to implementing reforms to the planning system during its current term. The most recent proposal is known as Bill 73, and contains a number of potential changes to the *Planning Act* and *Development Charges Act, 1997*. The intention of the legislation is to give residents more say in how their communities grow, set out clearer rules for land use planning, give municipalities more independence to make local decisions and make it easier to resolve disputes. Future reforms will look at the function of the Ontario Municipal Board.

**Comment**

The following is a summary of the major changes proposed to the *Planning Act* and the staff response. The County does not currently have a development charges by-law, and major changes are not proposed at this time, so no comments are being provided on the *Development Charges Act*.

**Proposed change(s):**

- Section 2.1 currently requires approval authorities and the Ontario Municipal Board, when they make decisions relating to planning matters, to “have regard to” decisions of municipal councils and approval authorities relating to the same planning matter, and to any supporting information and material they considered in making those decisions. The section is rewritten to impose a similar requirement when the Ontario Municipal Board deals with appeals resulting from the failure of a municipal council or approval authority to make a decision: the Board is required to “have regard to” the information and material that the municipal council or approval authority received in relation to the matter. Subsection 2.1 (3) clarifies that references to “information and material” include written and oral submissions from the public relating to the planning matter.
- Global appeals of new official plans (appeals of the entire decision with respect to the entire plan) are no longer to be permitted. Appeals of official plans in connection with specified matters are likewise not permitted.
- Appellants who intend to argue that appealed decisions are inconsistent with provincial policy statements, provincial plans or upper-tier official plans must identify the issues in their notices of appeal. If an appellant fails to do so, the Ontario Municipal Board may dismiss all or part of the appeal without a hearing.
- Decision-makers are permitted to use mediation, conciliation and other dispute resolution techniques in certain appeals. When a decision-maker gives notice of an intention to use dispute resolution techniques, the time for submitting the record to the Ontario Municipal Board is extended by 60 days.
- An approval authority shall not approve the new official plan of a lower-tier municipality under subsection 17 (34) if it does not conform with the upper-tier municipality’s official plan. This also applies if the upper-tier municipality’s official plan has been adopted but is not yet in effect, or if a revision of it has been adopted in accordance with section 26 but is not yet in effect. The same restriction affects approval of lower-tier municipalities’ revisions of their official plans under section 26. If the approval authority states that the lower-tier municipality’s plan does not conform, appeals under subsection 17 (40) of the approval authority’s failure to give notice of a decision are not available until the non-conformity is addressed.
- Currently, subsection 17 (40) allows any person or public body to appeal an approval authority’s failure to give notice of a decision in respect of an official plan within 180 days after receiving the plan. New subsection 17 (40.1) deals with extensions of the 180-day period.

- At any time after receiving a notice of appeal under subsection 17 (40), the approval authority may give a notice that has the effect of requiring other potential appellants who wish to appeal to do so within 20 days after the date of the notice.

**Staff Response:**

The proposed changes would reduce the number of appeals and strengthen the municipal position at the Ontario Municipal Board. The changes would also provide additional opportunities to avoid costly hearings by extending appeal dates and promoting mediation.

**Proposed change(s):**

- Policy statements (PPS) under subsection 3 (1) are to be reviewed at 10-year rather than five-year intervals.
- Currently, subsection 26 (1) requires a municipality to revise its official plan at five-year intervals, to ensure that it aligns with provincial plans and policy statements and has regard to matters of provincial interest. The revision schedule is adjusted to require revision 10 years after the plan comes into force and at five-year intervals thereafter. An existing requirement to revise the plan in relation to policies dealing with areas of employment is removed.

**Staff Response:**

Moving the PPS to a 10 year update cycle would add additional certainty to the Ontario planning system. The most recent Provincial Policy Statements were issued in 1997, 2005, and 2014, so an increase from an effective 8-9 year cycle to a 10 year cycle would not have a negative impact on the planning process.

Staff also support the 10 year cycle for new Official Plans, and recommend that Council request that the province further extend this 5 year review cycle to 10 years to create additional certainty and allow time to implement large-scale municipal plan reviews.

**Proposed change(s):**

- Currently, it is permitted but not mandatory to include, in official plans, descriptions of the measures and procedures for informing and obtaining the views of the public in respect of certain planning documents. Including such descriptions is made mandatory for a broader category of planning documents.
- Alternative measures for informing and obtaining the views of the public are currently permitted in connection with proposed official plan amendments and zoning by-laws. The Bill expands these provisions and also permits alternative measures in connection with plans of subdivision and consents.

- New section 22.1 deals with the interpretation of provisions, in any Act or regulation, that refer to the day on which requests for official plan amendments are received.

**Staff Response:**

Staff support Improvements to the public consultation process and allowing alternative consultation measures beyond the standard formal public meetings.

**Proposed change(s):**

- Subsection 70.2 (1) currently authorizes the Lieutenant Governor in Council to make regulations establishing a “development permit system” that local municipalities may adopt, or delegating to local municipalities the power to establish such a system.
- New section 70.2.1 provides that regulations made under section 70.2, orders made under section 70.2.2 and municipal by-laws made under both sections may refer to development permits as “community planning permits”, without changing the legal effect. The same is true of combined expressions such as “development permit system” and “development permit by-law”.
- New section 70.2.2 authorizes the Minister to make an order requiring a local municipality to adopt a development permit system for prescribed purposes. It also authorizes upper-tier municipalities to make by-laws imposing similar requirements on their lower-tier municipalities, and authorizes the Minister to make an order requiring an upper-tier municipality to make such a by-law.

**Staff Response:**

There has been limited use of this alternative planning system since it was introduced with other changes to the *Planning Act* in 2005. The only municipalities in Eastern Ontario that are using this system is the Town of Carleton Place and the Town of Gananoque. Creating two separate names will add confusion to the process. It is also unclear why it would be necessary for the Province or upper-tier municipality to impose this type of system on lower-tier municipalities.

**Proposed change(s):**

- Section 37 is amended to require that money collected under the section be kept in a special account, about which the treasurer is required to make an annual financial statement.
- Before a municipality adopts official plan policies allowing it to pass by-laws under subsection 42 (3) (parkland, alternative requirement), it must have a parks plan that examines the need for parkland in the municipality. Cash-in-lieu

collected under the alternative requirement is currently limited to the value of one hectare of land for each 300 dwelling units proposed; the new limit is one hectare per 500 dwelling units (subsection 42 (6.0.1)). New subsections 42 (17) and (18) require the treasurer to make an annual financial statement about the special account established under subsection 42 (15).

- Changes similar to the ones affecting section 42 are made to section 51.1, which deals with parkland conveyances and cash-in-lieu in the context of subdivision approval.
- New section 70.6 authorizes the Minister to make regulations providing for transitional matters.
- Various technical amendments are included.

**Staff Response:**

The proposed changes will improve financial accountability for funds collected during the planning process. Staff also have no objection to the technical changes.

**Proposed change(s):**

- Section 8, which currently makes planning advisory committees optional for all municipalities, is rewritten to make them mandatory for upper-tier municipalities and for single-tier municipalities in southern Ontario (except the Township of Pelee). All planning advisory committees are required to have at least one member who is neither a councillor nor a municipal employee.

**Staff Response:**

The County of Frontenac already has a strong history of community involvement on committees, and the County could fulfill the requirement for a planning advisory committee by using an existing or new committee. However the composition of committees should be a local decision, and Staff recommend that Council oppose any provincial requirements for committee composition. It would also be difficult to define a specific planning advisory committee when the mandate of many advisory committees (e.g. Trails, Accessibility, and Sustainability) all cover various aspects of planning.

**Proposed change(s):**

- Various decision-makers are required to explain the effect of written and oral submissions on their decisions for most types of planning applications.

**Staff Response:**

The rationale for the proposed requirement is unclear. Planning reports in all Townships and at the County level already address public comments and their effect on the application process. There can be dozens of comments affecting some files, and it would be difficult to address all issues as part of a 1-2 page notice of decision. There is also a potential issue with staff trying to interpret the reasons why Council or a

committee made a decision, which may be different than the staff rationale and may vary among committee members. Staff do not see the benefit of this proposal as it would require additional workload and larger notice packages with no perceived benefit, since planning reports already address these issues.

**Proposed change(s):**

- When committees of adjustment make decisions about minor variances, they are required to apply prescribed criteria (subsection 45 (1.0.1)) as well as the matters set out in subsection 45 (1).

