



**County Council Meeting February 18, 2015 – 9:00 a.m.
The Kingston Frontenac Rotary Auditorium,
2069 Battersea Road, Glenburnie, ON
Council will resolve into Closed Meeting
and will reconvene as regular Council at 9:30 am.**

AGENDA

Page

1. CALL TO ORDER

2. CLOSED MEETING

a) Enter into Closed Session

RESOLVED THAT Council enter into closed meeting as authorized under Section 239 of The Municipal Act, to consider;

(a) Adoption of the November 19, 2014 County Council Closed Meeting Minutes.

(b) Adoption of the January 21, 2015 County Council Closed Meeting Minutes.

(c) advice that is subject to solicitor-client privilege, including communications necessary for that purpose - as it relates to baseline testing in paramedic wellness programs

b) Rise from Closed Session

RESOLVED THAT Council rise from closed session with/without the Warden reporting.

3. ADOPTION OF AGENDA

4. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

5. ADOPTION OF MINUTES

a) **January 7, 2015 Committee of the Whole Orientation Meeting Minutes**

THAT the minutes of the Committee of the Whole Orientation meetings held January 7 and 14, 2015 be adopted as circulated.

15-20

5. ADOPTION OF MINUTES

b) **January 21, 2015 Regular County Council Meeting Minutes**

THAT the minutes of the regular Council meeting held January 21, 2015 be adopted as circulated.

c) **February 4, & 5, 2015 Committee of the Whole Budget Meetings Minutes**

THAT the minutes of the Committee of the Whole Budget meetings held February 4 and 5, 2015 be adopted as circulated.

6. DEPUTATIONS AND/OR PRESENTATIONS

a) **Mr. Orland French and Mr. Dugald Carmichael**, retired Queen's University Geology Professor will appear before County Council to present his proposal to publish a new history book on Frontenac County's history and request the County's assistance.

b) **Ms. Paige Cousineau**, former County of Frontenac appointee to the Kingston Frontenac Public Library Board will appear before County Council to present her final report regarding her term as a trustee.

7. PROCLAMATIONS

a) **United Way Success By 6 Week**
[Please see: 20. Communications; i]

THAT the Council of the County of Frontenac do hereby proclaim the week of May 2, 2015 as United Way Success By 6 Week;

AND THAT the proclamation be posted on the County's official web site at www.frontenaccounty.ca.

8. MOVE INTO COMMITTEE OF THE WHOLE

a)

THAT Council adjourn and meet as Committee of the Whole Council, with the

8. MOVE INTO COMMITTEE OF THE WHOLE

Deputy Warden in the Chair.

9. BRIEFINGS

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

- b) **Ms. Anne Marie Young**, Manager of Economic Development, will brief Council on the March 4 & 5, 2015 Economic Development Days which encompasses part of County Councils Strategic Goal of Economic Development.

- c) **Ms. Jannette Amini**, Manager of Legislative Services/Clerk will brief Council on the Code of Conduct for Members of County Council and Committees.

66-79

10. UNFINISHED BUSINESS

11. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

- a) **Briefing:** Mr. Vince Savoia, Executive Director of the Tema Conter Memorial Trust, will brief Council with respect to Post Traumatic Stress Disorder (PTSD) as noted in Report 2015-016, Corporate Services - Paramedic Mental Wellness Program

- b) 2015-016
Corporate Services
Paramedic Mental Wellness Program

80-83

Recommendation

RESOLVED THAT the Council of the County of Frontenac receive the Corporate Services – Paramedic Mental Wellness Program Update report;

AND FURTHER THAT the Council of the County of Frontenac authorize staff to issue an Expression of Interest (EOI) for a resiliency training program to be implemented in 2015 for Frontenac Paramedics.

11. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

84-90

- c) 2015-010
Planning & Economic Development
Shared Planning Services Operating Model
[Deferred from the January 21, 2015 County Council Meeting]

Recommendation

THAT County Council receive Report 2015-010 and direct staff to draft a by-law for consideration at their February 18, 2015 meeting that reflects Option ___ of the shared planning services models outlined in the chart contained in Appendix 'A of the report'.

91-93

- d) 2015-013
Corporate Services
Attendance at 2015 Annual Conferences

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac receive the *Corporate Services – Attendance at Annual Conferences* report;

AND FURTHER THAT the Council of the County of Frontenac authorize the following staff to attend the following conferences in 2015:

- Angelique Tamblyn, Executive Assistant to the Chief Administrative Officer and Director of Corporate Services/ Treasurer
AMCTO Annual Conference – Thunder Bay, Ontario – June 7 to 10, 2015
– Accommodation and travel required
- Peter Young, Community Planner

Ontario Professional Planners Institute Conference – Toronto – October 6-8, 2015 –
Accommodation and travel required

94-96

- e) 2015-014
Corporate Services
Amendments to By-law 2013-0010 (to Impose User Fees and Charges for Services) – Ortho-Photography

11. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

Recommendation

RESOLVED THAT the Council of the County of Frontenac accept the Amendments to By-law 2013-0010 (to Impose User Fees and Charges for Services) – Ortho-Photography report;

AND FURTHER THAT By-law 2013-0010, being a by-law to Impose User Fees and Charges for Services, as amended, be further amended as follows:

THAT Schedule A,

GEOGRAPHIC INFORMATION SYSTEM (GIS)
AND MAP-RELATED PRODUCTS

Digital True Colour Ortho-Photography (1km x 1km tiles - MrSID, GeoTIFF; includes processing and shipping)
\$25.00/tile

Be amended to delete \$25.00/tile and replace with \$50.00/tile

97-99

- f) 2015-017
Corporate Services
2014 Frontenac-Howe Islander Ferry Petition for Subsidy

Recommendation

RESOLVED THAT the Council of the County of Frontenac accept the Corporate Services – 2014 Frontenac-Howe Islander Ferry Petition for Subsidy report;

AND FURTHER Council authorize the Clerk to petition the Ministry of Transportation for \$750,791.81.

[Addenda]

- g) **Staff Briefing:** Chief Charbonneau will provide Council with a briefing and short video regarding Report 2015-018, Emergency and Transportation Services, Integrated Patient Transport System (IPTS) Project.

[Addenda]

11. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

100-103

- h) 2015-018
Emergency and Transportation Services
Integrated Patient Transport System (IPTS) Project

Recommendation

BE IT RESOLVED THAT the Council of the County of Frontenac accept this Emergency and Transportation Services –Integrated Patient Transport System (IPTS) Project report for information;

AND FURTHER THAT the Council of the County of Frontenac hereby approves the participation of Frontenac Paramedic Services (FPS) in the Integrated Patient Transport System (IPTS) Project;

AND FINALLY THAT the Council of the County of Frontenac approve the expenditure of \$35,000 for the project to be funded from the FPS Vehicle Reserve Fund.

12. INFORMATION REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

104-106

- a) 2015-019
Emergency and Transportation Services
Community Paramedicine Research Project - Queens University - Update

107-110

- b) 2015-020
Corporate Services
Monthly Absenteeism Report Card January

111-114

- c) 2015-021
Corporate Services
Quarterly Attendance Management Report Card

13. REPORTS FROM COUNCIL LIAISON APPOINTEES

- a) Emergency and Transportation Services - Councillor Nossal

13. REPORTS FROM COUNCIL LIAISON APPOINTEES

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

- c) Corporate Services - Councillor Dewey

- d) Planning and Economic Development - Councillor McDougall

14. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

- a) Kingston Frontenac Library Board Update - Councillor Vandewal
December 17, 2015 Kingston, Frontenac Public Library Board Meeting
Minutes
(Distributed to Council January 30, 2015)

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

- 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

15. REPORTS FROM ADVISORY COMMITTEES OF COUNTY COUNCIL

a) **Report of the 150th Anniversary Planning Advisory Committee**

Recommendations:

RESOLVED THAT the Report of the 150th Anniversary Planning Advisory Committee be received and adopted.

a. **Donation to the Canadian Plowing Championships**

WHEREAS the Wolfe Island Plowmen's Association's bid to host the 2015 Canadian Plowing Championships was accepted by the parent organization, C.P.O.,

AND WHEREAS and the event is expected to bring to Wolfe Island for a week approximately 30 competitors and their partners from across Canada, which is anticipated to positively impact the economy of Frontenac Islands Township and potentially drive increased attendance to the 150th Anniversary August Showcase,

AND WHEREAS the hosting budget is projected to be in the range of \$20,000;

AND WHEREAS the Canadian Plowing Championships organizing committee sent correspondence to the County of Frontenac dated February 4, 2015 asking for its consideration of a \$3,000 donation towards the event:

THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac supports the 2015 Canadian Plowing Championships with a donation of \$3,000.

AND FURTHER THAT this be expensed from the Strategic Project Reserve.

[Addenda]

16. RETURN TO COUNCIL

16. RETURN TO COUNCIL

a)

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

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

a) **Adoption of the Report of the Committee of the Whole**

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

120-122

b) **Committee of the Whole Meeting held February 4 and 5, 2015**

All items listed on the Committee of the Whole Report shall be the subject of one motion. Any member of County Council may ask for any item(s) included in the Committee of the Whole Report to be separated from that motion and considered separately, whereupon the Committee of the Whole Report without the separated item(s) shall be put to the vote and the separated item(s) shall be considered immediately thereafter.

Recommendation

RESOLVED THAT the Report of the Committee of the Whole be received and adopted.

Report of the Committee of the Whole

a) **2015-012**
Corporate Services
2015 Draft Budget

RESOLVED THAT the Council of the County of Frontenac pass a by-law at its meeting on February 18, 2015 approving the 2015 Budget.

The draft budget is attached to the By-law to Adopt the 2015 Budget
[See 23 By-laws clause c)]

b) **2014-159**
Corporate Services
2014 Year-End Transfer of Excess Funds into Reserve

[Deferred from the November 19, 2014 Council meeting to the budget process]

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

RESOLVED THAT the Council of the County of Frontenac direct that a by-law be introduced later in the meeting to authorize the transfer of any surplus/deficit funds at the end of 2014 to the Reserve for Capital Replacement.

c) **Authorization to attend FCM Sustainable Communities Conference**

February 10 to February 12, 2015, London, Ontario

WHEREAS the Federation of Canadian Municipalities will be holding its annual Sustainable Communities Conference in London, Ontario from February 10 to February 12, 2015 which brings sustainability leaders together from across the country to share their challenges and successes from each other, and collaborate to build their own momentum on the path to sustainability;

AND WHEREAS elected officials and municipal staff are encouraged to attend this annual FCM Conference;

AND WHEREAS County of Frontenac By-law 2011-0005, Schedule A, Section 1 requires that Council Members wishing to attend conferences require prior approval by resolution of County Council;

AND WHEREAS Warden Doyle and Councillor Higgins have expressed interest in attending the annual FCM Conference:

THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac hereby authorize Warden Doyle and Councillor Higgins to attend the Annual FCM Sustainable Communities Conference February 10 to February 12, 2015 in London, Ontario.

18. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

- a) **Ontario East Municipal Conference**
September 16 to September 18, 2015 in Kingston, Ontario.

Moved by: Councillor Inglis
Seconded by: Councillor Higgins

WHEREAS the Ontario East Municipal Conference will be holding its annual Conference in Kingston, Ontario from September 16 to September 18, 2015 which delivers dynamic programs that engage municipalities within Eastern Ontario to

18. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

build strong community partnerships leading to enhanced economic opportunities and success;

AND WHEREAS both elected officials and municipal staff are encouraged to attend the annual Ontario East Municipal Conference;

AND WHEREAS County of Frontenac By-law 2011-0005, Schedule A, Section 1 requires that Council Members wishing to attend conferences require prior approval by resolution of County Council;

AND WHEREAS Councillor Inglis has expressed interest in attending the annual Ontario East Municipal Conference:

THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac hereby authorize Councillor Inglis to attend the Annual Ontario East Municipal Conference, September 16 to September 18, 2015 in Kingston, Ontario.

b) **2015 Annual Association of Municipalities of Ontario (AMO) Conference
August 16 - 19, 2015, Niagara Falls, ON**

Moved by: Deputy Warden Smith
Seconded by: Councillor Dewey

WHEREAS the Annual Association of Municipalities of Ontario (AMO) Conference will be held in Niagara Falls, August 16 - 19, 2015;

AND WHEREAS the early bird registration rate of \$695, compared to \$750, ends April 3, 2015;

AND WHEREAS County of Frontenac By-law 2011-0005, Schedule A, Section 1 requires that Council Members wishing to attend conferences require prior approval by resolution of County Council;

AND WHEREAS Deputy Warden Smith has expressed interest in attending the annual AMO Conference:

THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac hereby authorize Deputy Warden Smith to attend the Annual AMO Conference, August 16 – 19, 2015 in Niagara Falls, Ontario.

19. GIVING NOTICE OF MOTION

20. COMMUNICATIONS

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

20. COMMUNICATIONS

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

- a) From Eastern Mainline Project Team providing documentation on TransCanada's proposed Eastern Mainline Project
(Distributed to Council January 23, 2015)

- b) From the Municipal Engineers Association advising of the 2015 Municipal Engineers Bursary Awards Program and application form
(Distributed to Council January 23, 2015)

- c) From the Association of Municipalities of Ontario (AMO) regarding invitation to the Annual AMO Conference
(Distributed to Council January 30, 2015)

- d) From the Canadian Union of Postal Workers requesting support to save door to door services postal service
(Distributed to Council January 30, 2015)

- e) University Hospital Kingston Foundation Invitation to attend Connecting to Health Care in Kingston Feb 18, 2015
(Distributed to Council January 30, 2015)

- f) From the Canadian Plowing Championships requesting support for the 2015 Canadian Plowing Championships, Aug. 23-30 2015, Wolfe Island
(Distributed to Council February 6, 2015)

- g) From the Ontario Ombudsman providing his Annual Report on investigations of Closed Municipal Meetings
(Distributed to Council February 6, 2015)

20. COMMUNICATIONS

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

- h) Letter from Sophie Kiwala MPP advising of the Seniors Community Grant Program Funding
[Distributed to Council February 13, 2015]

- i) Letter from the United Way of KFL&A requesting Proclamation for Success by 6 Week
[Distributed to Council February 13, 2015]

- j) From Kelly Pender, CAO providing Council with the results of the Council Orientation Survey
[Distributed to Members of County Council February 13, 2015]

21. OTHER BUSINESS

- a) **Appointments to the Trails Advisory Committee:**
[Applications distributed separately from the agenda.]
[1 member of the public]
[Confirmation of Technical Representation from the Cataraqui Region Conservation Authority]

THAT _____ be appointed to the Trails Advisory Committee for a term ending November 30, 2018; and

THAT Ross Sutherland be confirmed as the appointment for the Cataraqui Region Conservation Authority representative for a term ending November 30, 2018.