**Staff Response:**

Staff are unable to comment in detail on this proposal as there has been no indication from the Province of what the prescribed criteria would be. Staff recommend that Council request that the province continue to define the variance tests as part of the main text in the *Planning Act*, rather than through a regulation.

**Proposed change(s):**

- During the two-year period following the adoption of a new official plan or the global replacement of a municipality's zoning by-laws, no applications for amendment are permitted. Similarly, during the two-year period following an owner-initiated site-specific rezoning, applications for minor variances are permitted only with council approval.
- New subsection 70.2 (2.1) authorizes the Lieutenant Governor in Council to make regulations preventing applications for amendments to new development permit by-laws, and to the related official plan provisions, during an initial five-year period.

**Staff Response:**

Staff have strong objections to the following proposed changes. Based on preliminary review of Township Official Plan and Zoning By-laws, the following uses would potentially be affected by these changes:

**North Frontenac**

- New industrial development in hamlets
- New industrial development in rural areas
- Salvage yards
- New mines
- Waste/septage disposal

**Central Frontenac**

- Industrial uses in Hamlets, Rural Areas, and Cross Roads

- Class 2 industrial uses in employment lands
- Multiple residential development in rural areas
- Waterfront development in rural areas
- Recreational Commercial uses
- Salvage yards
- Kennels
- Waste sites
- Designating or de-designating mineral aggregate sites
- Mining

**South Frontenac**

- Farm Related Industrial and Commercial Consents
- Major alteration to Floodplain
- New mine or reactivation of Former mine
- Quarry expansion
- Commercial, industrial, residential, open space and community facility uses in settlement areas

**Frontenac Islands**

- Private Road development in areas not zoned
- Multiple-residential development
- Maintenance yards/public works depots
- Agricultural related uses
- New or expanded aggregate operations

Once a new Official Plan or Zoning By-law is adopted, the municipality would have to initiate site-specific zoning amendments to allow for any new uses on this list, or any other uses not anticipated in the Official Plan and Zoning By-law. This would put Councils in the position of advocating for developments that have yet to receive consultation, agency review, or other planning due diligence. Rural municipalities have intentionally required site-specific applications for major developments, recognizing that it is difficult to anticipate where certain land uses could go with such as vast geography, so many uses should be considered on a case-by-case basis through a comprehensive process. A five year moratorium on private amendments to new development permit system by-laws would also create a strong disincentive for rural municipalities to adopt these by-laws.

Staff recommend that Council oppose this proposed addition to the legislation.

The proposed requirement for Council endorsement for a minor variance within two years on a site-specific zoning amendment is intended to address urban issues, such as high rise developers asking Committees of Adjustment for extra height on their projects shortly after agreeing with Council on concessions for lower height. This is not an issue in rural areas, and the requirement for Council approval will only add additional delay to the planning process. During detailed design new issues can arise that require minor variances to address, and this should be a straight-forward process provided all tests can be met.

**Sustainability Implications**

Provincial planning legislation sets the framework for municipal planning policies and by-laws, and outlines the process for reviewing development application. It is important that the planning system supports growth and economic development, while providing municipalities with the powers to preserve natural resources, support complete communities, and defend municipal and provincial policies.

**Financial Implications**

None at this time.

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

All Townships  
Ontario County Planning Directors



**Report 2015-058**

**Information Report to Council**

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

**From:** Kelly Pender, Chief Administrative Officer

**Prepared by:** Joe Gallivan, Director of Planning and Economic Development  
Kelly Pender, Chief Administrative Officer

**Date prepared:** June 2, 2015

**Date of meeting:** June 17, 2015

**Re: Office of the CAO – Development on Private Roads – AMO Delegation**

**Recommendation**

This Report is for information purposes only.

**Background**

The Association of Municipalities of Ontario (AMO) conference is scheduled for August 16<sup>th</sup> to 19<sup>th</sup> in Niagara Falls Ontario. As part of the lead up to the conference, staff are required to submit delegation requests for any meeting contemplated for Warden with the Provincial Ministers. For 2015, the Warden wishes to meet with the Minister of Municipal Affairs, The Honourable Ted McMeekin, to discuss the issue of development on private roads.

**Comment**

Applications for meetings with the Minister need to be filed by July 6<sup>th</sup> 2015. This may be an issue that will be brought forward by the Eastern Ontario Wardens' Caucus, in which case, the Warden will meet with the Minister in the EOWC meeting and forego the individual meeting. The next EOWC meeting is June 25<sup>th</sup> and 26<sup>th</sup> in Renfrew.

A briefing note will be prepared for the Minister.

The Warden has also asked for a meeting with local M.P.P.'s on the issue and will report back to Council.

**Sustainability Implications**

Maintaining the rural character of Frontenac County is a key principle of *Directions for Our Future* and the County Official Plan. A restriction on the use of private roads will change both the culture and economic future of the County.

**Financial Implications**

n/a

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

Warden Doyle



**Report 2015-064**

**INFORMATION 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 prepared:** June 1, 2015

**Date of meeting:** June 17, 2015

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**Re:** **Corporate Services – Four Month Attendance Management Report Card**

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**Recommendation**

This report is for information only.

**Background**

The County of Frontenac expects regular attendance at work from all employees. Since June 2013, when staff identified the challenge of increasing sick time, regular reports have been provided to Council.

**Comment**

Data identifies that absenteeism is a challenge at the County of Frontenac.

There is a need to understand

- a) the context of the issue
- b) how the issue is being addressed at the County
- c) how the County services compare to similar services provided elsewhere
- d) key performance indicators to assess whether the initiatives utilized to address absenteeism are effective.
- e) ongoing reporting

The report does not include those who are on LTD, WSIB or ESA job protected leaves.

**A Context of the Issue**

It is recognized that

- on occasion, employees need to be absent from work to aid with recovery from illness and injury or to prevent the spread of communicable diseases
- the primary occupations of the County are predominately in the health care sector. Sixty-seven percent (67%) of County employees work directly with patients and residents who are responsible to treat and care for the most vulnerable people in our communities.
- It has been statistically proven by the “Mental Health Commission of Canada” that paramedics and health care staff working in palliative care are the high risk groups for invisible illness. Day to day duties include dealing with unnatural deaths, terminally ill and dying patients, tragedy, trauma and infectious diseases which affect our staff directly as they treat these individuals in a professional manner.
- As well as occupational hazards employees deal with personal injury and circumstance which at times are beyond their control and capabilities to limit, examples of these are: broken limbs, surgeries, personal and family loss and chronic illnesses.
- the County workforce is aging (**Table 1**)

Council is interested in understanding the specific context of current absenteeism rates. Under Human Rights legislation, it is not a requirement for the Employer to be advised of the diagnosis of an employee, only the prognosis and restrictions.

**Table 2** provides an overview of the number of acute and chronic conditions reports to the Employer to try to provide some context for current absenteeism.

Acute is any condition or illness that requires treatment and once cured is not expected to return, ie. appendicitis, the flu, an infection, a fracture, ear/eye infections, strep throat, etc. Acute conditions may be 1-3 days or if invasive procedures are required, up to 6 weeks.

Chronic is any condition that will never go away but can be managed with treatment. These will flare up and remain as is or worsen with time such as multiple sclerosis, arthritis, mental health illness, substance abuse, cancer, chronic dermatitis, etc. Chronic conditions may require a few days off every few months for treatments, periods of absence periodically for weeks at a time such as if they are exacerbated seasonally, or occasional extended periods of absence.

**B Addressing the Issue**

In 2013 an external consultant undertook a review of the County's Disability Management Program. Based on the recommendations of the audit a more comprehensive Disability Management Program (DMP) was drawn together from existing policies and procedures.

Although the DMP as a consolidated document is new and managers and staff are being trained on the processes therein, most of the policies and processes have been in existence for some time. The Employee Attendance Awareness Program (EAAP) was originally implemented at Fairmount in 1995 and at Frontenac Paramedic Services in 2006, but not applied consistently since 2008 due to union challenges. The revised EAAP program was launched with Frontenac Paramedic Services in 2014 and with Fairmount in 2015.

We are anticipating that the training for supervisors will enhance their ability to understand the opportunities to better manage employee absenteeism.

It should be noted that with the management challenges at Fairmount the absenteeism incidence has increased substantially. With more dedicated resources it is believed that the numbers should improve.

**C Comparative information**

It is difficult to derive comparative information from other municipalities.

For that reason 2014 Statistics Canada data is provided as a benchmark.

The limitations related to the use of the comparability of the Statistics Canada data are outlined in the introduction to the charts. **Charts A – D** provide a view of monthly absenteeism for each department.

**Chart A Corporate Services** - Statistics Canada Target - the North American Industry Classification System (NAICS) category of local government and other public boards was used which identified **9.6** days lost per worker in a year as a result of illness or disability in 2014

Corporate Services is a smaller workforce where in one extended absence can have a significant impact on the statistics. The trend line indicates that absenteeism is not an issue in this area.

**Chart B Fairmount Home** – Statistics Canada Target - the Health Occupation category as defined by the National Occupational Classification for Statistics (NOC-S) has been used which identifies **11.6** days lost per worker in 2014 as a result of illness or disability. The NAICS category of Health and social assistance was deemed to be less comparable.

Fairmount consistently exceeds the target. It should be noted however that 2013 saw a substantial drop in absenteeism, which can be surmised as directly attributable to diligent management scrutiny in that year. As discussed, Fairmount has not had consistent management staffing over the last year and a half.

**Chart C Frontenac Paramedic Services** - Statistics Canada Target - the Health Occupations category as defined by the National Occupational Classification for Statistics (NOC-S) has been used which identifies **11.6** days lost per worker in 2014 as a result of illness or disability. The NAICS category of Health and social assistance was deemed to be less comparable.

The chart clearly depicts that Frontenac Paramedic Services consistently exceeds the target.

**Chart D Marine Services** - Statistics Canada Target - the NAICS category of Transportation reveals **9.9** days lost per worker in 2014 due to illness or disability.

Attendance in Marine Services is not consistent, but with a small workforce one or two absences can have a huge impact on the indicator.

#### **D Key Performance Indicator (KPI)**

Given the lack of directly comparable absenteeism statistics, the County's best measure is its own KPI.

**The County's KPI objective will be to bring this indicator to 80% of employees meeting the target.**

The County's attendance targets are based on a rolling 12 month average and were developed based on industry comparators.

##### **Attendance Targets**

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

Although it is important to focus on the costs and implications of absenteeism, it is noted that 5.2% of all employees have had no absences in the report period (January to April). Of all employees 35% exceed the targets set for their departments. More detail can be found in **Table 3**.

#### **E Ongoing Reporting**

Council needs to be aware of the changing costs and nature of absenteeism through regular, meaningful reporting.

The attendance management program follows a four month cycle and for that reason, it is recommended that Council receive reports three times a year, January, May, and September. Charts A-D and Tables 2 and 3 will be provided at that time with a discussion of any additional observations or strategies.

**Sustainability Implications**

It is acknowledged that costs related to attendance management are challenging. Management is pursuing attendance management programs and the audit of its processes to ensure that it can mitigate the financial impact.

**Financial Implications**

Absenteeism has a direct impact on the County's budget and staffing levels. With ongoing attendance management, it is the expectation of managers to continuously improve employee attendance which will result in substantial savings, increased productivity and morale.

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

Manager of Human Resources  
Corporate Services  
Fairmount Home  
Emergency & Transportation Services (Frontenac Paramedic Services)  
Emergency & Transportation Services (Marine Services)

**Table 1: County of Frontenac Labour Force**

Department	Service	Total # Employees	Average Age
<b>Non-union Staff</b>	All Departments	34	50.42
<b>Fairmount Home and Corporate Services</b>	CUPE Local 2290	194	41.52
<b>Emergency and Transportation Services</b>	Frontenac Paramedic Services (OPSEU Local 462)	147	38.79
	Marine Services (CUPE Local 109)	17	50.96
<b>County of Frontenac Total</b>		392	41.87

**Table 2: Occupational Health January 2015 - April 2015**

	Fairmount	ETS	Corporate Services
	#cases		
<b>Acute and/or requiring hospitalization</b>	3	1	2
<b>Chronic Conditions</b>	8	5	1
<b>Non Occupational injury</b>	1		

**Acute** is any condition or illness that requires treatment and once cured is not expected to return, i.e., appendicitis, the flu, an infection, a fracture, ear/eye infections, strep throat, etc. Acute conditions may be 1-3 days or if invasive procedures are required, up to 6 weeks.

**Chronic** is any condition that will never go away but can be managed with treatment. These will flare up and remain as is or worsen with time such as M.S., arthritis, mental health illness, substance abuse, cancer, chronic dermatitis, etc. Chronic conditions may require a few days off every few months for treatments, periods of absence periodically for weeks at a time such as if they are exacerbated seasonally, or occasional extended periods of absence.

**Non-occupational illness/injury** are cases of illness, injury or medical conditions of both a physical and psychological nature incurred by an employee outside of his/her work.

**Table 3: Absenteeism Targets January - April 2015**

<b>January – April 2015</b>	<b>Corporate Services Non Union Staff Target 7 Days</b>	<b>Corporate Services CUPE 2290 Union Staff Target 7 Days</b>	<b>ETS OPSEU 462 Paramedic Staff Target 12 Days</b>	<b>ETS Staff and Non-Union Staff Target 7 Days</b>	<b>Fairmount Non Union Staff Target 7 Days</b>	<b>Fairmount CUPE 2290 Nursing Staff Target 10 Days</b>	<b>Fairmount CUPE 2290 Non Nursing Staff Target 7 Days</b>	<b>ETS CUPE 109 Marine Staff Target 7 Days</b>
<b>Total Employees</b>	12	10	78	15	4	95	45	9
<b># of Sick Employees</b>	6	9	78	15	1	92	42	8
<b>% Employees with No Absences</b>	50.00%	10.0%	0.0%	0.0%	75.0%	3.2%	6.7%	11.1%
<b>% Employees who are over Target</b>	16.67%	10.0%	37.5%	46.7%	0.0%	38.9%	31.1%	55.6%
<b>% Employees who are meeting Target</b>	83.33%	100.0%	62.5%	53.3%	100.0%	61.1%	68.9%	44.4%
<b>Cost of Absenteeism**</b>	\$0	\$4,003	\$166,154	0	\$0	\$86,134	\$12,412	\$8,508

Total employees are those full-time (and part-time within Fairmount) who are eligible for sick time compensation

# sick employees – any sick related time off

\*\*Cost of absenteeism - The incremental cost related to the estimated replacement cost at regular rate (not overtime) is provided.

## Charts A - D

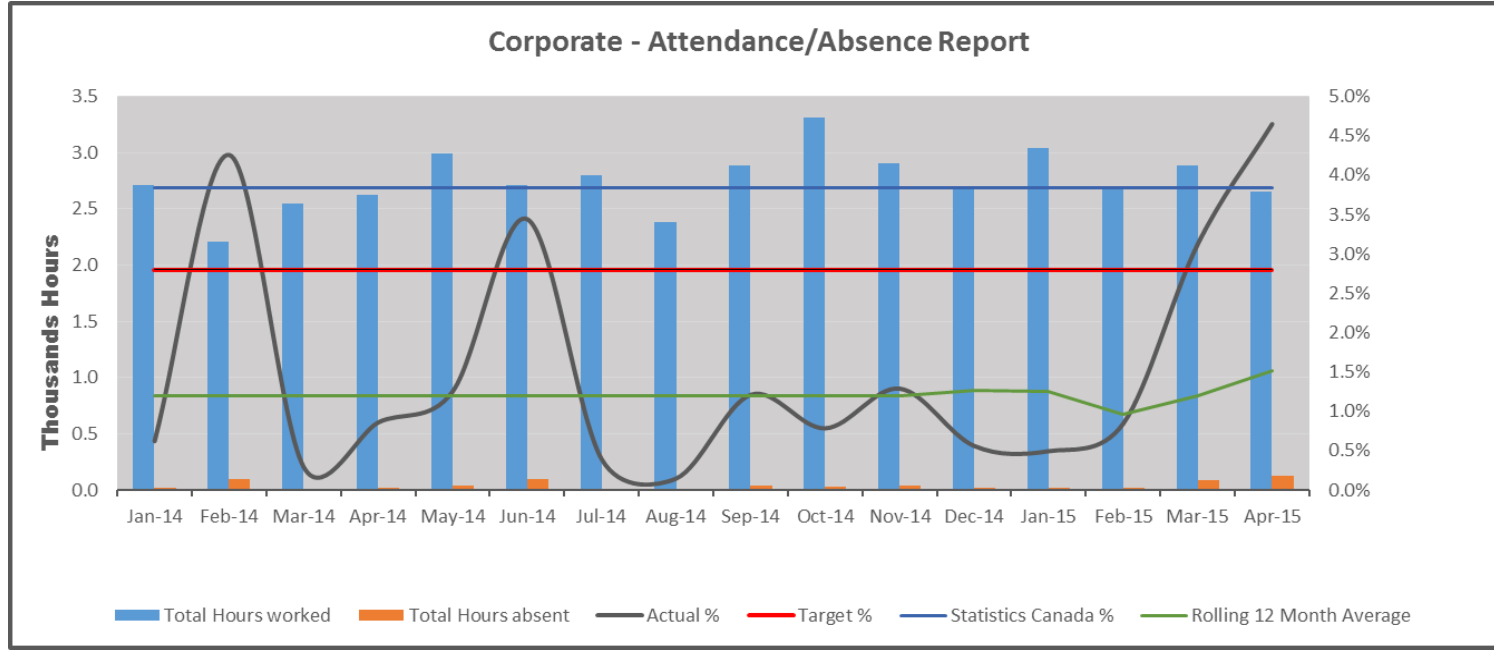
Comparability with Statistics Canada data should be reviewed understanding that