22. PUBLIC QUESTION PERIOD

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

- a) First and Second Reading

RESOLVED THAT leave be given the mover to introduce by-laws a)

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

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

123-124

a) To Amend By-Law 2013-0010 (User Fees and Charges for Services)
[Proposed By-Law No. 2015-0008]

125

b) To Authorize Transfer of any Surplus or Deficit from 2014 Budget to Reserve for Capital Replacement
[Proposed By-Law No. 2015-0009]

126-153

c) To Adopt 2015 Budget
[Proposed By-Law No. 2015-0010]

154-155

d) Confirmation of Actions and Proceedings
[Proposed By-Law No. 2015-011]

24. ADJOURNMENT



MINUTES OF THE COMMITTEE OF THE WHOLE
January 7, 2015

A regular meeting of the Committee of the Whole was held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, January 7, 2015 at 8:30 AM

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

ALSO PRESENT: **County:**
Kelly Pender, Chief Administrative Officer
Marian VanBruinessen, Director of Corporate Services/Treasurer;
Paul Charbonneau, Director of Emergency & Transportation Services;
Joe Gallivan, Director of Planning and Economic Development
Jannette Amini, Manager of Legislative Services/Clerk

Media: Jeff Green, The Frontenac News and Craig Backay, Frontenac EMC

1. CALL TO ORDER

Warden Doyle called to order at 8:30 a.m.

2. ADOPTION OF AGENDA

Moved By: Councillor Vandewal
Seconded By: Councillor Higgins

RESOLVED THAT the agenda for the January 7, 2015 meeting of the Committee of the Whole be adopted.

CARRIED

3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Warden requested the Clerk to record that in accordance with the *Municipal Conflict of Interest Act* no disclosures of pecuniary interest were declared.

4. DEPUTATIONS AND/OR PRESENTATIONS



5. COUNCIL ORIENTATION

a) **Introduction to Council and the County of Frontenac**

This document was provided to Council as a resource document for Members to refer to over their term on Council.

Mr. Pender provided a brief overview of the County of Frontenac and the services that it provides, including shared services with its four respective Townships. He also touched on the background of the tax levy over the past 7 years, noting that the County has maintained the same levy since 2007 mainly accredited to the uploading of social services as well as making strategic withdrawals from reserve funds.

b) **Policy and Strategic Framework**

Mr. Pender provided the Committee with a PowerPoint presentation on the County's Policy and Strategic Framework documents which includes Directions for our Future, the County Official Plan, the Long Range Financial Plan, Strategic Priorities and the Business Plan and Budgets and provided an overview on same. A copy of the presentation is attached to the record in the Clerk's Office.

c) **Departmental Overviews:**

i. **Emergency and Transportation Services**

- Frontenac Paramedic Services
- Transportation Services
- Emergency Management

Chief Charbonneau, Director of Emergency and Transportation Services, provided a PowerPoint presentation on the Emergency and Transportation Services Department, a copy of which is attached to the record in the Clerk's Office.

With respect to the Frontenac Paramedic Services, it is the only Paramedic Service in Ontario that has a mobile simulation lab for training. He also touched on the Medical Tiered Response Agreements with the Fire Departments. Chief Charbonneau touched on the defibrillator program that places defibrillators in public places and the specific funding behind them that dictated where they could be placed. Further distribution outside of those locations would require other sources of funding. With respect to the Medical Tiered Response Agreements and Fire Departments responding to medical calls, he noted that the County does not provide any financial compensation to the Townships to cover this added cost to Fire Departments; however there is an exchange of disposable equipment by FPS.

Chief Charbonneau touched on the Urban Ambulance Study and challenges/needs that might come forward in the future.

With respect to Marine Services, Chief Charbonneau noted the communications systems available to the public to obtain and receive information regarding the Howe Islander Ferry. This is a \$1M budget with 80% being covered by the Province and the remaining 20% being covered through Ferry Fees, with no portion being covered by the levy. The Ferry is owned by the Province and only operated by the County, with all capital costs and maintenance of the vessel and bubbler system being covered by the Province.

With respect to Emergency Management, the County holds a collaborative and supportive role which includes joint meetings, training and exercises. It was noted that perhaps all Councillors should be involved in the training and not just the respective Mayors and Deputy Mayors as those two positions are not always available.

ii. Fairmount Home

Ms. Lake, Director of Care and Acting Administrator, provided a PowerPoint presentation on the operations of Fairmount Home and responded to questions from the Committee, a copy of which is attached to the record in the Clerk's Office. She also touched on the Homes achievements over the last few years including the newly renovated Auditorium.

The Committee recessed at 11:57 a.m. and re-convened on January 14th at 9:00 a.m.

Presentations by External Boards was considered as the first item of business.

See pages 4-5

iii. Introduction to the County Administrative Building

Mr. Pender introduced, through a PowerPoint presentation, the staff that are housed at the Administrative Building which includes Corporate Services and Planning and Economic Development. He also provided the Committee with a survey for members to complete to provide feedback on the orientation sessions to date and any comments on what might be done differently in the future.

- 1 **Corporate Services**
- Finance
 - Human Resources
 - Legislative Services/Accessibility
 - Information Services

Ms. VanBruinessen, Director of Corporate Services/Treasurer and Ms. Brant, Deputy Treasurer provided an overview of the Finance Division and responded to questions from the Committee.

Ms. Colleen Hickey, Manager of Human Resources provided an overview of the Human Resources Division and responded to questions from the Committee.

Ms. Jannette Amini, Manager of Legislative Services/Clerk provided an overview of the Legislative Services Division and responded to questions from the Committee, followed by Ms. Alison Vandervelde, Communications Officer.

The Committee recessed for lunch at 12:25 p.m.

The Committee reconvened at 1:09 p.m.

Mr. David Millard, Manager of Information Services provided an overview of the IS Division and responded to questions from the Committee.

- 2 **Planning and Economic Development**
- Sustainability Planning
 - Economic Development

Mr. Joe Gallivan, Director of Planning and Economic Development provided an overview of the Planning Division and responded to questions from the Committee.

Ms. Anne Marie Young provided an overview of the Economic Development Division and responded to questions from the Committee.

Presentations by External Boards was considered as the first item of business on January 14, 2014 at 9:00 a.m.

- d) **External Boards:**

Kingston, Frontenac and Lennox and Addington Public Health

Dr. Ian Gemmill provided the Committee with a PowerPoint presentation of the services provided by public health, a copy of which is attached to the record in the Clerk's Office. These services are based on the Ontario Public Health Standards.

In his presentation, Dr. Gemmill noted that KFL&A Public Health employs just over 200 people with offices located in Sharbot Lake, Cloyne, Napanee and Kingston.

The key goal of the Health Unit is prevention which is why most of its programs are focused on or serve children and youth; however it also supports a falls prevention program for seniors.

Kingston Frontenac Public Library

Ms. Patricia Enright, Chief Librarian, provided a PowerPoint presentation to the Committee on the services provided by Kingston Frontenac Public Library, a copy of which is attached to the record in the Clerk's Office.

Local Service Realignment

Mr. Sheldon Laidman, Director of Housing and Social Services with the City of Kingston provided the Committee with a PowerPoint presentation on the City's role as the Consolidate Municipal Service Manager of the Local Service Realignment, a copy of which is attached to the record in the Clerk's Office. The main office is in Kingston at 362 Montreal Street; however there is a satellite office at North Frontenac Community Services 4 days per week and at the Employment Office in Sydenham 1 day per week.

He noted the allocation of \$9.1M Investment in Affordable Housing Extension Funds, a portion of which he suspects will be going towards Capital expenditures and the County's Seniors Housing projects may be eligible for this.

Provincial Offences Act

Ms. Susan Nicholson, Director of Legal Services with the City of Kingston introduced Ms. Wendy McCafferty, Court Administrator who provided a PowerPoint presentation to the Committee on the background and services provided through the Provincial Offences Court which is operated by the City of Kingston on behalf of the City of Kingston and the County of Frontenac, a copy of which is attached to the record in the Clerk's Office.

Ms. McCafferty responded to questions from the Committee on how the City collects fines and the tools available to proceed to collection.

The Committee recessed at 11:00 a.m. and reconvened at 11:13 a.m. at which point it returned to County Departmental overviews, commencing at Corporate Services.

See pages 3-4

6. RISE AND REPORT

Moved By: Deputy Warden Smith
Seconded By: Councillor Nossal

RESOLVED THAT the Committee of the Whole Rise without reporting.

CARRIED

7. COMMUNICATIONS

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**8. NOTICE OF MOTION**

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9. OTHER BUSINESS

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**10. PUBLIC QUESTION PERIOD**

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11. ADJOURNMENT

Moved By: Councillor Dewey
Seconded By: Councillor McDougall

RESOLVED THAT the meeting hereby adjourn at 2:32 p.m.

CARRIED

(b) personal matters about an identifiable individual, including municipal or local board employees - as it relates to the recommendations from the Service Delivery and Organization Review with respect to staffing changes.

(c) labour relations or employee negotiations - as it relates to ongoing arbitration and contract negotiations with OPSEU and CUPE.

CARRIED

b) Rise from Closed Session

Motion #: 11-15 Moved By: Councillor Higgins
 Seconded By: Councillor Inglis

RESOLVED THAT Council rise from closed session without reporting.

CARRIED

3. ADOPTION OF AGENDA

Motion #: 12-15 Moved By: Councillor McDougall
 Seconded By: Councillor Dewey

RESOLVED THAT the agenda and addendum for the January 21, 2015 meeting of the Council of the County of Frontenac be adopted.

CARRIED

4. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Warden requested the Clerk to record that in accordance with the *Municipal Conflict of Interest Act* no disclosures of pecuniary interest were declared.

5. ADOPTION OF MINUTES

a) November 19, 2014 Regular County Council Meeting Minutes

Motion #: 13-15 Moved By: Councillor McDougall
 Seconded By: Councillor Inglis

THAT the minutes of the regular Council meeting held November 19, 2014 be adopted as circulated.

CARRIED

b) December 17, 2014 Inaugural County Council Meeting Minutes

Motion #: 14-15 Moved By: Councillor Nossal
Seconded By: Councillor Higgins

THAT the minutes of the Inaugural Council meeting held December 17, 2014 be adopted as circulated.

CARRIED

6. DEPUTATIONS AND/OR PRESENTATIONS

a) Presentation of the County of Frontenac 2013 International Day of Persons with Disabilities Access Award

This presentation was made at Noon to Mr. Joe Ryan of Accessible Living, following the reading of the By-laws.

7. PROCLAMATIONS

a) County of Frontenac 150th Anniversary

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

WHEREAS the dissolution of the union with Lennox & Addington Counties on January 1, 1865 makes 2015 the County of Frontenac's 150th Anniversary;

AND WHEREAS regardless of political boundaries, the County remains an enviable place to call home, from every foot of shoreline in Frontenacs Islands, across the beautiful farmland of South Frontenac, skirting every lake through Central Frontenac, and through acres of lush forest in North Frontenac, residents of Frontenac County ought to be proud to live in this diverse, natural environment:

THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac hereby proclaim 2015 as the year of the County of Frontenac's 150th Anniversary and encourage all citizens of Frontenac County to promote and participate in the celebrations that will be held throughout the County, especially the Frontenac 150th Showcase: August 28-30, 2015, which will be a great opportunity to join with friends and family to celebrate the County's heritage and bright future.

CARRIED

8. BRIEFINGS



1. THAT Section 11.1 be deleted in its entirety and replaced with:

<i>Agenda Order</i>	11.1	<p>The business of Council shall be taken in the order in which it stands upon the agenda as follows:</p> <ul style="list-style-type: none"> - Call to Order - Closed Meeting - Adoption of the Agenda - Disclosure of Pecuniary Interest and General Nature Thereof - Adoption of Minutes - Deputations and/or Presentations - Proclamations - Move into Committee of the Whole - Briefings - Unfinished Business - Recommend Reports from the Chief Administrative Officer - Information Reports from the Chief Administrative Officer - Reports from Council Liaison appointees - Reports from External Boards and Committees - Reports from Advisory Committees of County Council - Return to Council - Adoption of the Report of the Committee of the Whole - Motions, Notice of Which has Been Given - Giving Notice of Motion - Communications - Other Business - Public Question Period - By-laws – General By-laws and Confirmatory By-law - Adjournment
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2. THAT a new Section 14. Duties of Deputy Warden be added:

1. Duties of the Deputy Warden		
<i>Responsibilities</i>	14.1	<p>In addition to the responsibilities of performing the duties of the Head of Council in the absence of the Warden:</p> <ul style="list-style-type: none"> a) Act as Chair of the Committee of the Whole. b) Be prepared to assume the duties of the Warden. c) Meet regularly with the Warden to be briefed on political matters such as the work of the Eastern

		<p>Ontario Wardens Caucus.</p> <p>d) Support and attend meetings of a political nature at the request of the Warden.</p> <p>e) Be generally familiar with executive requirements of the County.</p>
<i>Clarification</i>	14.2	<ul style="list-style-type: none"> The duties of the Deputy Warden do <u>not</u> include <i>ex officio</i> responsibilities on Committees. <p>Other than noted above, appointment to the position of Deputy Warden does <u>not</u> confer any additional powers or duties upon the incumbent in the general execution of duties defined as a County Councillor.</p>

3. **THAT** Section 6.5 – Election of Chair and Vice-Chair of the Committee of the Whole be deleted in its entirety
4. **THAT** the remainder of the By-law be renumbered accordingly;
5. **THAT** a new Schedule D – Council Liaisons be added as follows:

Schedule D – Council Liaisons

Term:	Appointed by Council for a four (4) year term, at the pleasure of Council.
Eligibility:	Only second member County Councillors are eligible to be appointed to a Council Liaison position.
Description:	<p>A total of four (4) appointments will be made by Council to act as a Council Liaison with Directors and the Chief Administrative Officer.</p> <p>The four positions are as follows:</p> <ul style="list-style-type: none"> • Council Liaison – Emergency and Transportation Services • Council Liaison – Long-term Care (Fairmount Home) • Council Liaison – Corporate Services • Council Liaison – Planning & Economic Development <p>The purpose of the Council Liaison will be to act as a conduit between Council and senior leadership. The Council Liaison will be the primary spokesperson for issues related to the operation of the department and direction. In particular, working with the Director and Chief Administrative Officer with respect to regulatory compliance and alignment with Council strategic direction.</p>

<p>Expectations:</p>	<ul style="list-style-type: none"> • Meet with the Director and CAO at a minimum of once per month. <ul style="list-style-type: none"> ○ Meeting to be scheduled for the first Wednesday of each month. • Become familiar with the legislative framework, operations, projects, reports, budgets and risks of the Department. • Monthly, provide an overview of the Departmental activities to County Council. • Meet with Warden as required to provide background and insight. • Participate in meetings, workshops and events related to the Department.
	<ul style="list-style-type: none"> • Participate on ad hoc committees and related operations teams as follows: <ul style="list-style-type: none"> ○ Emergency and Transportation Services <ul style="list-style-type: none"> ▪ Emergency Management Program Committee ○ Council Liaison – Long-term Care (Fairmount Home) <ul style="list-style-type: none"> ▪ Quality Assurance and Assessment Committee ○ Council Liaison – Corporate Services <ul style="list-style-type: none"> ▪ Joint Accessibility Advisory Committee ○ Council Liaison – Planning & Economic Development <ul style="list-style-type: none"> ▪ Trails Advisory Committee ▪ Sustainability Advisory Committee

6. **THAT** Schedule B-1, Joint Accessibility Advisory Committee, Composition of the Committee be amended to delete **Two (2) Members of County Council** and add **Council Liaison to Corporate Services and One (1) Member of County Council;**
7. **THAT** Schedule B-2, Trails Advisory Committee, Composition of the Committee be amended to delete **Three (3) Members of County Council** and add **Council Liaison to Planning and Economic Development and Two (2) Members of County Council;**
8. **THAT** Schedule B-3, Sustainability Advisory Committee, Composition of the Committee be amended to delete **Two (2) Members of County Council** and add **Council Liaison to Planning and Economic Development and One (1) Member of County Council;**

CARRIED

f) **2015-007**
Corporate Services
Investing in Ontario Redirection

Motion #: 21-15 Moved By: Councillor Nossal
Seconded By: Councillor Higgins

RESOLVED THAT the Council of the County of Frontenac receive this Corporate Services – Investing in Ontario redirection report;

AND FURTHER that Council pass a bylaw later in the meeting to redirect the remaining Investing in Ontario funds to the K&P Trail.