- Statistics Canada only reports the work absence statistics for full-time employees and County data includes both full and part time employees for Fairmount.
- Statistics Canada uses the National Occupational Classifications for Statistics (NOC-S). This more accurately represents the Health Care sector. Under the North American Industry Classification System (NAICS) health care and social services are lumped together. The NAICS provides the opportunity to look at local government and transportation.
- Days lost per worker are calculated based on an inactivity rate and incidence of absence. The County reflects days of actual days of absence
- Statistics are provided for own illness, accident, disability or other health-related reason.

### Chart Definitions

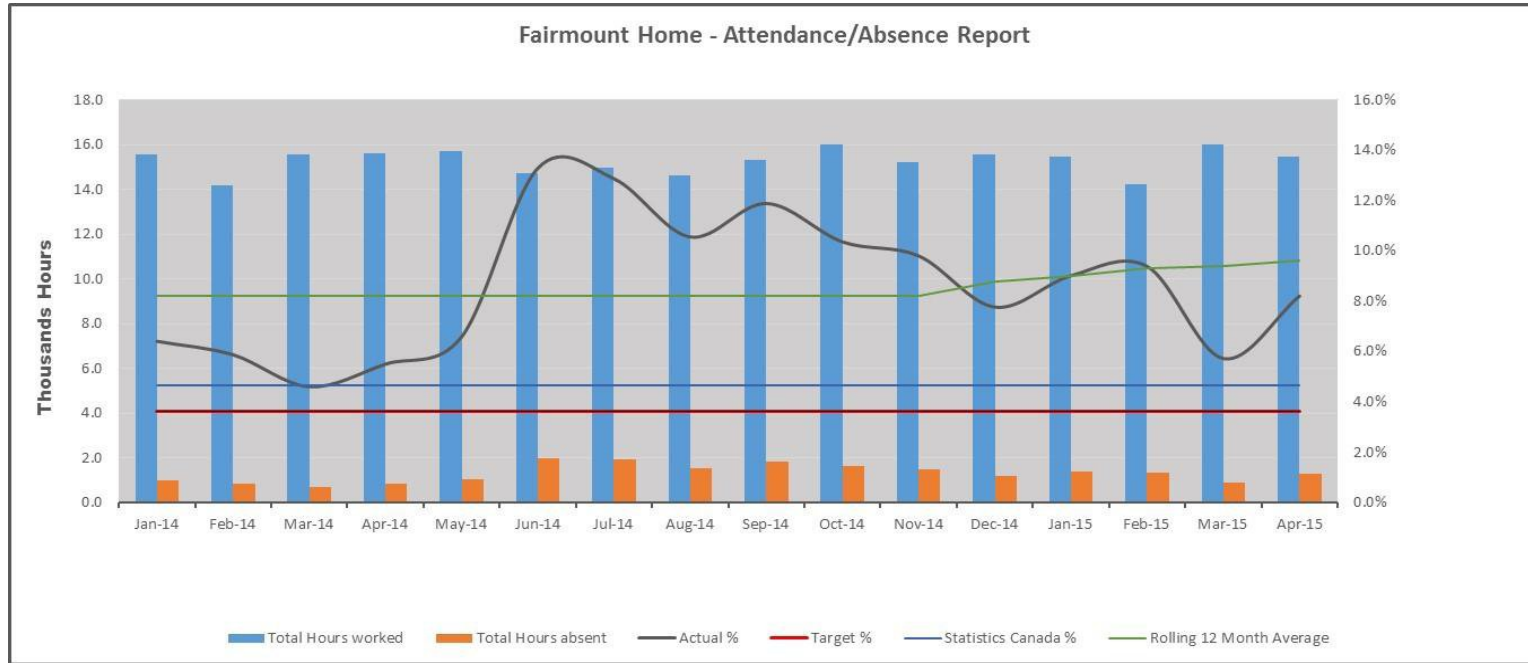
- Total hours worked – in period – for Fairmount this includes part time employees eligible for sick time.
- Total hours absent – related to Short term disability illness, disability or other health related reason. Does not include those off on long term disability.
- Rolling 12 month% = hours absent/hours worked (includes paid and unpaid hours absent) for 12 month period. Jan – Dec. 14 presents annual average, but Jan. 2015 forward provides an accurate rolling average.
- Actual % = hours absent/hours worked ( includes paid and unpaid hours absent)
- Target % = target hours absent/hours worked (see Attendance targets above).
- Statistics Canada % = Statistics Canada worker absenteeism/days worked ( differs local government, health and transportation categories)

**CHART A Corporate Services January 2014 to April 2015**



- **Rolling 12 month average %** = includes paid and unpaid sick leave – Jan14-Dec 14 – used annual average
- **Actual %** = includes paid and unpaid sick leave
- **Target %** = 7 days/no. of days worked = 2.8%
- **2014 Statistics Canada %  
Local government and other boards** = 9.6 days/no. of days worked = 3.8%

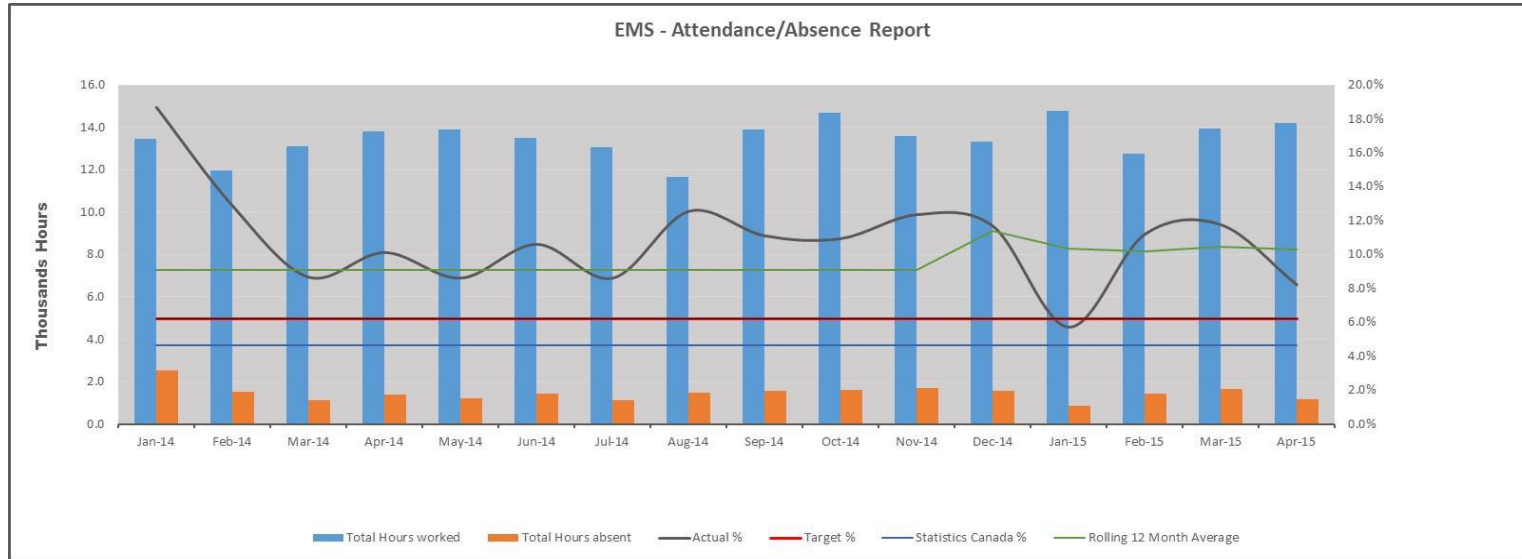
**CHART B Fairmount Home Attendance January 2014 to April 2015**



- **Rolling 12 month average %** = includes paid and unpaid sick leave – Jan 14 -Dec 14 – used annual average
- **Actual %** = includes paid and unpaid sick leave
- **Target %** = 10 days/no. of days worked = 3.6%
- **2014 Statistics Canada % Health Sector\*** = 11.6 days/no. of days worked = 4.6%

\*This category includes occupations concerned with providing health care services directly to patients and occupations that provide support to professional and technical staff. Includes professional (Doctors, Nurses), technical (Lab Assistants) and assistants in health care (Paramedics)

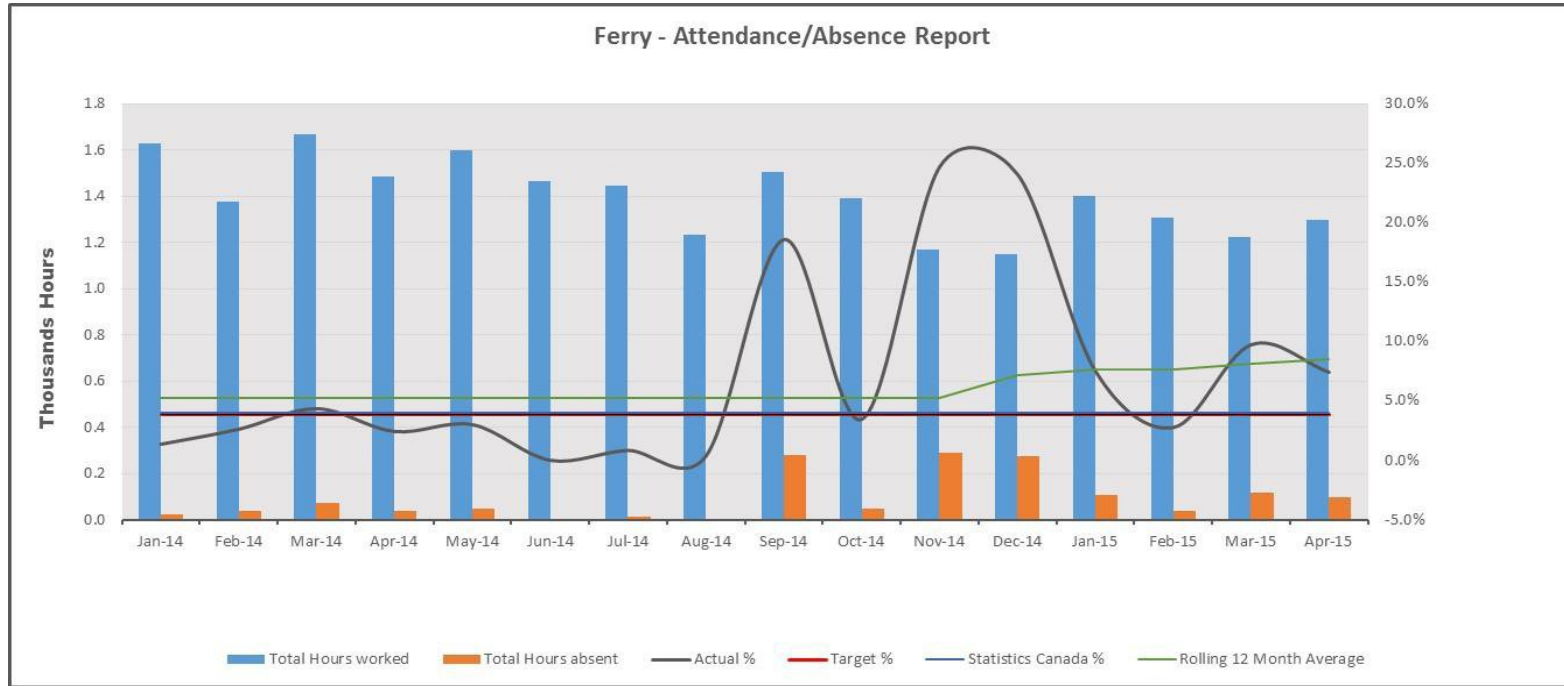
**CHART C Emergency Services (Frontenac Paramedic Services) Attendance January 2014 to April 2015**



- **Rolling 12 month average %** = includes paid and unpaid sick leave – Jan 14 - Dec 14 – used annual average
- **Actual %** = includes paid and unpaid sick leave
- **Target %** = 12 days/no. of days worked = 6.2%
- **2014 Statistics Canada % Health sector\*** = 11.6 days/no. of days worked = 4.6%

\*This category includes occupations concerned with providing health care services directly to patients and occupations that provide support to professional and technical staff. Includes professional (Doctors, Nurses), technical (Lab Assistants) and assistants in health care (Paramedics)

**CHART D Transportation Services (Ferry) Attendance January 2014 to April 2015**



- **Rolling 12 month average %** = includes paid and unpaid sick leave – Jan14-Dec 14 – used annual average
- **Actual %** = includes paid and unpaid sick leave
- **Target %** = 7 days/no. of days worked = 3.8%
- **2014 Statistics Canada %** = 9.9 days/no. of days worked = 4.0%  
**Transportation Sector**



**Report 2015-065**

**Information Report to Council**

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

**From:** Kelly J. Pender, Chief Administrative Officer

**Date prepared:** June 10, 2015

**Date of meeting:** June 17, 2015

**Re: Office of the Chief Administrative Officer – Eastern Ontario Wardens’  
Caucus (EOWC) Regional Ombudsman Preliminary Report**

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**Recommendation**

This Report is for information purposes only.

**Background**

Under the provisions of Bill 8 is the Public Sector and MPP Accountability and Transparency Act, 2014, effective January 1, 2016 oversight of municipalities in Ontario by the Provincial Ombudsman will be expanded beyond closed meeting investigator to include all aspects of municipal operations. Under the Act, municipalities can employ the services of their own ombudsman, whose decision would ultimately be reviewable by the Provincial Ombudsman.

**Comment**

At the June 25 and 26 EOWC meeting the attached Request for Proposals (**Schedule ‘A’**) will be discussed. There is no obligation to participate, but it is one of the options available for Council to consider.

**Sustainability Implications**

To be determined.

**Financial Implications**

To be determined.

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Information Report to Council  
Eastern Ontario Warden’s Caucus (EOWC)  
Regional Ombudsman Preliminary Report - June 17, 2015

Page 1 of 2

**Organizations, Departments and Individuals Consulted and/or Affected**  
Eastern Ontario Wardens' Caucus

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Information Report to Council  
Eastern Ontario Warden's Caucus (EOWC)  
June 17, 2015

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**Schedule 'A' – Report 2015-065**



**EOWC Regional Ombudsman Proposal**

**June 2, 2015**

DRAFT

**Executive Summary**

- On January 1, 2016, the Public Sector and MPP Accountability and Transparency Act will be proclaimed in effect. Consequently, the Provincial Ombudsman will have oversight of Ontario municipalities.
- The EOWC is proposing to retain a “regional ombudsman” for use by EOWC members, and the 90 local municipalities covered within the Caucus region.
- This arrangement could take a variety of forms, but is likely to involve EOWC recruiting the Ombudsman, establishing and paying an annual retainer, and member municipalities assuming service costs when investigations occur.

**Proposal: Regional Ombudsman for the EOWC Region**

The Eastern Ontario Wardens’ Caucus (EOWC) is proposing a model of oversight by which an ombudsman could be centrally retained by the EOWC on behalf of itself and its member municipalities.

**Funding Arrangement:**

In the proposed arrangement the EOWC would secure and retain the “regional ombudsman”, assuming the costs of establishing and maintaining this position. All costs incurred beyond the annual retainer would however be the responsibility of the municipality requiring investigation services.

**Opting In/Opting Out:**

In the case of the EOWC Caucus members it should be agreed that all members are included in the arrangement and will share equally in the annual retainer costs (subject to a reasonably negotiated contract for the position). Any one of the 13 members may decide to opt out, however there should be a 12-month written notice provision.

In the case of local municipalities, each should be required to pass a resolution agreeing to participate in the regional approach. The decision to participate is a local decision. Municipalities may opt out of the arrangement but should be subject to the same 12-month written notice requirement.