DEFERRED

(See motion to Defer below which was CARRIED)

Motion #: 22-15 Moved By: Councillor Inglis
Seconded By: Councillor McDougall

THAT Report 2015-007, Corporate Services - Investing in Ontario Redirection, be deferred to the 2015 Budget deliberations.

CARRIED

g) **2015-008**
Corporate Services
Submission of Application to the Age-Friendly Community Planning Grant Program

Motion #: 23-15 Moved By: Councillor Inglis
Seconded By: Councillor McDougall

BE IT RESOLVED THAT the Council of the County of Frontenac receive the Corporate Services – Submission of Application to the Age-Friendly Community Planning Grant Program report;

AND FURTHER THAT Council authorize staff to take the necessary steps to complete and submit an application to the Age-Friendly Community Planning Grant Program by the January 30, 2015 deadline for the development of an Age-Friendly Action Plan for the County of Frontenac.

CARRIED

13. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

a) Kingston Frontenac Library Board Update - Councillor Vandewal

Kingston Frontenac Public Library Board Minutes of Meeting held October 22, 2014
[Distributed to Members of County Council December 5, 2014]

Kingston Frontenac Public Library Board Minutes of Meeting held November 26, 2014
[Distributed to Members of County Council January 9, 2015]

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

KFL&A Board of Health Minutes of Meeting held October 22 2014  
[Distributed to Members of County Council December 5, 2014]

The next meeting is scheduled for next week.

c) RULAC, LSR and Other Updates

No meetings to date have been scheduled.

d) Algonquin Land Claim Update - Councillor Inglis

No further meetings are planned at this time.

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

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f) Housing and Homelessness Committee Update - Deputy Warden Smith

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g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall

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

Warden Doyle provided the following updates from last week's EOWC meeting:

New Chair is Eric Duncan, Warden of Stormont Dundas and Glengarry County;

New Vice-Chair is J Murray Jones, Warden of Peterborough County;

Three Priorities of Focus for the EOWC over the next term:

1. Implementation of the Eastern Ontario Economic Development Strategy;
2. EORN to focus on cell service, specifically dead zones and strengthening cell towers along the U.S. border;
3. Advocacy of priority of the 5 White Papers.

Last meeting included a number of Mayors from Eastern Ontario who agreed the two groups (EOWC and Eastern Ontario Mayors Committee) need to work together;

Warden Doyle also noted the recent meetings that he and Mr. Pender, CAO, have attended including one with Randy Hillier, M.P.P, one with the Mayor and CAO of the City of Kingston which included the Kingston Economic Development Corporation (KEDCO), of which more are planned, and an upcoming meeting with Sophie Kiwala, M.P.P.

14. REPORTS FROM ADVISORY COMMITTEES OF COUNTY COUNCIL

- a) **December 8, 2014 Frontenac Accessibility Advisory Committee Meeting Minutes**
- b) **December 10, 2015 150th Anniversary Advisory Committee Meeting Minutes**
- c) **December 10, 2014 150th Anniversary Planning Advisory Committee Report to Council**

Motion #: 29-15	Moved By:	Councillor McDougall
	Seconded By:	Councillor Nossal

THAT the Report received from the 150th Anniversary Planning Advisory Committee be received and adopted.

Report of the 150th Anniversary Planning Advisory Committee

a) Change in Location of County Council Meetings

THAT the Council of the County of Frontenac change the location of its regular meeting of April to North Frontenac Township Office, of May to Central Frontenac Township Office, of June to Frontenac Islands Township Office, and of July to South

\$156,800 from the Ministry of Health and Long-Term Care to establish a framework for future community paramedicine programs in the County of Frontenac and the City of Kingston.

- A Natural Heritage Study
- The Seniors Housing Pilot Project completed in 2012 laid the groundwork for the establishment of Council’s Seniors Housing Task Force.
- \$240,010 to date distributed through Small Scale Community Sustainability Initiatives Funding to such projects as:
 - Frontenac Islands Tourist Information Centre Refurbish - \$15,000
 - North Frontenac Dry Hydrant - \$5,000
 - Cataraqui Trail Rutledge Rd Bridge Improvements - \$11,000
 - Central Frontenac Multi-Use Project Trail Improvements - \$10,000
 - New Leaf Link E-applications for Special Needs Persons - \$5,500
 - Friends of Arden Kissing Bridge - \$ 9,400

AND WHEREAS the SAC reviewed the community-identified 23 priorities at its October and December meetings and agreed that the following six should be priority goals:

	Priority Goal	Strategies	Leader
1	Develop low-impact tourism to attract a new generation of tourists	Focusing on user needs, develop associated services and support business growth along trails	To be lead by the County with some community involvement
		Improve public restrooms and visitor information facilities	To be lead by the County with some community involvement
2	Restore farming in a way suitable to the varied environments in the County	Help the small market farmer overcome capacity limitations by supporting local food production, processing and distribution chain development	To be lead by the community with some County involvement
		Support Farmers’ Markets	To be lead by the community with some County involvement
3	Implement County Council’s Strategic Goals (developed in 2014)	<i>Goal 1: Seniors</i>	
		Develop a transportation system that meets the needs of County residents	To be lead by County Council
		Assist the elderly to age safely in their homes through the development of Community Paramedicine Projects, social services and senior’s housing options	To be lead by County Council
		<i>Goal 2: Waste Management</i>	

		Develop long-term waste management plans	To be lead by the community with some County involvement
		<i>Goal 3: Costs & Revenues</i>	
		Develop a strategy to attract and support more small retail stores/groceries	To be lead by the community with some County involvement
		Create more youth employment opportunities; promote youth employment & entrepreneurship.	To be lead by the County with some community involvement
		Expand senior population by encouraging retirees to move to the County, while keeping sight of the importance of youth retention	To be lead by the County with some community involvement
4	Continue / Expand Support for Small Scale Community Sustainability Initiatives Funding	In the 2015 budget, support the allocation of \$50,000 from Federal Gas Tax to the SSSCSI Funding. Commit to long-term financial support for the program.	To be lead by County Council
5	Support Local Improvement Charges to permit citizen house retrofits for energy conservation	The Sustainability Advisory Committee should develop a “made in Frontenac” solution by pursuing options in assisting homeowners in energy retrofits with support and collaboration from the County of Frontenac	To be lead by the County with some community involvement
6	Support the protection, maintenance and improvement of lake quality and water table	Through partnership with the Frontenac Stewardship Foundation: <ul style="list-style-type: none"> • Develop a Frontenac Stewardship Plan • Support continued efforts to educate citizens • Support the development of Lake and Shoreline Management Plans 	To be lead by the community with some County involvement

NOW THEREFORE, BE IT RESOLVED THAT the Council of the County of Frontenac endorse these six priority goals for consideration during the budget process and implementation in 2015, and that this approved motion be forwarded to: (1) the member municipalities for their discussion and use during Township strategic planning sessions, (2) the March 4 & 5 Frontenac Economic Development Days, and (3) the Budget Process for resource allocation consideration.

CARRIED

AND WHEREAS the *Municipal Act*, 2001 S. 218 (4) permits the Council of an Upper Tier municipality to establish a term for its head of Council;

AND WHEREAS Frontenac County By-law No. 2013-0020 (as amended), being a by-law to govern the proceedings of the Council and its Committee, the Conduct of Members and the Calling of Meetings (hereafter the *Procedural By-law*) stipulates that the term for the head of Council (Warden) be established as one year, with the election of Warden taking place in December of each year;

AND WHEREAS the By-law stipulates that the Warden be selected from the four (4) members of Council elected as mayor of their respective municipalities;

AND WHEREAS Council, in accordance with terms of the *Procedural By-law* has already passed a By-law appointing the Warden and Deputy Warden for 2015;

NOW THEREFORE BE IT RESOLVED THAT Council, by this resolution, hereby states its intention to consider the following appointments for the balance of their term:

	2016	2017	2018
Warden	Councillor Frances Smith	Councillor Ron Vandewal	Councillor Ron Higgins
Deputy Warden	Councillor Ron Vandewal	Councillor Ron Higgins	Councillor Denis Doyle

CARRIED

17. GIVING NOTICE OF MOTION



18. COMMUNICATIONS

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

- a) From Quinte Conservation providing its Municipal Update Newsletter
[Distributed to Members of County Council December 5, 2014]
- b) From the Minister Responsible for Seniors Affairs advising of the Age Friendly Grant Program
[Distributed to Members of County Council December 5, 2014]
- c) From the Rural Ontario Municipal Association Requesting for Nominations to the 2015 - 2019 ROMA Board
[Distributed to Members of County Council December 5, 2014]
- d) From the Township of Pelee advising of its Council resolution requesting that Canada Post continue with home to home delivery.
[Distributed to Members of County Council December 5, 2014]

THAT the following Council Liaison appointments be made, pending adoption of By-law
c) Amendments to the Procedural By-law, later in the meeting:

Department	Council Liaison
Emergency and Transportation Services	Councillor Natalie Nossal
Long Term Care (Fairmount Home)	Councillor John Inglis
Corporate Services	Councillor Tom Dewey
Planning and Economic Development	Councillor John McDougall

CARRIED

b) Consideration of applications submitted for appointments to the following committees:

1. Sustainability Advisory Committee (SAC)
One (1) members of County Council; and
Four (4) Community Representatives

2. Trails Advisory Committee (TAC)
Two (2) members of County Council;
Two (2) adjacent land owners;
Two (2) representative from major user groups; and
One (1) CRCA representative

3. 150th Anniversary Planning Advisory Committee (PAC)
One (1) members of County Council; and
Five (5) Community Representatives

4. Joint Frontenac Accessibility Advisory Committee (JAAC)
One (1) members of County Council;
Four (4) members of the Community who are persons with disabilities
(one from each Township); and
One (1) member of the Community at large

Motion #: 36-15 Moved By: Councillor Nossal
 Seconded By: Councillor Inglis

THAT Council make the following appointments to Frontenac County Advisory Committees for the term of council:

Advisory Committee	Appointees
Sustainability Advisory Committee	1 Member of County Council: <ul style="list-style-type: none"> • Councillor Ron Higgins 4 Members from the Community: <ul style="list-style-type: none"> • Barrie Gilbert • David Hahn • Tracy John

Trails Advisory Committee	<ul style="list-style-type: none"> • Don Ross 2 Members from County Council: <ul style="list-style-type: none"> • Councillor Tom Dewey • Councillor Denis Doyle 2 adjacent landowners: <ul style="list-style-type: none"> • Joan Hollywood • Vacant 2 representatives from user groups <ul style="list-style-type: none"> • Dieter Eberhardt • Gary Davison
150 th Anniversary Planning Advisory Committee	1 Member from County Council: <ul style="list-style-type: none"> • Councillor Natalie Nossal 7 Members from the Community: <ul style="list-style-type: none"> • Pat Barr • Gary Davison • Phil Leonard • Tasha Lloyd • Barbara Sproule • Jim Vanden Hoek • Dave Woodman
Frontenac Joint Accessibility Advisory Committee	1 Member from County Council: <ul style="list-style-type: none"> • Councillor John McDougall 4 members of the Community (one from each Township); <ul style="list-style-type: none"> • Neil Allen – South Frontenac • Vacant – North Frontenac • Vacant – Central Frontenac • Vacant – Frontenac Islands 1 member of the Community at large <ul style="list-style-type: none"> • Francine Arsenault

CARRIED

**c) Appointments to External Boards/Committees;
Rural Urban Liaison Advisory Committee;
One (1) Member of County Council**

Motion #: 37-15 Moved By: Councillor Nossal
 Secinded By: Councillor Inglis

THAT Councillor John McDougall be appointed to the Rural Urban Liaison Advisory Committee for a term ending December 31, 2016.

CARRIED

20. PUBLIC QUESTION PERIOD



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

a) First and Second Reading

Motion #: 38-15 Moved By: Councillor McDougall
 Seconded By: Councillor Inglis

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

CARRIED

b) Third Reading

Motion #: 39-15 Moved By: Councillor Higgins
 Seconded By: Councillor Nossal

RESOLVED THAT by-laws a) and c) through h) be read a third time, signed, sealed and finally passed.

CARRIED

1. By-Laws

- a) By-Law to Authorize the Transfer of the Sydenham Public Library to the Township of South Frontenac
- b) By-Law to Authorize the Re-distribution of the Investing in Ontario Funds **WITHDRAWN**
- c) By-Law to Amend By-law 2013-0020 (Order of Business/Council Liaisons)
- d) By-law to Amend By-law 2013-0020 (150th Anniversary Planning Advisory Committee Mandate)
- e) By-law to Authorize an Archival Record Storage Agreement with Queen’s University
- f) By-law to Appoint Members of Council and Members of the Community to Frontenac County Advisory Committees
- g) By-law to Set Tax Ratios and Tax Rate Reductions for 2015



**MINUTES OF THE COMMITTEE OF THE WHOLE
BUDGET MEETINGS
February 4 and 5, 2015**

Budget Meetings of the Committee of the Whole were held in the Frontenac Room of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, February 4 and 5, 2015 commencing at 9:00 a.m.

PRESENT: Warden Denis Doyle, Deputy Warden Frances Smith, Councillors Tom Dewey, Ron Higgins, John Inglis (late, 9:25 a.m.), John McDougall, Natalie Nossal and Ron Vandewal

ALSO PRESENT: **County:**
Kelly Pender, Chief Administrative Officer
Marian VanBruinessen, Director of Corporate Services/Treasurer
Joe Gallivan, Director of Planning and Economic Development
Paul Charbonneau, Director of Emergency & Transportation Services
Mary Lake, Director of Care and Acting Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Angelique Tamblyn, Executive Assistant
Susan Brant, Deputy Treasurer
Anne Marie Young, Manager of Economic Development
Colleen Hickey, Manager of Human Resources

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

1. CALL TO ORDER

Deputy Warden Smith called the meeting to order at 9:14 a.m.

2. ADOPTION OF AGENDA

Moved By: Councillor Nossal
Seconded By: Councillor Dewey

THAT the agenda for the Committee of the Whole Budget Meetings be adopted.

CARRIED

The Committee recessed the meeting at 9:15 a.m.

The Committee re-convened at 9:32 a.m.

3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

The Deputy Warden requested the Clerk to make note in the minutes that no members of the committee disclosed any pecuniary interests.