**General Notes:**

The role of the ombudsman will no doubt routinely involve consideration of the law. Consequently, experience in interpreting and navigating the law is essential to the effective action of the ombudsman. The profiles provided below show a marked deference to individuals with a legal background, educationally, and professionally; the exception, in Fiona Crean, exists because her extensive supporting office is capable of providing legal advice when necessary. A regionally appointed ombudsman, as proposed by EOWC, will not have the liberty to maintain an office of support staff, and a legal background would be advantageous. Where the individual is not a lawyer it is expected that access to legal advice will be necessary.

**Considerations**

- The retention of a regional ombudsman by the EOWC would provide immediate access to independent oversight; this would hopefully allow local resolution of complaints, and an exclusion of provincial oversight where not due.
- Some counties, for example the County of Hastings, retain a closed meeting investigator. The role and responsibilities of an Ombudsman appears to be considerably different from that of a CMI and as a result it would not be appropriate to add these new duties to a CMI.

**Ombudsman Profiles/Background Information**

If the EOWC and its members decide that steps shall be taken to pursue a regionally retained ombudsman, an understanding of what an effective ombudsman is will be required. Below are four ombudsman profiles in Canada:

**Andre Marin, Ontario Ombudsman**

- First appointed to post in 2005, and reappointed in 2010, he remains in position until May 31, 2015, when he will require reappointment to continue tenure (decision has been further deferred).
- Previously acted as Ombudsman for the Canadian Armed Forces.
- Lawyer by trade, with various distinctions from Law associations.

**Fiona Crean, City of Toronto Ombudsman (Not subject to Bill 8 Legislation)**

- Appointed in 2008 as the City of Toronto's first Ombudsman.
- Currently seeking post of Ontario Ombudsman.
- No educational background in law; holds a Master's Degree in Special Education.
- Previously worked as Assistant Deputy Minister in the Ontario Government.
- Policy analysis cited as top skill on LinkedIn.

**Peter Hourihan, Alberta Ombudsman**

- Bachelor's Degree in business administration.
- Bachelor of Laws degree.

**Kim Carter, British Columbia Ombudsperson**

- Lawyer by Trade, and holds a Master's of Law.
- Specialization in administrative law.
- Significant experience in legal practice.



**Community Schools Alliance**  
**399 Ridout St. N.**  
**London, Ontario**  
**N6A 2P1**  
**[www.communityschoolsalliance.ca](http://www.communityschoolsalliance.ca)**

An open letter to all elected municipal officials and staff:

The Community Schools Alliance continues to advocate for a closer working relationship between school boards and municipal councils. Both represent the same taxpayers, both **should** regard our schools as critically important components of our public infrastructure and both **should** work together to ensure our communities are well served by those schools.

For several years the Community Schools Alliance has spoken out about changes that are needed to protect our schools and to protest changes that threaten them.

We believe some recent initiatives of the Ontario government are good ones.

- The announcement of the Premier's Advisory Group on Community Hubs (<http://www.ontario.ca/communityhubs>) to develop a framework for adapting existing public assets, including schools, to become community hubs is a step forward.
- Recent changes to the Grant for Student Needs, the 'funding formula' for schools, has been amended to change the qualifications required for schools to be deemed 'isolated' and therefore to qualify for special 'top-up' grants. Unfortunately, top-up grants for non-isolated schools are being phased out.
- A new Community Planning and Partnerships Guideline that encourages the formation of more facility partnerships by ensuring more transparent communications with community organizations has been introduced.

More changes are needed and the Community Schools Alliance is committed to advocating for those changes. To better enable us to do this work, the Community Schools Alliance has made changes of its own. A new constitution has been adopted (you can see it on our website <http://www.communityschoolsalliance.ca>) and a new executive has been elected. The names of our executive members are listed below.

To be effective with our advocacy, we need research, resources and your support. Please consider becoming a member of the Community Schools Alliance as an organization, as individuals or both. An application form for membership with a membership fee schedule is included. The initial membership fee will cover the period until August, 2016.

Please join us!

**The greater our numbers, the stronger our voice!**

Yours truly,



Doug Reycraft  
Chair, Community Schools Alliance

**Executive Members**

Mayor Alan Barfoot  
Georgian Bluffs

Councillor Carol Lowery  
Temagami

Councillor James Collard  
Niagara-on-the-Lake

Mayor Gerry Marshall  
Penetanguishene

Warden Denis Doyle  
Frontenac County


Councillor Don Murray  
Huron-Kinloss

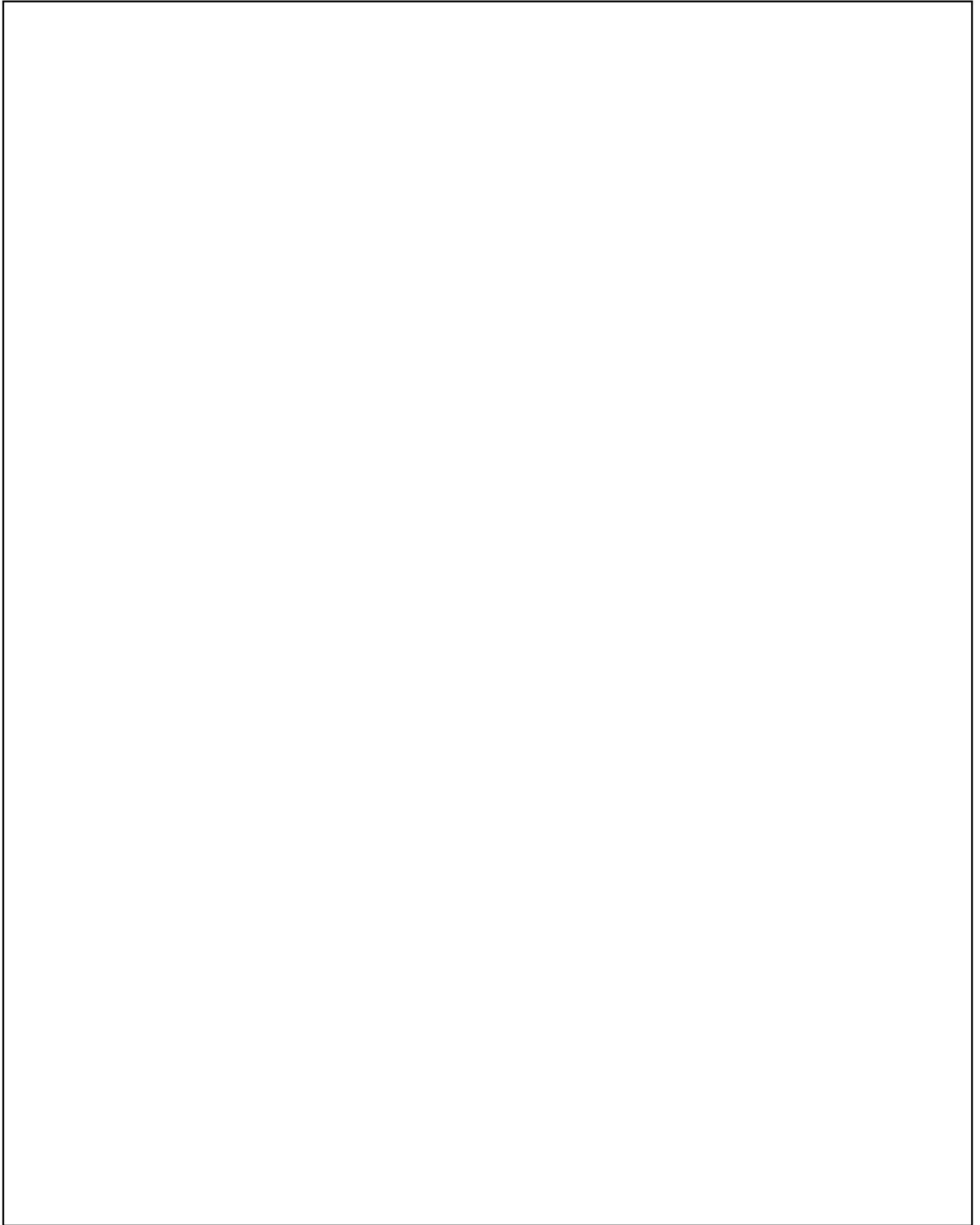
Deputy Mayor Patricia Greig  
Northern Bruce Peninsula

Councillor Marcus Ryan  
Zorra

Mayor Lucy Kloosterhuis  
Oliver Paipoonge

Mayor Brian Smith  
Wasaga Beach

	<p align="center"><b>Community Schools Alliance</b>  <b>399 Ridout St. N.</b>  <b>London, Ontario</b>  <b>N6A 2P1</b>  <b>www.communityschoolsalliance.ca</b></p>	
<b>Membership Application Form</b>		
<b>Select Membership Category</b>	Category A: Municipalities Category B: Provincial Agencies & Organizations Category C: Local Organizations & Individuals	
<b>Payment by Cheque</b>	Community Schools Alliance c/o Councillor James Collard, Town of Niagara-on-the Lake, Box 100, Virgil ON L0S 1T0	
<b>Category A: Municipalities</b>		
Name:		
Mailing Address:		
Membership Fee Based on Population :		
<input type="radio"/> 0001 - 5,000     \$250.00	<input type="radio"/> 5,001-10,000 \$500.00	<input type="radio"/> 10,001-20,000 \$750.00
<input type="radio"/> 20,001 – 30,000 \$1,000.00	<input type="radio"/> 30,001– 50,000 \$1,500.00	<input type="radio"/> 50,001 Plus \$3,000.00
<b>Category B: Provincial Agencies &amp; Organizations</b>		
Membership Fee:	\$3,000	Email:
Name:		
Mailing Address:		
Executive Director or Voting Delegate:		
<b>Category C1 : Local Organizations</b>		
Membership Fee:	\$50.00	Email:
Name of Organization:		
Mailing Address:		
Executive Director or Voting Delegate:		
<b>Category C2 : Individuals</b>		
Membership Fee:	\$50.00	Email:
Name:		
Mailing Address:		
<b>Office Use Only</b>		
Date Received:	Membership Number:	
Fee Enclosed:	Date Forwarded to AMO:	



**By-Law No. 2015-0026**

**Of**

**The Corporation of the County Of Frontenac**

Being a By-Law to Adopt a Budget Policy

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**Whereas** Section 289(1) of the *Municipal Act, 2001* provides that for each year, an upper-tier municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality, including,

- (a) amounts sufficient to pay all debts of the upper-tier municipality falling due within the year;
- (b) amounts required to be raised for sinking funds or retirement funds;
- (c) amounts in respect of debenture debt of lower-tier municipalities for the payment of which the upper-tier municipality is liable; and
- (d) amounts required by law to be provided by the upper-tier municipality for any of its local boards, excluding school boards; and,

**Whereas** the Council of the County of Frontenac deems it expedient to pass a Budget 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 Budget 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 17<sup>th</sup> day of June, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 17<sup>th</sup> day of June, 2015.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Denis Doyle, Warden

\_\_\_\_\_  
Jannette Amini, Clerk



**FINANCE Policy & Procedure Manual**

**Subject:** Budget Policy  
01

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**Approved:**

**Effective:**

**Policy Statement**

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

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

**Objective:**

The intent of this budget policy is to:

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

**Principles**

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

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

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



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**Approved:**

**Effective:**

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

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

At the staff level, staff responsibilities are as follows:

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



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**Approved:**

**Effective:**

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

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

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

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



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**Approved:**

**Effective:**

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

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

More detailed information is available at the request of Council.

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



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**Approved:**

**Effective:**

- Legislative requirements
- Policy strategic direction
- Operational efficiency
- **Capital:** Capital sustainability will be achieved by an additional amount being added to the budget in each year for ten years from 2015 to 2024.<sup>1</sup>
  1. As assets are added, sold or re-furnished staff will report on the impact to sustainability projection as part of the budget requisition process.
- **Deviation from Target (Above):** Where the operating levy projection is above the inflation target, the County will consider the following in order:
  1. Assessment growth where available;
  2. The stabilization reserve where available;
  3. A levy increase above the target.
- **Deviation from Target (Below):** Where the operating levy projection is below the inflation target, the County will consider the following in order:
  1. Levy for the inflation target with the excess targeted for capital sustainability if sustainability has not been achieved;
  2. Levy for the inflation target with the excess targeted for the stabilization reserve if the reserve is less than its target balance;
  3. Other projects of priority to the community and/or Council;
  4. A levy amount below the target.
- **Levy Stabilization (One Time Items):** One time operational items should be considered for funding from reserves where available.
- **Levy Stabilization (Periodic Large Items):** In order to minimize levy fluctuation, large periodic operating items should be budgeted based upon the total cost/frequency. (e.g., expensive HVAC duct cleaning required every five years)
- **Services Provided by Others and Reconciliation:** Budgets for services provided to County residents by the City of Kingston and other agencies (i.e., Social Services, POA, Health Unit, MPAC and Library) are presented as estimates based upon submissions provided by the delivery organization and are subject to final reconciliation after the budget is approved.

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



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**Approved:**

**Effective:**

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

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

Budget reporting will align with the budget presentation.

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

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



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**Approved:**

**Effective:**

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

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

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

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

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



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**Approved:**

**Effective:**

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

**Capital Sustainability:**

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

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

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

**BY-LAW NO. 2015-0027**

**OF**

**THE CORPORATION OF THE COUNTY OF FRONTENAC**

being a by-law to amend By-law No. 2013-0010 (to impose user fees and charges for services)

**WHEREAS** Sections 391 (1) and (3) of the *Municipal Act, 2001 S.O. 2001, c. 25, as amended* authorize a municipality to impose fees or charges including costs incurred by the municipality related to administration, enforcement and the establishment, acquisition and replacement of capital assets, on persons,

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board; and
- (c) for the use of its property including property under its control.

**AND WHEREAS** the Council of the County of Frontenac adopted By-law No. 2013-0010, being a by-law to impose user fees and charges for services, on March 20, 2013;

**AND WHEREAS** the Council deems it expedient to amend By-law No. 2013-0010;

**NOW THEREFORE** the Council of the Corporation of the County of Frontenac enacts as follows:

1. **THAT** By-law 2013-0010 be amended by deleting Schedules A through E in their entirety and replacing with Schedules A through E attached hereto; and
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 17<sup>th</sup> day of June, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 17<sup>th</sup> day of June, 2015.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Denis Doyle, Warden

\_\_\_\_\_  
Jannette Amini, Clerk

**SCHEDULE A**

**FEEES FOR SERVICES FOR COUNTY ADMINISTRATION  
AND GEOGRAPHIC INFORMATION SYSTEM (GIS) MAPPING**

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ADMINISTRATION

Photocopying (per copy) .....	\$0.25
Faxing (per page) .....	\$1.00
Archival Material Search – Hourly Rate .....	\$35.00

GEOGRAPHIC INFORMATION SYSTEM (GIS)  
AND MAP-RELATED PRODUCTS

Digital True Colour Ortho-Photography (1km x 1km tiles - MrSID, GeoTIFF; includes processing and shipping) .....	\$50.00/tile
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Printed Map Products

County of Frontenac Street Atlas (printed and bound).....	\$50.00/copy
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Individual Township Street Atlas (printed and bound).....	\$15.00/copy
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Small Basic Map (8½” x 11”; no customization)

Black and white .....	\$6.00
Colour .....	\$8.00

Medium Basic Map (11” x 17”; no customization)

Black and white .....	\$10.00
Colour .....	\$12.00

Large Basic Map (no customization, exceeds 11” x 17” and up to 42” wide; requires the use of large scale GIS plotter) .....	\$30.00
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Custom Map Products

Hourly Rate (includes mapping/analysis/consultation; does not include printed final product or shipping charges; minimum fee of 1 hour) ....	\$40.00
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Note: These fees are not applicable to services provided to the Townships  
within the County of Frontenac.