4. DEPUTATIONS AND/OR PRESENTATIONS

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5. REPORTS

2015 Budget Framework, Budget Context, Long Range Financial Plan and Tax Levy Summary

Mr. Kelly Pender, Chief Administrative Officer provided a PowerPoint presentation of the 2015 Budget Framework and Long Range Financial Plan. The presentation included practices and decisions of past Councils as well as moving forward to a more stabilized tax levy, which was part of the Service Delivery and Organizational Review recommendations. He stressed, as in the past, that every tax payer within the 4 member municipalities pays the same County levy per dollar of assessment.

Mr. Pender also reviewed for the benefit of new members of Council, the County's Long Range Financial Plan which included scenarios of future tax levy's based on the County's decision to borrow, as well as changes in assessment shifts between the City of Kingston and the County of Frontenac which impacts the County's share of costs towards shared services. Mr. Pender responded to questions regarding differences between the Public Sector Digest recommendation of a 1% dedicated tax levy for capital assets, with no borrowing as opposed to Councils decision to only levy a 0.65% dedicated tax with some form of borrowing and the effects that each model has on the County's Capital Asset Deficit Reduction Plan. The fairness of deficit financing was also touched on, noting that when deficit financing takes place, those who will use or benefit from the asset in the future are also contributing to its cost. Mr. Pender provided the Committee with handouts that outlined these comparisons as well as a handout on the Long Range Financial Plan which formed part of the presentation.

To questions regarding discrepancies with the KPMG recommendations for the tax levy stabilization fund, Mr. Pender explained that the KPMG report focused more on FPS and Fairmount Home as those are the County's highest risks. The recommendations from staff focus more on the general tax levy stabilization that takes into account all County services. He noted that although some reserves are underfunded, the total of all reserves combined are in a positive position.

The Committee recessed at 11:00 a.m.

The Committee re-convened at 11:13 a.m.

Ms. VanBruinessen, Director of Corporate Services/Treasurer, provided an overview of the Budget Context. She noted that many costs are associated and bound by the Cost Sharing Agreement with the City of Kingston. A copy of the Agreement will be forwarded to members of Council to gain a better understanding of the cost sharing with the City of Kingston. This current cost sharing was based on a mediated settlement in 2004. Now that both the County and the City of Kingston both have Capital Asset Management Plans in place, there will be increased joint discussions between the two parties so that each municipal Council can better plan and for prepare future capital requirements.

With respect to funding from the Province, Ms. VanBruinessen noted that the Ministry looks more favorably on those municipalities that do have debt included in their Capital Asset Management Plan.

Ms. VanBruinessen spoke to the Tax levy Summary for the base budget and the base budget with mitigation.

The Ontario CPI in October was used as the starting point, with the capital levy of .65% added for a levy of 3.45%

When projects are added, a transfer from the levy stabilization reserve is required.

A copy of the presentation by Mr. Pender and Ms. VanBruinessen is attached to the record in the Clerk's Office.

2015 Proposed Projects

1. Council Remuneration Review

Mr. Pender provided a PowerPoint presentation for Council Remuneration Review, a copy of which is attached to the record in the Clerk's Office.

Moved By: Warden Doyle
Seconded By: Councillor Higgins

THAT the Council Remuneration Review Project be included in the final budget for Council consideration at a cost of \$8,500.

CARRIED

The Committee recessed for lunch at 11:53 a.m.

The Committee re-convened at 12:30 p.m.

2. Asset Condition Assessment

Ms. Susan Brant, Deputy Treasurer, provided a PowerPoint presentation for the Asset Condition Assessment, a copy of which is attached to the record in the Clerk's Office.

It was noted that at present, the County looks at the "Accounting" life of an asset which does not necessarily reflect its actual life. This provides better practices for asset management as it all ties into the Long Range Financial Plan which incorporates the replacement of assets and could either reduce or increase the amount put aside yearly for asset replacement.

Moved By: Warden Doyle
Seconded By: Councillor Vandewal

THAT the Asset Condition Assessment Project be deferred to later in the budget meetings pending additional information from staff regarding the scope of assets to be included in the project.

CARRIED

The Committee returned to the Asset Condition Assessment on Thursday, February 5, 2015 following Power Lift Stretcher/Loading System project presentation.

Ms. Brant provided Council with a copy of the County's Capital Asset Management Plan as well as the additional information that was requested the previous day, part being a full list of assets that staff would like to include in this year's assessment. She noted that when staff account for future funding requirements, they use the original value of the asset and add an inflationary factor. Currently staff are working on straight line depreciation which is calculated using the accounting useful life; however this project will provide for more accurate budgeting and could minimize life cycle costs.

Moved By: Councillor Vandewal
Seconded By: Councillor Higgins

THAT the Asset Condition Assessment Project be included in the final budget for Council consideration at a cost of \$25,000, with reserve contributions of \$5,000 to commence in 2016.

CARRIED

3. LEAN 6 Sigma Training

Ms. Hickey, Manager of Human Resources, provided a PowerPoint presentation for the LEAN 6 Sigma Training, a copy of which is attached to the record in the Clerk's Office.

With respect to the retention of skilled staff resulting from any LEAN 6 Sigma training, Ms. Hickey confirmed that this will develop marketable skills for staff; however all training that the County provides to staff provides marketable skills. With respect to cost savings, savings are realized through a savings in staff time.

Moved By: Warden Doyle
Seconded By: Councillor Dewey

THAT the LEAN 6 Sigma Training Project be Included in the final budget for Council consideration at a cost of \$34,127.

LOST

Moved By: Councillor Inglis
Seconded By: Councillor McDougall

THAT the LEAN 6 Sigma Training Project be deferred to later in the budget meetings pending additional information from staff on the cost savings to date of the previous LEAN 6 Sigma exercises as well as options for other processes that would result in the same savings.

CARRIED

The Committee returned to the LEAN 6 Sigma on Thursday, February 5, 2015 following Asset Condition Assessment project presentation.

Mr. Pender took the Committee back to the KPMG study which recommended that the County hire a consultant to carry out 2 LEAN 6 Sigma processes per year. It became clear that the project the County tendered for was more about providing staff with the ability to do LEAN 6 Sigma processes. The change in direction is from using the services of a consultant to developing a continuous development process in house. He stressed the difference between public sector and private sector organizations as 70% of public sector costs are human resource costs so you want to ensure that you are getting the highest investment in the use of staff time. He referred back to the report presented to Council last September regarding the 2 LEAN 6 Sigma exercises that staff were involved with and noted that there may be times when these exercises realize actual dollar cost savings; however the majority of savings will be savings in staff time which frees up staff time to focus on other things.

With respect to other process programs available, Mr. Pender advised that this is the program he is familiar with and stressed that it is not the actual process mapping programs that the County wants to convey, it is the point that the County is committed to value for tax payer dollars by continually reviewing its processes to find efficiencies.

Moved By: Councillor Doyle
Seconded By: Councillor Higgins

THAT the LEAN 6 Sigma Training Project be included in the final budget for Council consideration at a cost of \$34,000.

CARRIED

The Committee now proceeded to Report 2015-012, Corporate Services, 2015 Draft Budget.

See pages 10-13

4. Private Roads Study

Mr. Gallivan, Director of Planning and Economic Development provided a PowerPoint presentation for the Private Roads Study, a copy of which is attached to the record in the Clerk's Office. He noted that private roads are not a County issue but are a local issue that is regional and affects all 4 townships. The County Official Plan which is now in front of the Ministry of Municipal Affairs and Housing is a Plan that Council clearly indicated wanted to include regional collaboration. The County Official Plan is not like other County Official Plans which are more detailed and prescriptive and do not permit private roads; however private roads are an important part of what Frontenac County is and to say no to private roads is not rational planning. This proposed study will provide Council with the information to make rational decisions and by being proactive and starting the work this year, the County will have good planning rationale in hand should an OMB hearing be required. This provides planning policies and the legal framework that can also be implemented in the Township Official Plans.

To the query of why this is being done now as opposed to prior to the County adopting its Official Plan, Mr. Gallivan advised that when the County first started the Official Plan process, the Ministry had not yet mandated this on to Upper Tiers and the position of the Ministry was not yet known. The study is now coming forward in response to the hard line that staff are now seeing by the Ministry. Should an OMB appeal be made regarding private roads, the Board is only concerned with seeing good planning and this will provide documentation that the County has done its due diligence that will save days at an OMB hearing which comes at a cost of \$10,000/day.

Moved By: Warden Doyle
Seconded By: Councillor Higgins

THAT the Private Roads Study Project be Included in the final budget for Council consideration at a cost of \$60,000.

CARRIED

5. Community Improvement Plan (CIP)

Mr. Gallivan provided a PowerPoint presentation for the Community Improvement Plan (CIP), a copy of which is attached to the record in the Clerk's Office. He did note that of all public planning meetings, Community Improvement Plan meetings have the highest turnout.

Mr. Gallivan confirmed that this money could be used by private homeowners to help keep residents such as seniors or those with disabilities in their homes and received the message that this point needs to be better communicated to the public. He is hoping that eventually a regional project may be included in the CIP's.

Moved By: Councillor McDougall
Seconded By: Councillor Inglis

THAT the Community Improvement Plan (CIP) Project be included in the final budget for Council consideration at a cost of \$77,000.

CARRIED

6. Planning Vehicle - Please refer to item 5 e) Report 2014-162, Sustainability Planning Vehicle which was deferred from the November 19, 2015 County Council Meeting

Mr. Gallivan provided a PowerPoint presentation for the Planning Vehicle, a copy of which is attached to the record in the Clerk's Office. He noted that much of the mileage on the vehicle is used by Planning, Economic Development and GIS. The vehicle will also be used on the K&P Trail as well as events throughout the County. As such, he asked that Council look beyond just planning services.

With respect to some comments made regarding mileage, Mr. Pender advised that the County cannot mandate staff to use their own vehicles and be reimbursed for mileage because of a change in County policy.

Mr. Gallivan's presentation included an inventory of County vehicles as well as how well those vehicles are used and by which department.

With respect to cost, staff were looking for a vehicle of the same calibre as the Ford Expedition; however staff could look at a smaller version at a reduced cost.

Staff were advised to look at a less costly vehicle as it was felt that a full size 4-wheel drive was not necessary.

Moved By: Councillor Doyle
Seconded By: Councillor Higgins

THAT the Planning Vehicle Project be included in the final budget for Council consideration with final purchase of the vehicle requiring Council approval.

CARRIED

Councillor Vandewal exited the meeting at 1:55 p.m.

7. Economic Development Collaborative

Ms. Young provided a PowerPoint presentation for the Economic Development Collaborative, a copy of which is attached to the record in the Clerk's Office.

Mr. Pender noted that only \$1 is being placed in the holder for the budget which will permit Council, once the March Economic Development Collaborative has set its goals, to approve funding through the Economic Development reserve. Any approvals will have no impact on the tax levy.

Moved By: Warden Doyle
Seconded By: Councillor Inglis

THAT the Economic Development Collaborative Project be Included in the final budget for Council consideration with final allocations requiring Council approval.

CARRIED

The Committee recessed at 2:06 p.m.

The Committee re-convened on Thursday, February 5th at 8:35 a.m.

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

ALSO PRESENT: **County:**
Kelly Pender, Chief Administrative Officer
Marian VanBruinessen, Director of Corporate
Services/Treasurer
Joe Gallivan, Director of Planning and Economic Development
Paul Charbonneau, Director of Emergency & Transportation
Services
Mary Lake, Director of Care and Acting Administrator-
Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Angelique Tamblyn, Executive Assistant
Susan Brant, Deputy Treasurer
Anne Marie Young, Manager of Economic Development

8. Trail Development

Ms. Young provided a PowerPoint presentation for the Trail Development, a copy of which is attached to the record in the Clerk's Office. Ms. Young also provided the Committee with a background of the development of the K&P Trail and its progress to date, citing it as a major tourism piece that stimulates economic development in the County.

With respect to the yearly reserve allocation of \$32,000 earmarked for maintenance, Ms. Young noted that this may not be required each year; however provides for a healthy reserve for those years where major maintenance may be required such as sink holes or bridge maintenance. With respect to environmental concerns, staff have relied on the expertise of the Cataraqui Region Conservation Authority (CRCA) regarding

wetlands and to date, there have been no environmental issues as this is an existing rail bed that has already disturbed the wetlands and in some cases created them.

To questions regarding the Investing in Ontario Reserve that was deferred from the last Council meeting, Ms. VanBruinessen expressed concern that if those dollars are not utilized, they may be clawed back by the Province.

With respect to staff time and other sources of funding opportunities, Ms. Young noted the support in the community that has moved portions of the project forward more quickly than anticipated there are other funding opportunities available apart from the Federal Gas Tax, such as grants through Culture and Heritage and other avenues of recreational funding. It was also suggested to Ms. Young that the County could approach the Townships to include the K&P Trail in their respective road systems to assist with trail maintenance. Staff noted that the costs noted in the report are simply identified costs that staff felt Council needed to be aware of; however staff have not yet completed their full analysis and public donation opportunities have not yet been considered. It was suggested that there is potential with respect to advertising on the trail and motorized vehicle fees that would eventually help the Trail to pay for itself.

Ms. Young overviewed locations where the Trail permits the use of motorized vehicles. She advised that staff are investigating locations for parking opportunities along the Trail as well as partnerships that may provide in kind services. It was also noted that through the County's GIS service, staff are able to look at the Economic Development impact of the Trail by looking at specific businesses and their proximity to the Trail.

With respect to other impacts that the K&P Trail has provided, Ms. Young reflected on a story provided to her by a local mother who noted that her children are now able to use the K&P Trail to walk/cycle to school as opposed to using Highway 38 which provides safety avenues for children and youth. Further to this, it was noted that property values along a trail system tend to increase.

Moved By: Councillor Inglis
Seconded By: Warden Doyle

THAT the Trail Development Project, including completion of the K&P Trail be included in the final budget for Council consideration at a cost of \$270,000.

CARRIED

9. Power Lift Stretcher/Loading System - Land Ambulance

Chief Charbonneau provided a PowerPoint presentation for the Power Lift Stretcher/Loading System, a copy of which is attached to the record in the Clerk's Office.

To the question of usage across Ontario, Chief Charbonneau noted there are 6 services that have moved to this type of stretcher system, including Thunder Bay, Niagara, Windsor and Peterborough and 10 that are looking at the new Ferno system. Chief Charbonneau confirmed that in the rural area Fire Rescue will come and assist with

calls; however within the City of Kingston, which is 80% of calls, Kingston Fire and Rescue will not.

Chief Charbonneau provided the stretcher related incidences with Frontenac Paramedics for 2014 that saw 92 shifts of modified work. He noted that labour executive and health and safety have twice made the recommendation that the County move to this system and both have worked closely with staff on this. The County would make the initial investment of the Stretchers; however the Province will provide 50% of the replacement funding. Noting that the City of Kingston funds 80% of the FPS budget, staff have had discussions with the City of Kingston regarding this budget item and there was no sense of alarm by City staff; however they are aware of this.

Concerns were raised that Council does receive reports on absenteeism; however those reports are high level and do not identify specific reasons for absenteeism. It was hoped that future reports would show the effect that the purchase of these stretchers have had on absenteeism.

Chief Charbonneau noted that both suppliers will come and equip an ambulance for the County to allow staff to test the product and once a decision is made, staff will bring a report to Council for final approval.

Moved By: Councillor Dewey
Seconded By: Councillor Nossal

THAT the Power Lift Stretcher/Loading System Project be included in the final budget for Council consideration at a cost of up to a maximum of \$735,000 spread over 2 years.

CARRIED

The Committee returned to the Project Proposals that were deferred on February 4 pending additional information, starting with Asset Condition Assessment

See page 4

**2015-012
Corporate Services
2015 Draft Budget**

Moved By: Councillor Higgins
Seconded By: Warden Doyle

RESOLVED THAT the Committee of the Whole of the County of Frontenac accept this Corporate Services – 2015 DRAFT Budget report for discussion;

AND FURTHER THAT that the Council of the County of Frontenac pass a by-law at its meeting on February 18, 2015 approving the 2015 Budget.

CARRIED

(See motions to amend below which were CARRIED)

Moved by: Councillor Vandewal
Seconded by: Councillor Higgins

THAT the \$4,800 allocation to Council for computers/computer supplies be reduced to \$1,200 to be allocated to the Councillors from Frontenac Islands.

CARRIED

Mr. Pender noted that the budget increase of 3.45% is a result of the KPMG report that looks at annual increases based on the CPI plus a dedicated 0.65% levy towards capital. The transfer from the Levy Stabilization Reserve was also a recommendation from the KPMG report; however it was noted that there may be some years where the County transfer into this reserves and some years where it will withdraw from this reserve, depending on the annual CPI being in the 2% range. Ms. VanBruinessen also noted that the County depends on financial information from external partners such as the City of Kingston and the Townships and the County typically does not receive this information until mid-March. The first place staff will look to stabilize the tax levy is at the contingency reserve and then question if Council would prefer to reduce the dedicated 0.65%. This allows a stable and predictable tax levy.

To concerns around debt borrowing, Mr. Pender noted that it was a previous Council that determined the 50% borrowing on buildings. This Council can revisit that to include vehicles and stretchers if it chooses.

Ms. VanBruinessen provided a PowerPoint presentation to the Committee on the 2015 draft budget and responded to questions by the Committee. A copy of the presentation is attached to the record in the Clerk's Office.

With respect to the Council and Committees budget, Council felt that since most Councillors receive an allowance at the Townships for computer/computer supplies, that it could be removed from the budget. Given that such an allowance is not provided to Councillors on Frontenac Islands, it was decided that those Councillors should continue to receive this.

Moved by: Councillor Vandewal
Seconded by: Councillor Higgins

THAT the \$4,800 allocation to Council for computers/computer supplies be reduced to \$1,200 to be allocated to the Councillors from Frontenac Islands.

CARRIED

With respect to the Planning and Economic Development budget, Mr. Gallivan responded to concerns regarding work allocation and charges for service. He noted the report that he had provided County Council last November regarding work allocation which he will forward to Councillor Vandewal for his reference.

With respect to Fairmount Home and questions around why the Café does not generate revenue, Ms. VanBruinessen advised that any revenues realized by Fairmount Home must be reported to the Ministry and this is then deducted from the funding provided by the Ministry. There is no benefit for the Café to generate revenues.

With respect to Emergency Management, and in response to the queries around the radio communications study, Mr. Pender advised that the Fire Chiefs did attend the last CAO's meeting and were asked to bring back a further report as there needs to be a gap analysis done in order to justify the cost. This report will come to the Township Councils first and then to County Council.

With respect to Land Ambulance questions were raised regarding the last Councils suggestion that the County investigate the new Mercedes vehicles and staff noted that Mercedes are not support in Kingston; however staff are looking at other makes with more state of the art ambulances and a report will be coming to Council at its February 18th meeting to seek approval to participate in a trial of a new concept ambulance.

With respect to Councils commitment around paramedic mental health, Chief Charbonneau noted that this is a national pandemic and Human Resources is working with County's FEAP provider on this. Staff will be bringing forward a proposal on resilience training and how we evaluate it, noting a train the trainer program that is now being taught across the country; however the model is a class of 25 and small services such as those at the County or the Townships (for Fire Rescue) are not large enough to fill a class. He did note that he has requested that Canadian Mental Health Commission work to regionalize this training so that smaller services, such as those at the Townships, can benefit from this training.

With respect to the 2015 Social Service Budget Variance Highlights, specifically Reserve Transfers, it was noted to the Committee that the Frontenac Renovates Reserve was set up by the previous Council after discussions with the City of Kingston that the Kingston Frontenac Renovates Program would cease in 2016. Ms. Amini explained that when the reserve was established, it was done so in the absence of any commitment from upper levels of government to continue funding renovation and repair assistance programs and given the very high uptake of this program by County residents, the County had planned to move forward in self-funding this type of program. Since that time, the Provincial government has affirmed its commitment to housing issues and as such, funding for this type of program will continue. The program is currently being administered by the City of Kingston; however there was some discussion at a recent Rural Service Providers meeting that perhaps this could be administered in the County by the Southern Frontenac Community Services given its new role as the Homelessness Prevention Service Provider for the County.

With respect to the Frontenac Transportation Service, which the County provides funding to, it was noted that this agency is not eligible for any Provincial Gas Tax Funding as it does not provide accessible transportation.

With respect to the Accessibility for Ontarians with Disabilities Reserve and comments around capping its maximum amount, Ms. Amini noted that this reserve would cover

accessible retrofits to the County's various buildings and advised of projects that will come forward in 2016 such as the reception desks in both the County Administrative Building and Fairmount Home which currently are not accessible to a person in a wheelchair of using a mobility aid. Mr. Pender also cautioned that any new legislation typically comes at a cost.

**2014-159
Corporate Services
2014 Year-End Transfer of Excess Funds into Reserve**

[This report was deferred from the November 19, 2014 Council meeting to the budget process]

Moved By: Councillor Higgins
Seconded By: Councillor Vandewal

RESOLVED THAT Council of the County of Frontenac receive this Corporate Services – 2014 Year-End Transfer of Excess Funds into Reserve report;

AND FURTHER THAT Council direct that a by-law be introduced later in the meeting to authorize the transfer of any surplus/deficit funds at the end of 2014 to the Reserve for Capital Replacement.

CARRIED

**2014-162
Corporate Services
Sustainability Planning Vehicle**

[This report was deferred from the November 19, 2014 Council meeting to the budget process]

This item was addressed during the Budget Project Proposals

See page 7

**2015-007
Corporate Services
Investing in Ontario Redirection**

Moved By: Councillor Inglis
Seconded By: Councillor Doyle

RESOLVED THAT the Council of the County of Frontenac receive this Corporate Services – Investing in Ontario Redirection report;

AND FURTHER THAT Council pass a bylaw later in the meeting to redirect the remaining Investing in Ontario funds to the K&P Trail.

LOST

6. COMMUNICATIONS

7. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

**Authorization to attend FCM Sustainable Communities Conference
February 10 to February 12, 2015, London, Ontario**

Moved By: Warden Doyle
Seconded By: Councillor Higgins

WHEREAS the Federation of Canadian Municipalities will be holding its annual Sustainable Communities Conference in London, Ontario from February 10 to February 12, 2015 which brings sustainability leaders together from across the country to share their challenges and successes from each other, and collaborate to build their own momentum on the path to sustainability;

AND WHEREAS elected officials and municipal staff are encouraged to attend this annual FCM Conference;

AND WHEREAS County of Frontenac By-law 2011-0005, Schedule A, Section 1 requires that Council Members wishing to attend conferences require prior approval by resolution of County Council;

AND WHEREAS Warden Doyle and Councillor Higgins have expressed interest in attending the annual FCM Conference:

THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac hereby authorize Warden Doyle and Councillor Higgins to attend the Annual FCM Sustainable Communities Conference February 10 to February 12, 2015 in London, Ontario.

CARRIED

8. RISE AND REPORT

Moved By: Councillor Nossal
Seconded By: Councillor Dewey

THAT the Committee of the Whole rise;

AND FURTHER THAT the report of the Committee of the Whole Council be forwarded to County Council for Adoption.

CARRIED

9. NOTICE OF MOTION

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**10. OTHER BUSINESS**

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11. PUBLIC QUESTION PERIOD

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**12. ADJOURNMENT**

Moved By: Councillor Higgins  
Seconded By: Councillor Vandewal

**THAT** the meeting hereby adjourn at 1:53 p.m.

**CARRIED**

REPORT TO FRONTENAC COUNTY COUNCIL from  
2011-2014 KINGSTON-FRONTENAC PUBLIC LIBRARY BOARD  
COMMUNITY APPOINTEE  
Paige Cousineau

I want to thank Council for accepting to hear my deposition at this time. Normally, Council hears reports regarding the KFPL from the Council appointee to the Library Board. **However, the last term was, I hope, far from "normal"**. The term began amidst a storm of controversy over rumours, denied by the Board Chair at the time, regarding the possible closure of one of the Frontenac County library branches. The Ompah Branch was closed by the Board, effective May 31, 2011.

I would like, in this deposition, to outline 3 issues for Library Services in Frontenac County of which Council and the current County representatives should be aware, and hopefully resolve, during this present term.

**1. Unilateral closures of County branches by Kingston Board members are still possible.**

At the fourth meeting of the 2011-2014 KFPL Board, with no previous notice to the Library Board, or consultation with the County Council appointee, John Purdon, or myself, and with no rationale from Library staff, the Board moved and passed a resolution to close the Ompah branch. That is to say, the Board members from Kingston voted to close a County library branch. Jeff Greene was present at that meeting, and wrote an excellent editorial about it in the Frontenac News, May 19, 2011, which is attached to this deposition. (Attachment 1)

The structural and procedural issues which this event illustrates have not been addressed by the Board in the course of the past four years, despite several requests made by John and myself, and also by the Kingston Council member on the Board. The County names 3 Trustees to the 11- member Board which is in line with the relative populations of the City and the surrounding County. So currently, the County has absolutely no control over what happens to its resources or its library services. There are no Board policies, regulations, or procedures to ensure that county priorities or concerns about our library service, programs or closures can be raised and seriously discussed at the Board. However, the Board follows the Carver model of governance, which provides mechanisms to deal proactively with a situation of minority vs majority interests. So this state of affairs can be remedied quite simply by the Board itself, if it had the will to do so. County Council needs to insist that this vacuum be addressed.

**2. The second area of concern is lack of programming in County Library Branches.** The Provincial statute of union dictates that the County and the City of Kingston share library costs, according to relative population. Once the City of Kingston approves its portion, 87%, the County is compelled to pay the remaining 13%. Each party pays facility costs for branches in its own territory. This means that Frontenac County pays its way. Neither party subsidizes the other, relative to Library Services.

However, current Library programming is almost totally confined to Kingston branches, and the Sydenham branch to a certain extent. The second attachment to this deposition shows the library's statistics for programming in the third quarter of 2014, which was presented to the Board at its meeting on November 26, 2014. Of 257 reported programs, 232 were held in Kingston, 20 in Sydenham, and -- only 5 ---everywhere else. This has been the pattern throughout 2011-14. Early in the term, when I initially queried the Board about this, I was told that people in the rural areas were not interested in Library programs, and 'nobody shows up when programs are offered'. In the past four years, there were precisely two programs for adults held in a County branch, and I attended both of them. They were excellent, and greatly oversubscribed. The second program, held last June, was a writers workshop which has spawned a local writers group that continues to meet monthly. We pay for, and should have, an equal share of programming in the County branches.

I have tried to encourage local programming for our branches, and in my last communication with the Programming Manager, who was hired about midway through the term, she replied, "Give me time". I think that

REPORT TO FRONTENAC COUNTY COUNCIL from  
2011-2014 KINGSTON-FRONTENAC PUBLIC LIBRARY BOARD  
COMMUNITY APPOINTEE  
Paige Cousineau

the Board should also give her the support of an explicit mandate. And County Council can continue to ask for the numbers.

**3 What information should the County Council be looking for from the Library Board?**

**-A .County Programming Statistics .** As discussed, the **number and success of Library programs held in County branches** is definitely one statistic needed. And also the number of experimental Library programs that are piloted outside of Kingston. The Library has just acquired a 3-D printer, for example, and is experimenting with maker-programs related to it. The Library is also looking into library kiosks as a means of providing greater library access. Piloting of new programs such as these should not be limited to the city of Kingston.

**-B. . Increasing the hours of service in our small branches .** In 2011, the Library estimated that about 67 more service hours are needed across the system to meet library service norms. Increasing the hours a branch is open is the most frequently requested improvement by library patrons, and it is a fact that more open hours increase library use. Some of our branches have a scant six open hours per week; the library industry standard is a minimum of 15 hours per week for small branches. For all County branches except Sydenham, an additional service hour involves only salary costs for the part-time library assistant, as the townships pay the operating costs. Yet, during my term, no progress was made in this area. Notwithstanding the pressure of funding issues, which are minor in the smaller branches, the Board should have a concrete plan to meet that need over the long term. County Council should ask to see progress in this area over the next four years.

**-C.** The Library - at John Purdon's request- now includes more statistical breakdown for County branches in its quarterly reporting. This should be of interest to counsellors. The Board collects **usage statistics**, required by the Province, for a 'typical week' in our branches --- in November. It also uses this statistic in evaluating branch performance. Because of our tourist-reliant economy, it is important to know what a **'typical week' in July or August** looks like in our branches, and it would enable more realistic planning. The Board is planning to do another Branch Services Review this term, and Council should expect its Council Trustee to keep them up to date, and to have input, on both the evaluation criteria and the results

Thank you.

Attachment 1: Frontenac News Editorial, May 19, 2011  
Paige Cousineau, February 18, 2015

## **LIBRARY CLOSURE: ONE FOR THE BOOKS**

A month ago, Claudette Richardson, the Chair of the Library Board, a volunteer position, was asked if the board is currently considering closing any branches.

"Not to my knowledge", she said.

So even though Ms. Richardson invited a number of library users from Ompah to the April library board meeting, it came as something as a surprise when, in the context of considering the request for the reinstatement of the lost two hours a week for the Ompah branch, as had been requested by the Ompah library users, a motion was made and passed to close the Ompah branch instead.

The closing is the first branch closure since the Frontenac and Kingston libraries amalgamated in 1998.

It marks a formal turning point. Until now, despite two reports that lean heavily towards branch closures, and the documented concerns of some members of the board and staff, the founding organizing principle of the old Frontenac Library has held: the local townships provided the space and paid for the lights, heat and upkeep, and the library provided the materials for borrowing, and staffing for the branches.

All this changed when, on a simple motion from the floor, the library board closed a branch. The library board mediates a partnership between the City of Kingston, Frontenac County and the local townships that all contribute financially to the KFPL, yet neither Frontenac County nor North Frontenac Council were consulted before the branch was closed.

It should not be that simple to close a library branch.

One would think that before closing a branch, a staff report would be presented to the board with specific reasons for the branch to close at this time, but that did not happen.

Instead of closing the branch, the board could have asked staff to prepare a report outlining the savings that a closure will bring, but they did not do that either.

This is not really the way a municipally accountable organization should have acted.

Ultimately, the library board has the right to close the Ompah branch. They had the right to say that the cost of providing service for a population of 500 people is too high for a library system that serves a population of 200,000 people to manage.

But the board did not make this argument to the public or to any of their partners. They simply acted on an impulse that has been in place for years and has become self-justifying over time. They did not demonstrate that the Ompah branch is a burden to the system and how much that burden amounts to, in real dollars.