**SCHEDULE B  
FEES FOR FACILITY RENTALS**

**Notes:**

	<b>The Bud Clayton Memorial Room</b>	<b>Frontenac Room</b>	<b>Kingston Frontenac Rotary Auditorium</b>
<b>County Use ( includes member Townships)</b> (Must have staff sponsor or assigned designate who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> <li>No Charge</li> </ul>	<ul style="list-style-type: none"> <li>No Charge</li> </ul>	<ul style="list-style-type: none"> <li>No Charge *Including Fairmount Home sponsored residents/family events*</li> </ul>
<b>County Affiliate <u>or</u> Not For Profit</b> (Must have affiliate/association sponsor who will be present for the meeting and will be responsible for clean-up/close down procedures)	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>\$30/half day (4 hours)</li> <li>\$50/day (8 hours)</li> <li>After hours charge (\$40/hr.)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>\$60/half day (4 hours)</li> <li>\$100/day (8 hours)</li> <li>After hours charge (\$40/hr.)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>\$120/half day (4 hours)</li> <li>\$200/day (8 hours)</li> <li>After hours charge (\$40/hr.)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>
<b>For Profit Company</b>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>Proof of insurance required</li> <li>\$45/half day (4 hours)</li> <li>\$75/day (8 hours)</li> <li>After hours charge (\$40/hr)</li> <li>Stand-by Tech Support charge is (\$40/hr.)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>Proof of insurance required</li> <li>\$90/half day (4 hours)</li> <li>\$150/day (8 hours)</li> <li>After hours charge (\$40/hr)</li> <li>Stand-by Tech Support charge is (\$40/hr)</li> <li>Damage Deposit (\$250)</li> </ul>	<ul style="list-style-type: none"> <li>50% Deposit Required (Non Refundable if cancelled within 48 hours)</li> <li>Proof of insurance required</li> <li>\$150/half day (4 hours)</li> <li>\$250/day (8 hours)</li> <li>After hours charge (\$40/hr)</li> <li>Stand-by Tech Support charge is (\$40/hr)</li> <li>Damage Deposit (\$250)</li> </ul>

- After hour charges are applicable outside of normal County hours of operation (8:30 am to 4:00 pm, Monday to Friday)  
Multiple day rates may be discounted up to 30% depending upon availability and set up/break down requirements.  
No onsite catering is available. A list of recommended local caterers is available upon request.
- No charge to the City of Kingston for the Kingston Frontenac Rotary Auditorium.

**SCHEDULE C**

**TARIFF OF FEES FOR LAND USE PLANNING**

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**Subdivisions/Condominiums**

**Initial Application Fee**

For any proposed plan of subdivision submitted to the County of Frontenac for approval:

Up to 20 developable lots/blocks/units .....	\$3,000
21 to 50 developable lots/blocks/units .....	\$4,500
More than 50 developable lots/blocks/units .....	\$6,000

**Refund**

Sixty per cent (60%) of the Initial Application Fee shall be returned if an application is rejected by the County of Frontenac as being deemed incomplete or is withdrawn prior to circulation

Major Plan Revision (re-circulation) ..... \$1,250

Minor Revision..... \$ 500

For minor revisions to the draft plan and/or draft conditions, which do not require major re-circulation

**Draft Approval Extension**

For each one (1) year extension of draft approval beyond the usual three (3) years draft approval ..... \$ 500

Final Plans for Registration ..... \$ 600

**Condominiums Exemption**

Application Fee .....\$1,000

For any plan of condominium submitted to the County of Frontenac for exemption under Section 50 of *The Condominium Act, R.S.O. 1990, C26, as amended.*

**Part Lot Control**

Final Approval ..... \$ 300

Payable prior to the by-law being given final approval by the Council of the County of Frontenac.

**Official Plan Amendment**

County Official Plan Amendment ..... \$1,000  
County or Local Official Plan Amendment Initiated by Municipality ..... No fee

**Other Charges**

The applicant shall provide the County of Frontenac, upon request, a deposit against which the County may, from time to time, charge any professional fees and expenses incurred related to peer review. If such fees and expenses exceed the deposit, the Applicant shall pay the difference upon being billed by the County with interest at a rate of 1.25% per month on accounts overdue more than thirty (30) days.

**Municipal Planning Services Fees**

Preparation of all planning reports associated with a private application

Director of Planning and Economic Development	\$65.00/hour
Community Planner	\$40/hour

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**SCHEDULE D**

**FEES FOR SERVICES FOR FAIRMOUNT HOME**

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**Other Charges**

Satellite Television for Residents .....\$5.00/month

Telephone for Residents .....\$7.00/month plus long distance charges

**External Catering**

See attached External Catering Form

	<b>CATERING ORDER FORM</b> County of Frontenac						
Name of event: <input style="width:90%;" type="text"/>		Date of event: <input style="width:10%;" type="text"/>					
Time of delivery: <input style="width:20%;" type="text"/>	Delivery location: <input style="width:80%;" type="text"/>						
Requested by: <input style="width:30%;" type="text"/>	Telephone: <input style="width:20%;" type="text"/>	Number of staff: <input style="width:10%;" type="text"/> Number of residents: <input style="width:10%;" type="text"/>					
Department: <input style="width:30%;" type="text"/>	Cost Centre #: <input style="width:20%;" type="text"/>	No. of visitors: <input style="width:10%;" type="text"/> Number of invitees: <input style="width:10%;" type="text"/>					
External billing: <input style="width:95%;" type="text"/>							
Name and address for external billing must be provided by Department							
<hr/>							
<b>ITEMS REQUESTED</b>				<b>ITEMS REQUESTED</b>			
<b>Beverages</b>	# Servings	Unit Cost	Extended Cost	<b>Miscellaneous Items</b>	# Servings	Unit Cost	Extended Cost
Coffee, small pot Serves 8		\$ 8.00	\$ -	Yogurt.....		\$ 1.00	\$ -
Percolator/Urn Serves 30-40		35.00	-	Chips, plain, 43 g.....		1.00	-
Thermal container, large.....		70.00	-	Pickle bowl.....		2.95	-
Coffee envelopes, decaffeinated.....		0.65	-	Soup of the day, bowl.....		1.50	-
Tea bag and hot water.....		1.00	-	Fruit, each.....		0.85	-
Iced Tea, can Diet/Regular		1.00	-	<b>Subtotal Miscellaneous</b>		\$ -	-
Juice, 114 ML.....		0.95	-	<b>Buffet Trays</b>			
Juice, can.....		1.25	-	Choice of salads - Caesar, Garden, Greek, Pasta			
Juice, bottle.....		1.50	-	Salad, small		12.00	-
Pop, can Diet/Regular		1.00	-	Salad, medium		18.50	-
Punch bowl, small Serves 35-40		10.00	-	Salad, large		28.30	-
Punch bowl, large Serves 50		15.00	-	Vegetables with dip, small		17.75	-
Bottled water, 330 ML.....		1.50	-	Vegetables with dip, medium		25.00	-
Milk, 250 ML 2%, Skim, Chocolate		1.00	-	Vegetables with dip, large		40.00	-
<b>Subtotal Beverages</b>		\$ -	-	Cheese, fruit and crackers, small		25.00	-
<b>Bakeshop</b>				Cheese, fruit and crackers, medium		40.00	-
Muffins.....		1.00	\$ -	Cheese, fruit and crackers, large		60.00	-
Gourmet baked cookies.....		0.95	-	Fruit tray, small		15.50	-
Croissants.....		1.25	-	Fruit tray, medium		25.00	-
Danishes.....		1.25	-	Fruit tray, large		40.00	-
Eclairs.....		1.50	-	Platter, sandwiches, tea cut, each		2.95	-
Squares, tea cut 4 each order		1.25	-	Platter, sandwiches, gourmet, each		3.25	-
Squares, lunch cut 2 each order		1.25	-	<b>Subtotal Buffet Trays</b>		\$ -	-
Cake, slab sheet Serves 60-80		40.00	-	<b>Paper Products*</b>			
Cake, 1/2 slab.....		25.00	-	Plates, small, 6"		0.10	-
Cake, gourmet.....		3.00	-	Plates, large, 9"		0.05	-
Cheesecake.....		35.00	-	Knives		0.03	-
Pie, fruit..... Serves 8		12.00	-	Forks		0.03	-
Pie, cream..... Serves 8		10.00	-	Spoons		0.03	-
<b>Subtotal Bakeshop</b>		\$ -	-	Napkins		-	-
<b>Other Items**</b>				Styrofoam cups		0.02	-
Ice water, jug..... no charge				Straws		0.02	-
Bag lunch, staff.....			-	* China remains the standard. Paper and plastic utensils provided on request ONLY.			
Bag lunch, resident.....			-	<b>Subtotal Paper Products</b>		\$ -	-

**SCHEDULE E**

**FEEES FOR SERVICES FOR FRONTENAC PARAMEDIC SERVICES**

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**Special Requests**

Attendance of one (1) Ambulance and Paramedic crew at Special Events

Basic Charge:

4 hours coverage minimum charge ..... \$864

Additional Charges:

For each hour or portion thereof ..... \$215.95

The deposit amount is due prior to the event and any adjustment/refund will be resolved after the special event.

**Physical Fitness Test**

Per Test ..... \$160

**BY-LAW NO. 2015-0028**

**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 June 17, 2015

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**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 June 17, 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 June 17, 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 June 17, 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 17<sup>th</sup> day of June 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 17<sup>th</sup> day of June 2015.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Denis Doyle, Warden

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Jannette Amini, Clerk