In other words, they did not show what benefits, if any, will come the decision to close the branch. This leaves them open to the suggestion that they closed the branch simply because they don't like it, and because they are fed up with hearing from the Ompah library users.

They also sent a message to politicians and library users in other Frontenac townships, who pay the facility costs of the branches, because the closing of the Ompah branch is inexorably tied to the decision by North Frontenac Council to upgrade the Plevna branch two years ago.

The message to the townships that is the when you invest in the branch in one community, the branch in a neighbouring community is doomed.

There are four branches in Central Frontenac and the board has indicated they would like to see a new branch in Sharbot Lake. For years, people from Arden, Mountain Grove and Parham have opposed any plans by Central Frontenac Council to build a new branch in Sharbot Lake, on the grounds that it would cost them their local branch.

The KFPL board has given a form and substance to that fear.

<http://www.frontenacnews.ca/component/k2/item/44-43-editorial-11-20?highlight=YTozOntpOjA7czo1OiJvbXBhaCI7aToxO3M6NzoibGlicmFyeSI7aToyO3M6MTM6Im9tcGFoIGxpYnJhcnkiO30=>

Attachment 2 KFPL Quarterly Performance Report and Breakdown  
Paige Cousineau, February 18, 2015

**KFPL THIRD QUARTER PERFORMANCE REPORT - 2014**  
Figure 12: Programs/attendance by branch – Q3

|                | No. of Programs | Attendance   |
|----------------|-----------------|--------------|
| Arden          |                 |              |
| Calvin Park    | 63              | 1,869        |
| Central        | 54              | 3,326        |
| Cloyne         |                 |              |
| Hartington     |                 |              |
| Howe Island    |                 |              |
| Isabel Turner  | 76              | 1,612        |
| Kingscourt     | 6               | 100          |
| Mountain Grove |                 |              |
| Parham         |                 |              |
| Pittsburgh     | 33              | 909          |
| Plevna         |                 |              |
| Sharbot Lake   | 1               | 25           |
| Storrington    | 3               | 25           |
| Sydenham       | 20              | 365          |
| Wolfe Island   | 1               | 40           |
| <b>TOTAL</b>   | <b>257</b>      | <b>8,271</b> |

Kingston Frontenac Public Library  
Third Quarter 2014 Performance Report

**PROGRAM BREAKDOWN**

| <u># of Programs in</u> | <u>Programs Per Branch</u> | <u>Number of Particip\Prog</u> | <u>Popu- lation</u> | <u># of Progs per Person</u> |         |
|-------------------------|----------------------------|--------------------------------|---------------------|------------------------------|---------|
| Kingston:               | 232                        | 38.7                           | 33.7                | 123,363                      | 1\531   |
| Sydenham:               | 20                         | 20                             | 18.3                | * 18,100                     | 1\905   |
| Rural:                  | 5                          | 0.5                            | 18                  | 8,262                        | 1\1,652 |

\* Population of South Frontenac Township



**County of Frontenac**  
**Code of Conduct for Members of County Council and Committees**  
**Approved by County Council October 16, 2013**

**1.0 Statement of Intent**

To guide those who are covered by this Code in their day to day responsibilities on behalf of the citizens of the County of Frontenac

**2.0 Application**

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

Addendum A forms part of the Code of Conduct as it relates to Fairmount Home as per the LHIN L-SAA Agreement and applies to Members of Council only.

2.2 As Council Chair and Committee of the Whole Chair, the Warden and the Chair of the Committee of the Whole have additional responsibilities and, accordingly, must:

- i. uphold and promote the purposes of the municipality;
- ii. promote public involvement in the municipality's activities;
- iii. act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
- iv. participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents
- v. To represent and support the Council, declaring its will and implicitly obeying its decisions in all things.

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

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

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

**3.0 Responsibilities of Council, the Warden and Councillors**

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

- 3.2 Council is responsible for and dedicated to providing good and effective government for the public in an open, accountable and transparent manner.
- 3.3 A fiduciary relationship exists between the Council and inhabitants of the municipality.
- 3.4 Members of Council:
  - i. when appointed to committees and other bodies as part of their duties must make every effort to participate actively in these bodies with good faith and care,
  - ii. must uphold the law and conduct themselves with the highest degree of ethical behaviour and integrity,
  - iii. must avoid conflict of interest,
  - iv. must seek to advance the public interest with honesty and treat members of the public with dignity, understanding and respect, and
  - v. may not make statements known to be false or make a statement with the intent to mislead Council or the public.

**4.0 Members of Council and the Role of Staff**

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

**5.0 County Assets and Gifts**

- 5.1 Definitions:

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

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

5.3 Members of Council and members of the public appointed to committees must not use municipal assets for personal convenience, for profit or to assist during an election or in relation to a nomination, except where such privileges are granted to the public or provided by law.

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

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

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

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

## **6.0 Confidentiality**

6.1 Members of Council have a duty to hold information received at closed meetings in strict confidence for as long and as broadly as the confidence applies. They

must not, either directly or indirectly, release, make public or in any way divulge any such information or any confidential aspect of the closed deliberations to anyone, unless authorized by Council or required by law.

6.2 Members of Council must not disclose, use or release information in contravention of applicable privacy law. They are only entitled to information in the possession of the municipality that is relevant to matters before the Council or a committee. Otherwise, they enjoy the same level of access rights to information as any other member of the community and must follow the same processes as any private citizen.

6.3 Members of Council must not release information subject to solicitor-client privilege, unless expressly authorized by Council or required by law.

**7.0 Committees and Members of Committees**

7.1 Members of the public appointed to committees are appointed at the pleasure of Council. They do not hold office as elected officials nor do they represent either Council or the committee unless mandated to do so. Members of the public appointed to committees must respect both the word and spirit of this Code as it applies to them and also as it applies to Members of Council.

7.2 Committees operate only within meetings for which proper notice has been given or as a matter duly added to an agenda.

7.3 Committee work often depends on the specific expertise of members of the public appointed to committees, including their employment or business interests. Interests relating to expertise, knowledge or acquaintance of a topic or an individual does not necessarily constitute a pecuniary interest. Such an interest should still be declared, however, for the purposes of openness.

7.4 If a pecuniary interest or an appearance of such arises in relation to any matter, members of the public appointed to a Committee must declare the pecuniary interest in a matter being discussed. The member may participate in the discussion but may not vote on the matter.

7.5 Committee work is part of the public record. Committees must ensure that their recommendations are sufficiently detailed and recorded clearly so that they can be relied upon by Council or the standing committee acting upon them.

7.6 The minutes of a committee meeting must record when any member has declared an interest or a pecuniary interest well as the circumstances in which the member left the room, the times at which the person left and returned to the meeting.

7.7 In addition to the recording of minutes as required by section 7.6, where a member of a committee has declared a pecuniary interest, the declaration as well as the nature of the pecuniary interest must be recorded as part of the

recommendation to Council so that Council may be aware of the declaration when making its decision.

**Compliance with the Code – Complaint**

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

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

**9.0 Formal Complaint Procedure - Integrity Commissioner**

- 9.1 A Municipal staff or member of the public, who has reasonable and probable grounds to believe that a member of Council has contravened the Code of Conduct for Members of Council, may request that the matter or complaint be reviewed.
  
- 9.2 The complaint shall be in writing and shall be signed by the complainant(s).
  
- 9.3 A complaint shall set out the grounds for the belief and the contravention alleged and include a supporting affidavit that sets out the evidence in support of the complaint.

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

**10.0 Initial Classification by Integrity Commissioner**

- 10.1 The complaint shall be filed with the Chief Administrative Officer/Clerk who shall forward the matter to the Integrity Commissioner for initial classification to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code of Conduct and not covered by other legislation or other Council policies.
- 10.2 If the complaint does not include a supporting affidavit, the Integrity Commissioner may defer the classification until an affidavit is received.
- 10.3 If the complaint, including any supporting affidavit, is not, on its face, a complaint with respect to non-compliance with the Code of Conduct or the complaint is covered by other legislation or a complaint procedure under another Council policy, the Integrity Commissioner shall advise the complainant in writing as follows:
- i. if the complaint on its face is an allegation of a criminal nature consistent with the Criminal Code of Canada, the complainant shall be advised that if the complainant wishes to pursue any such allegation, the complainant must pursue it with the Ontario Provincial Police or other appropriate law enforcement agency;
  - ii. if the complaint on its face is with respect to non-compliance with the Municipal Conflict of Interest Act, the complainant shall be advised to review the matter with the complainant's own legal counsel;
  - iii. if the complaint on its face is with respect to non-compliance with the Municipal Freedom of Information and Protection of Privacy Act, the complainant shall be advised that the matter will be referred to the Privacy Commissioner for review;
  - iv. if the complaint on its face is with respect to non-compliance with a more specific Council policy with a separate complaint procedure, the complainant shall be advised that the matter will be processed under that procedure; and
  - v. in other cases, the complainant shall be advised that the matter, or part of the matter, is not within the jurisdiction of the Integrity Commissioner to process, with any additional reasons and referrals as the Integrity Commissioner considers appropriate.

**11.0 Integrity Commissioner Investigation**

- 11.1 If a complaint has been classified as being within the Integrity Commissioner's jurisdiction, the Commissioner shall investigate and may attempt to settle the complaint.
- 11.2 The Integrity Commissioner will proceed as follows:

- i. serve the complaint and supporting material upon the member whose conduct is in question with a request that a written response to the allegation be filed within ten days; and
- ii. serve a copy of the response provided upon the complainant with a request for a written reply within ten days.

11.3 If necessary, after reviewing the written materials, the Integrity Commissioner may speak to anyone relevant to the complaint, examine any other documents relevant to the complaint and may enter any County office relevant to the complaint for the purposes of investigation and settlement.

11.4 The Integrity Commissioner may make interim reports to Council as required to address any instances of interference, obstruction or retaliation encountered during the investigation.

11.5 The Integrity Commissioner shall submit a final report on the complaint to Council, no later than 90 days after the making of the complaint, outlining the findings, the terms of any settlement, or recommended corrective action.

11.6 Any recommended corrective action must be permitted in law and shall be designed to ensure that the inappropriate behaviour or activity does not continue.

#### **12.0 Refusal to conduct inquiry**

12.1 If the Integrity Commissioner is of the opinion that the referral of a matter to him or her is frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for an inquiry, the Integrity Commissioner shall not conduct an inquiry and shall state the reasons for not doing so in the report.

12.2 If the Integrity Commissioner determines that there has been no contravention of the Code of Conduct or that a contravention occurred although the Member took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgment made in good faith, the Integrity Commissioner shall so state in the report and shall recommend that no penalty be imposed.

#### **13.0 Reporting**

13.1 The Integrity Commissioner shall file a copy of the final report with Chief Administrative Officer who will then provide a copy of the report to the complainant and the Member of Council whose conduct is concerned.

13.2 The Chief Administrative Officer shall process the report to the next meeting of Council.

13.3 Council shall consider and respond to the report within 90 days after the day the report is laid before it.

13.4 The Integrity Commissioner shall report annually to Council on complaints affecting the Council of the County of Frontenac, filed with the Integrity Commissioner.

**14.0 Municipal Support for Members of Council**

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

**15.0 Non-Compliance**

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

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

**Signature**

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

\_\_\_\_\_  
Signature of Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name of Member

**Addendum A – Fairmount Home**

1.0 **Background**

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

2.0 **Definitions**

“Board” means in respect of an HSP that is:

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

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

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

has other commitments, relationships or financial interest that:

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

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

3.0 Conflict of Interest

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

4.0 Confidential Information

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

**Signature**

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

\_\_\_\_\_  
Signature of Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name of Member

**Appendix A – Integrity Commissioner**

**Duties of the Integrity Commissioner**

**1.0 The Integrity Commissioner shall:**

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

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

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

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

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

**3.0 Procedure to Submit a Complaint to the Integrity Commissioner**

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

Appendix B – Code of Conduct Complaint Form

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

|                         |      |  |      |  |
|-------------------------|------|--|------|--|
| <b>COMPLAINANT NAME</b> |      |  |      |  |
| <b>ADDRESS</b>          |      |  |      |  |
| <b>TELEPHONE</b>        | HOME |  | WORK |  |
| <b>E-MAIL</b>           |      |  |      |  |

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

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

|               |                                                                                                                                 |
|---------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>ACTION</b> | Activities that the complainant has undertaken to resolve the matter; if applicable. <b>Attach additional sheets as needed.</b> |
|               |                                                                                                                                 |
|               |                                                                                                                                 |
|               |                                                                                                                                 |
|               |                                                                                                                                 |
|               |                                                                                                                                 |

|                                            |
|--------------------------------------------|
| <b>SUMMARY / COMMENTS</b>                  |
| <b>Attach additional sheets as needed.</b> |
|                                            |
|                                            |
|                                            |
|                                            |
|                                            |

\_\_\_\_\_ Date

\_\_\_\_\_ Signature of Complainant



**Report 2015-016**

**RECOMMEND REPORT TO COUNCIL**

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

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

**Prepared By:** Colleen Hickey  
Manager, Human Resources

**Date Prepared:** January 29, 2015

**Date of Meeting:** February 18, 2015

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**Re: Corporate Services – Paramedic Mental Wellness Program**

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**Recommendation**

RESOLVED THAT the Council of the County of Frontenac receive the *Corporate Services – Paramedic Mental Wellness Program Update* report;

AND FURTHER THAT the Council of the County of Frontenac authorize staff to issue an Expression of Interest (EOI) for a resiliency training program to be implemented in 2015 for Frontenac Paramedics.

**Background**

*Warden Doyle requested that Deputy Warden Davison assumed the Chair*

**a) Development and Delivery of Mental Health Program  
Frontenac Paramedic Services**

Motion #: 219-14 Moved By: Warden Doyle  
Seconded By: Councillor McDougall

**WHEREAS** the Council of the County of Frontenac recognizes that paramedics work in stressful environments and are often exposed to operational stress injuries, including cumulative stress, depression and Post Traumatic Stress Disorder;

**AND WHEREAS** it is in the best interest of paramedics and the County for paramedics to have access to early prevention, recognition and treatment;

**AND WHEREAS** Frontenac Paramedic Services has been proactive:

- in the establishment of an initial training of a Peer Support Team;
- in the ongoing education of the Peer Support Team members in training in the M.A.N.E.R.S. program by the Tema Conter Trust;
  - Minimizing Exposure
  - Acknowledging the Event
  - Normalizing the Event/Feelings
  - Educate
  - Restore and/or Refer
  - Self-Care
- in the training of each paramedic at CME by the Tema Conter Trust in “Critical Incident Stress Awareness”;
- in the training of paramedics at CME in “Confrontation Management”.

**AND WHEREAS** the County is interested in exploring options for the development of a more robust program that will provide baseline testing, resilience training, timely access to professionals, intervention where necessary and the development of a supportive work environment:

**NOW THEREFORE** County Council direct staff to work with the union and employees to investigate options for the development and delivery of a program aimed at improving the mental health of paramedics and to report back to Council in February 2015.

**CARRIED**

(With Agreed to Amendments)

**Comment**

Council realizes the importance the work environment of Paramedic staff and has directed staff to ensure a program is put in place that identifies areas of risk to ensure staff are provided early prevention, recognition and treatment of the exposures in their day to day work environment such as: PTSD, cumulative stress and depression along with workplace injuries.

In conducting research into this subject, Human Resources and Paramedic staff have consulted widely within Ontario and Canada to determine best practice. One of the acknowledged leaders on PTSD is Mr. Vince Savoia, Executive Director of the Tema Conter Memorial Trust ([www.tema.ca](http://www.tema.ca)) and a trainer with the Canadian Mental Health Association. Mr. Savoia will be providing the Committee with 20 minute introduction to the subject and is available to provide Council with advice.

As a result of this research, staff are recommending a program based of the following four (4) Principles:



Work within Principle #1 (**Prevention**) has included:

- Training of each Paramedic at CME by the Tema Conter Trust in “Critical Incident Stress Awareness”;
- Training of Paramedics at CME in “Confrontation Management”.

The next focus should be on Principle #2 – **Maintenance and Support**:

Staff has identified options for training based program focussed on Resiliency, the curriculum focus is specifically designed for high stress workers such as Paramedics. It is a combination of resiliency and secondary trauma/compassion fatigue that trains on dealing with high stress and high trauma-exposed workplaces. The program would be facilitated by a skilled professional who specializes in Compassion Fatigue.

It is the expectation that County staff will continue to build on the current state in the development of a more robust program to enhance existing initiatives as well as resiliency training, timely access to professionals and intervention when necessary along with the continued development of a supportive work environment.

Management and Union members will work on Principle #3 (**Recovery**) on programs and processes to assist Paramedics to timely access to professionals, intervention where necessary that include the following programs to date:

1. Disability Management Program – developed in order to support employee health and well-being while monitoring and controlling health-related costs and creating an inclusive culture. It provides a strong focus on disability prevention and health promotion while also providing support to the employee who is absent due to injury/illness.
2. Morale Committee – identified in Labour Management as a program where management and union members will work side by side to ensure areas of concerns are addressed to improve staff morale.
3. Peer Support Team – provides confidential peer support by volunteer members who have been trained (M.A.N.E.R.S.-Tema Conter) to assist fellow employees who have experienced stress-related symptoms as a

result of the work environment and whom seek assistance in dealing with critical incident.

4. Employee Assistance Program – accessible to all staff to meet confidentially with trained counsellors to discuss and work to resolve areas of concerns.

Principle #4 (**Evaluation**) will be ongoing through 2015/16 to assess the validity of each of the first three Principles. Measurements will be based on evaluation systems of training, injury reporting and absenteeism.

#### **Sustainability Implications**

By developing a Paramedic Mental Wellness Program within the four principles as noted in this report will provide Paramedics with timely access to professionals, intervention where necessary and the development of a supportive work environment. Management and employees working collaboratively to culminate a sustainable and measureable program for staff to recognize hazards and learning coping mechanisms for their work environment will warrant a reduction in time away from work due to illness and or injury.

#### **Financial Implications**

The identified training that aligns with Principle #2 will cost \$20,000.00 for fiscal 2015. It is recommended that these funds be transferred from the Joint FPS Severance Reserve mitigating any levy impact for both the County of Frontenac and the City of Kingston.

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

TEMA Conter Memorial Trust  
Canadian Mental Health Commission  
Bonnie Carter, Occupational Health Nurse



**Report 2015-010**

**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, Planning & Economic Development

**Date prepared:** January 16, 2015

**Date of meeting:** January 21, 2015

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**Re: Planning & Economic Development – Shared Planning Services Models**

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**Recommendation**

That County Council receive Report 2015-010 and direct staff to draft a by-law for consideration at their February 18, 2015 meeting that reflects Option \_\_\_ of the shared planning services models outlined in the chart contained in Appendix 'A of the report'.

**Background**

In November, 2014, County Council passed the following resolution:

*Motion # 243-14*

*Corporate Services*

*Sustainability Planning Services Work Allocation 2014*

*RESOLVED THAT the Council of the County of Frontenac confirm that a policy with respect to Planning Services be brought forward prior to the 2015 Budget being finalized, outlining options for service delivery and costing.*

*CARRIED*

The purpose of this report is to provide County Council with a variety of options to consider for implementing a planning services cost model prior to the start of the 2015 budget deliberations.

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Recommend Report to Council  
Planning and Economic Development – Shared Planning Services Models 2015  
January 21, 2015

Page 1 of 4

Previous Council Direction

The County Planning and Economic Development Department is currently providing land use planning services to three Townships:

- Frontenac Islands since October, 2011;
- Central Frontenac since January, 2014; and
- North Frontenac since May, 2014.

The idea of the County providing land use planning services to the Townships was first raised by Frontenac County Council during the 2011 budget discussions. Subsequently, staff provided two reports to Council that reviewed planning services provided by other Counties in Eastern Ontario and a proposal to use a cost recovery approach to review all privately initiated applications. Frontenac Islands subsequently was the first Township to enter into a contract with the County at the end of 2011.

Four staff reports were presented to County Council during the last term that dealt with the County providing land use planning services to the Townships. All four reports can be read at this web link: <http://goo.gl/UbSqWS> .

Current Planning Services Model 2011-2014

The County has been using a ‘community benefit model’ in providing planning services to the Townships. This model is used by other County planning departments in Eastern Ontario and based on the premise that a regional government has the ability to overcome disparities based on geography and/or tax base and tax assessment in order to provide equitable services. This is particularly relevant to Frontenac County which has a large physical area with limited fiscal and human resources in local government.

Using this model, planning services and billing has been as follows:

- Day to Day Planning Work - no charge to the Townships, citizens, and developers on day-to-day planning issues, including Township meeting attendance, consultation, and telephone inquiries.
- Planning Applications - All privately-initiated applications (e.g., minor variance, severance, rezoning) are charged for the time involved in the preparation of planning reports and any additional peer review work that may to be completed.
- Land Use Policy - no charge for policy planning work for the Township such as Official Plan and Zoning By-law updates and major planning studies (e.g., growth management, agricultural assessment, municipal capital facilities by-law). These projects are considered to be in the public interest and benefit the community as a whole. As an example, planning staff are working with Frontenac Islands to completely revise the existing Zoning By-law – a project which began last year and will continue through 2015.

Shared Planning Services – Delivery Options

Staff has prepared a chart that provides a list of options for providing planning services to the Townships.

Seven different scenarios have been provided:

- 1) No Shared Services - all municipalities do their own land use planning, with no County planning assistance. This is essentially the type of planning service that was in place before County Council approved planning staff to work for three Townships.
- 2) Incremental Cost Model - existing level of service where only private planning applications are billed for service.
- 3) Flat Fee Model - same as (2) however the Townships receiving County planning services would pay an annual 'retainer' to the County to cover general costs such as responding to planning inquiries, travel, meeting attendance, etc.
- 4) Shared Staff Model - one planner would be assigned to each municipality and costs associated – all or in part -- would be paid by that municipality.
- 5) Partial Cost Recovery Model - planning staff would be employed by the County but would be assigned to work certain days in each municipality based on workload.
- 6) Planning Board - A regional planning board would be established to govern land use planning with members from each municipality. Under this scenario the cost of all planning services would be aggregated and shared.
- 7) Full Contract - all planning services would be contracted out to a consulting firm for the entire County.

These scenarios are explained in more detail on the planning services chart, with examples of their use in other jurisdictions in Ontario. There are both qualitative and quantitative differences for each service model.

Planning Service Contract Renewal Dates

Each contract with the three Townships is renewed on an annual basis. The renewal dates are as follows:

- Central Frontenac – January 1<sup>st</sup>
- North Frontenac – May 1<sup>st</sup>
- Frontenac Islands – October 1<sup>st</sup>

There is a termination clause in each agreement that either party may at any time, on not less than six months written notice to the other party, terminate the contract without cause.

**Sustainability Implications**

The proposal for the Frontenac County planners to provide professional planning services to the three of the Townships can result in cost savings and efficiencies for the municipal planning application process. It also supports the economic and environmental pillars of *Directions for Our Future*, and will more closely align economic development with land use planning across the region. It will also promote collaboration between the Townships and the County.

**Financial Implications**

Planning services revenue in 2014 was \$4,294.05.

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

Marian VanBruinessen, Director of Corporate Services/ Treasurer  
All Townships

# County of Frontenac

Appendix 'A' -- Shared Planning Services – Delivery Options -- 21 JANUARY 15

Planning services for the County and member municipalities is a mandatory service under the *Planning Act*. The purpose of this matrix is to develop an assessment tool for delivery and costing options.

|                               | <b>A</b>                                                                                                                                              | <b>B</b>                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>C</b>                                                                                                                                                                                                                                                                                                | <b>D</b>                                                                                                                                                                                                                                                                      | <b>E</b>                                                                                                                                                                                                                                                                                | <b>F</b>                                                                                                                                                                                                                                                                                        | <b>G</b>                                                                                                                                    |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|                               | <b>No Shared Service</b>                                                                                                                              | <b>Incremental Cost Model</b>                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Flat Fee Model</b>                                                                                                                                                                                                                                                                                   | <b>Shared Staff Model</b>                                                                                                                                                                                                                                                     | <b>Partial Cost Recovery Model</b>                                                                                                                                                                                                                                                      | <b>Planning Board</b>                                                                                                                                                                                                                                                                           | <b>Full Contract</b>                                                                                                                        |
| <b>Discussion</b>             | <ul style="list-style-type: none"> <li>All municipalities complete planning on their own.</li> <li>May hire staff or an outside consultant</li> </ul> | <ul style="list-style-type: none"> <li>Costs associated with the preparation of all planning reports associated with a private application (hourly billing).</li> <li>No costs for pre-consultation, inquiries by citizens or Township staff.</li> <li>No cost for municipal initiated planning work, including Official Plan and Zoning By-law updates.</li> <li>GIS services at no charge</li> <li>No overhead costs attributed.</li> </ul> | <ul style="list-style-type: none"> <li>Identical to 'B' (Incremental Cost Model) except a flat fee or retainer is charged for those municipalities that are using County planning services.</li> <li>Recognizes time spent on general planning issues (inquiries, meetings, preconsultation)</li> </ul> | <ul style="list-style-type: none"> <li>One planner is assigned to deal with local applications and costs associated with the planner, including costs such as I.T. and professional development.</li> <li>Director responsible for signing off on County interest.</li> </ul> | <ul style="list-style-type: none"> <li>Planning staff are employed by the County but work specified days in individual municipalities based upon workload.</li> <li>Recognized District and local benefit.</li> <li>Director responsible for signing off on County interest.</li> </ul> | <ul style="list-style-type: none"> <li>The cost of all planning is aggregated and shared.</li> <li>Planning is governed by a separate board appointed by the member municipalities.</li> <li>May require approval from Ministry of Municipal Affairs and Housing to establish board.</li> </ul> | <ul style="list-style-type: none"> <li>All planning services are contracted out to a third party provider for the entire County.</li> </ul> |
| <b>Ease of Implementation</b> | <ul style="list-style-type: none"> <li>Current participating municipalities<sup>1</sup> will need time to transition.</li> </ul>                      | <ul style="list-style-type: none"> <li>Current program</li> </ul>                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Agreement required.</li> </ul>                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Agreement required.</li> </ul>                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Works best if all municipalities are participating.</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Likely time consuming to establish and receive approval at the outset.</li> </ul>                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Agreement required by all four Townships and County. Transition time required.</li> </ul>            |

<sup>1</sup> Currently Frontenac Islands, Central Frontenac and North Frontenac. Member municipalities still employ front line staff to complete intake, processing, scheduling etc.

|                                         |                                                                                                                                                                                                           |                                                                                                                                             |                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                        |                                                                                                                                                                                                          |                                                                                                                                                                                                           |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Costs</b></p>                     | <ul style="list-style-type: none"> <li>Increased costs for participating municipalities.</li> <li>County staff will need to be re-structured.</li> </ul>                                                  | <ul style="list-style-type: none"> <li>Status quo</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Status quo of Incremental Cost Model plus "X" amount charged to each participating municipality on an annual basis.</li> <li>Flat fee to be determined by County Council.</li> </ul> | <ul style="list-style-type: none"> <li>Either status quo or flat fee options could apply (i.e., options B or C).</li> </ul>                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Increased costs for participating municipalities.</li> <li>X% of costs attributed to local planning matters, balance paid by County.</li> </ul> | <ul style="list-style-type: none"> <li>A cost model would need to be developed by County Council and endorsed by all Townships.</li> <li>Potential reduction in overall administration costs.</li> </ul> | <ul style="list-style-type: none"> <li>Highest cost option</li> </ul>                                                                                                                                     |
| <p><b>Local Control &amp; Input</b></p> | <ul style="list-style-type: none"> <li>Hiring of own staff provides most control.</li> <li>Hiring of a consultant may provide less control, but service can be terminated by providing notice.</li> </ul> | <ul style="list-style-type: none"> <li>Each municipality approves a 2 year planning workplan to ensure priorities are addressed.</li> </ul> | <ul style="list-style-type: none"> <li>No change from status quo. Planning priorities and workplan to be approved by municipality.</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>One planner would be specifically assigned to deal with all Township Planning applications and available for meetings.</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Work plans could be approved by all Townships to ensure local control.</li> </ul>                                                               | <ul style="list-style-type: none"> <li>Local representation on the planning board but overall less local control (i.e., each municipality on its own will have a minority of votes).</li> </ul>          | <ul style="list-style-type: none"> <li>Contracted planners would have limited availability for on-site meetings, pre-consultation, etc. compared to current model.</li> </ul>                             |
| <p><b>Risks</b></p>                     | <ul style="list-style-type: none"> <li>Potential loss of 'solutions-oriented' planning approach and ties with County economic development programs.</li> </ul>                                            | <ul style="list-style-type: none"> <li>South Frontenac Township not part of the integrated County-wide planning program.</li> </ul>         | <ul style="list-style-type: none"> <li>Flat fee is inelastic and hours of general planning work in each municipality will differ.</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>If one or municipality pulls out, costs to others will increase or staff termination costs may be incurred.</li> <li>Service delivery to other municipalities may be jeopardized.</li> <li>Workload will likely vary by Township or by quarter and will reduce flexibility to respond across the County.</li> </ul> | <ul style="list-style-type: none"> <li>Workload will likely vary annually and this model may not have the flexibility to adjust to variations.</li> </ul>                              | <ul style="list-style-type: none"> <li>Planning decisions will be made by a majority of the planning board that does not represent the local Township.</li> </ul>                                        | <ul style="list-style-type: none"> <li>Cost control may be difficult depending on the planning workload.</li> <li>Planners may not be familiar with the rural issues affecting the Frontenacs.</li> </ul> |

|                        |                                                                                                                                               |                                                                                                                                                                                     |                                                                |                                                                                                                                        |                                                                                     |                                                                                                                                                                                                                                            |                                                                 |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <p><b>Examples</b></p> | <ul style="list-style-type: none"> <li>• Frontenac County prior to entering into a shared services model.</li> <li>• Lanark County</li> </ul> | <ul style="list-style-type: none"> <li>• Very similar to planning service models used in Renfrew, Peterborough, Haliburton, and Stormont Dundas &amp; Glengarry Counties</li> </ul> | <ul style="list-style-type: none"> <li>• None known</li> </ul> | <ul style="list-style-type: none"> <li>• Somewhat similar to Renfrew County which assigns planners to individual Townships.</li> </ul> | <ul style="list-style-type: none"> <li>• District of Muskoka<sup>2</sup></li> </ul> | <ul style="list-style-type: none"> <li>• Similar to Land Division Committees in other Counties (deal only with consents and variances)</li> <li>• Pine Ridge Municipal Planning Authority (Northumberland – defunct as of 2014)</li> </ul> | <ul style="list-style-type: none"> <li>• None known.</li> </ul> |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|

<sup>2</sup> District assumes 75% of costs, member municipality pays 25%, plus costs of office and I.T. and transportation. Planner is employed by the District.



**Report 2015-013**

**RECOMMEND REPORT TO COUNCIL**

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

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

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

**Date prepared:** January 16, 2015

**Date of meeting:** February 18, 2015

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**Re:** **Corporate Services – Attendance at 2015 Annual Conferences**

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**Recommendation**

**BE IT RESOLVED THAT** the Council of the County of Frontenac receive the *Corporate Services – Attendance at Annual Conferences* report;

**AND FURTHER THAT** the Council of the County of Frontenac authorize the following staff to attend the following conferences in 2015:

- Angelique Tamblyn, Executive Assistant to the Chief Administrative Officer and Director of Corporate Services/ Treasurer

AMCTO Annual Conference – Thunder Bay, Ontario – June 7 to 10, 2015 –  
Accommodation and travel required

- Peter Young, Community Planner

Ontario Professional Planners Institute Conference – Toronto – October 6-8,  
2015 –  
Accommodation and travel required

**Background**

As per amendments made to By-law 2011-0005 which authorizes the reimbursement of expenses, the CAO/Clerk may attend 2 conferences per year and Department Managers may attend 1 conference per year. Any additional conference attendance by CAO/Clerk and staff would require prior permission via resolution by County Council.

**Comment**

**AMCTO:** The AMCTO is an association representing Ontario municipalities that offer leadership, direction and service to the municipal sector in Ontario by offering education, member services and advocacy. It is the “go to” organization in fostering and sustaining excellence in municipal management and administration.

Each year, AMCTO hosts a three-day annual conference which rotates within municipalities in Ontario. This year the conference is being held in Thunder Bay starting the evening of June 7th and wrapping up during the afternoon of June 10<sup>th</sup>.

The Executive Assistant to the CAO and Director of Corporate Services/Treasurer provides professional, executive and administrative support and research assistance to the CAO, Director of Corporate Services and other members of the Corporate Services management team and needs to be up to date on issues and emerging trends related to municipal government. In an effort to ensure succession planning and continuity within the governance responsibilities of the County, the position acts as the backup to the County Clerk and receives ongoing mentoring from both the Clerk and the CAO with respect to municipal governance. Attendance at this conference provides both educational skills as well as networking opportunities to carry out this function.

The Manager of Legislative Services/Clerk also attends this conference.

The cost of the AMCTO Conference includes the full registration, all conference materials and access to all plenary and workshop sessions, breakfast and lunch is \$802.30 (\$710 + \$92.30 HST) per person; however as a “New Professional” member of AMCTO, the Executive Assistant is provided each year for up to 5 years with a \$200 voucher that can be used towards this registration fee which would reduce the cost to \$510. Given the location of this year’s conference, AMCTO has been able to secure discounts (10%) with various airlines flying in and out of Thunder Bay during these conference dates. Travel costs would be approximately \$320.29 including taxes and fees. Accommodations for three night stay \$387.00 +HST. The total cost including registration, travel and accommodation is approximately \$1,217.29.

**OPPI:** Ontario Professional Planners Institute represents over 3,500 professional planners and 500 planning students across the province. OPPI has the mandate to grant the Registered Professional Planner designation; govern the rights and responsibilities of its members; set academic, experience and examination requirements for membership; and uphold the Professional Code of Practice and Standards of Practice. Members work for government, private industry, community

agencies and academic institutions in a variety of specialties across the province. OPPI is the Ontario affiliate of the Canadian Institute of Planners (CIP).

Every two years, OPPI hosts a conference, with symposiums taking place in between these years. This year the conference is being held at the Allstream Centre in Toronto on October 6-8. The conference is important for both education and professional development. OPPI members are required to complete a mandatory continuous professional learning program each year, and the conference offers opportunities to gain these credits.

Early bird registration is \$760 and includes networking receptions, breakfast, lunch, refreshments, conference materials, and wireless internet. There is no hotel located immediately near the conference centre but hotels in the area would cost approximately \$400-500 total for three nights. Travel costs would be approximately \$100 including train ticket and transit fares. The total cost is approximately \$1,300 excluding HST.

### **Sustainability Implications**

It is important that staff at the County keep abreast and up to date of issues and emerging trends related to municipal government and opportunities for excellence. In addition, the principles of leadership development and succession planning are essential to sustainability.

### **Financial Implications**

Costs for these conferences were included in the 2015 Corporate Training, Travel and Conference Fees budget.

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

Corporate Services Management Team  
Director of Planning and Economic Development



**REPORT 2015-014**

**RECOMMEND REPORT TO COUNCIL**

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

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

**Prepared by:** David Millard, Manager of Information Services  
Kevin Farrell, GIS Specialist

**Date Prepared:** January 26, 2015

**Date of Meeting:** February 18, 2015

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**Re:** **Corporate Services – Amendments to By-law 2013-0010 (to Impose User Fees and Charges for Services) – Ortho-Photography**

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**Recommendation**

**RESOLVED THAT** the Council of the County of Frontenac accept the *Amendments to By-law 2013-0010 (to Impose User Fees and Charges for Services) – Ortho-Photography* report;

**AND FURTHER THAT** By-law 2013-0010, being a by-law to Impose User Fees and Charges for Services, as amended, be further amended as follows:

**THAT** Schedule A,

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

Digital True Colour Ortho-Photography (1km x 1km tiles - MrSID, GeoTIFF; includes processing and shipping) ..... \$25.00/tile

Be amended to delete \$25.00/tile and replace with \$50.00/tile

**Background**

County Council, at its meeting held March 20, 2013 adopted By-law 2013-0010, being a by-law to Impose User Fees and Charges for Services provided by the County of Frontenac. Schedule A to the said By-law includes fees for providing Digital True Colour Ortho-Photography.

**Comment**

Effective as of October 20, 2014, the Corporation of the County of Frontenac entered into an agreement with Her Majesty the Queen in right of Ontario, as represented by the Minister of Natural Resources and Forestry for the acquisition of high resolution imagery. As per the agreement the fees to provide, sell, transfer or sub-license the high resolution imagery is set by the ministry in the said agreement.

Section 4.9 of the agreement states:

The Ministry shall be paying the Supplier for the Deliverables in accordance with the Supplier's Agreement and relying upon the Participants to pay the Ministry the respective Participants' contributions in accordance with the respective participant agreements. Therefore, the Participant agrees, that during the two (2) years after the Effective Date of the Licence:

- (i) where it chooses to provide, sell, transfer or sub-license the use of the ortho-rectified imagery tiles of the Licensed Products, it shall do so, (other than when sublicensing pursuant to Section 4.2(d) or Section 4.2(e)), at a cost/sub-licence fee calculated at no less than \$50.00 per orthophotography tile comprising the Licensed Products, unless the Participant has obtained the prior written consent of the Ministry or in the event of an Emergency, where to do so is necessary and appropriate, and upon notice thereof to the Ministry.
- (ii) it will not provide Geospatial Web Service to any user external to the Participant, that would afford such user with access to the Licenced Products through desktop software or the internet and the capability to consume any of the Licenced Products; and
- (iii) it shall not acquire any of the Licensed Products or other Deliverables from the Supplier (except as provided in this Participant Agreement) or from another Participant or enter into an agreement with the Supplier or any other Participant for the use of any of the Licensed Products or other Deliverables.

Upon the expiry of the two (2) years after the Effective Date of the Licence, this section 4.9 shall be of no further effect. It is understood and agreed that this section 4.9 shall not apply to any Derivative Product.

**Financial Implications**

Providing, selling, transferring or sub-licensing the high resolution imagery would result in revenue to the County.

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

Kevin Farrell – GIS Specialist



**Report 2015-017**

**RECOMMEND REPORT TO COUNCIL**

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

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

**Prepared by:** Susan Brant  
Deputy Treasurer

**Date prepared:** February 9, 2015

**Date of meeting:** February 18, 2015

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**Re:** **Corporate Services – 2014 Frontenac-Howe Islander Ferry  
Petition for Subsidy**

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**Recommendation**

RESOLVED THAT the Council of the County of Frontenac accept the *Corporate Services – 2014 Frontenac-Howe Islander Ferry Petition for Subsidy* report;

AND FURTHER Council authorize the Clerk to petition the Ministry of Transportation for \$750,791.81.

**Background**

The operating agreement with the Ministry of Transportation (MTO) for the Frontenac-Howe Islander Ferry came into effect in January 2004.

The terms of the agreement require the County of Frontenac to prepare and deliver a statement reconciling the actual operating costs and revenues for each calendar year by February 15<sup>th</sup> of the following year.

**Comment**

The financial information forwarded to MTO is presented in Appendix A to this report.

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Recommend Report to Council  
Corporate Services – 2014 Frontenac-Howe Islander Ferry Petition for Subsidy  
February 18, 2015

Page 1 of 3

The contract with MTO authorizes the County to retain a reserve to which ticket and pass revenue over the 20% of expenditures can be allocated annually. The reserve balance cannot exceed 5% of the operating expenditures.

**Sustainability Implications**

The operation of the Frontenac-Howe Islander Ferry ensures the long term viability of the community on Howe Island.

**Financial Implications**

In accordance with the agreement, the Provincial subsidy totals \$750,791.81 for 2014. This is calculated as 80% of the gross expenditure in 2014 of \$938,489.76.

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

Township of Frontenac Islands  
Ministry of Transportation

Appendix A

Frontenac County Howe Islander Ferry  
2014

| Operating Costs                                        | Eligible Expenditures |
|--------------------------------------------------------|-----------------------|
| <b>Salaries, Wages &amp; Benefits</b>                  |                       |
| Wages                                                  | 670,158.00            |
| Benefits                                               | 152,156.00            |
| WSIB / EHT                                             | 46,306.00             |
| <b>Materials &amp; Supplies:</b>                       |                       |
| Repairs/Maintenance Supplies                           | 24,916.00             |
| Tickets                                                | 4,392.00              |
| Fuel (Diesel)                                          |                       |
| Cables                                                 |                       |
| <b>Services:</b>                                       |                       |
| Hydro                                                  |                       |
| Phone, Cell Phones                                     | 3,405.00              |
| Insurance                                              | 6,813.00              |
| Audit Fee                                              | 1,590.00              |
| Legal Costs                                            | 0.00                  |
| Sundry, Health & Safety                                | 6,487.00              |
| Machine Rental                                         |                       |
| Mileage                                                | 3,865.00              |
| Lease                                                  |                       |
| <b>Subtotal **</b>                                     | <b>920,088.00</b>     |
| Administration costs **                                | 18,401.76             |
| <b>Total Operating Costs **</b>                        | <b>938,489.76</b>     |
| <b>80% of Eligible Operating Costs **</b>              | <b>750,791.81</b>     |
| <b>Revenues:</b>                                       |                       |
| Ferry Passes                                           | 111,555.00            |
| Ferry Fares                                            | 76,142.95             |
| Other Revenue                                          |                       |
| <b>Total Revenues **</b>                               | <b>187,697.95</b>     |
| <b>20% of Operating Costs **</b>                       | <b>187,697.95</b>     |
| <b>Revenues in excess of 20% of operating costs **</b> | <b>0.00</b>           |
| <b>FERRY REVENUE RESERVE:</b>                          |                       |
| To Revenue Reserve 2014                                | 0.00                  |
| Balance in Reserve                                     | 0.00                  |
| <b>TOTAL FERRY RESERVE **</b>                          | <b>0.00</b>           |
| <b>5% OF OPERATING COSTS **</b>                        | <b>46,924.49</b>      |
| Ferry Revenue Reserve                                  | 0.00                  |
| <b>in excess of 5% of Operating **</b>                 | <b>-46,924.49</b>     |
| <b>Subsidy Payable:</b>                                |                       |
| 80% of Operating Costs **                              | 750,791.81            |

Recommend Report to Council  
Corporate Services – 2014 Frontenac-Howe Islander Ferry Petition for Subsidy  
February 18, 2015



**Report 2015-018**

**RECOMMEND REPORT**

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

**From:** Kelly Pender  
Chief Administrative Officer

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

**Date prepared:** January 28, 2015

**Date of meeting:** February 18, 2015

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**Re:** **Emergency and Transportation Services – Integrated Patient Transport System (IPTS) Project**

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**Recommendation**

**BE IT RESOLVED THAT** the Council of the County of Frontenac accept this *Emergency and Transportation Services –Integrated Patient Transport System (IPTS) Project* report for information;

**AND FURTHER THAT** the Council of the County of Frontenac hereby approves the participation of Frontenac Paramedic Services (FPS) in the Integrated Patient Transport System (IPTS) Project;

**AND FINALLY THAT** the Council of the County of Frontenac approve the expenditure of \$35,000 for the project to be funded from the FPS Vehicle Reserve Fund.

**Background**

In 2010, the Council of the County of Frontenac focussed on investigating Greening Initiatives within operational areas of the County. FPS commenced a program that saw a reduction in its carbon footprint as a direct result of downsizing ambulances.

Working with Crestline Coach, our ambulance supplier, members of FPS's Uniform, Equipment and Vehicle Committee (UEVC) visited the Crestline plant and viewed a new ambulance built on the Mercedes chassis. This ambulance was smaller, lighter and utilized several new safety and fuel consumption technologies. Unfortunately, the Mercedes platform was not supported by the local Kingston dealer and this option was rejected at the time.

However, the UEVC members worked closely with Crestline Coach to redesign a smaller ambulance, the Fleetmax F, on a Chevrolet 3500 chassis that was 1000 lbs lighter and six (6) inches narrower than the Commander ambulance FPS was then utilizing. The fuel consumption technologies were also integrated into this new ambulance. The system called AceTech ECORUN, sees the vehicle engine shutdown/restart automatically when idling if preset voltage and temperature limits are detected, resulting in up to 40% in fuel savings during winter months and a reduction in carbon emissions.

### **Comment**

The landscape of ambulance chassis's is evolving as Ford Motor Company announced the end of production of its Econoline E-Series vans and cutaways commonly utilized for ambulances. Ford is replacing the E-Series with the Transit van and cutaway, a similar vehicle to the Mercedes Sprinter. General Motors is expected to follow this direction in the near future.

FPS has been invited to participate in a leading edge initiative entitled the *IPTS Project*, to design and build a new ambulance with Crestline Coach and Ferno/Acetek Canada.

The concept project has three (3) distinct components:

1. To utilize the new Ford Transit chassis and built an ambulance box that is reduced to 83" in width (Figure 1) without the loss of inside width.
2. To design a new interior configuration that eliminates cabinets for equipment storage and replaces them with modular equipment bags secured to the walls. In recent years paramedics have moved from working out of equipment cabinets in the ambulance to working out of portable kits.
3. Utilize power stretcher technology for patient and paramedic safety, risk management and paramedic wellness.

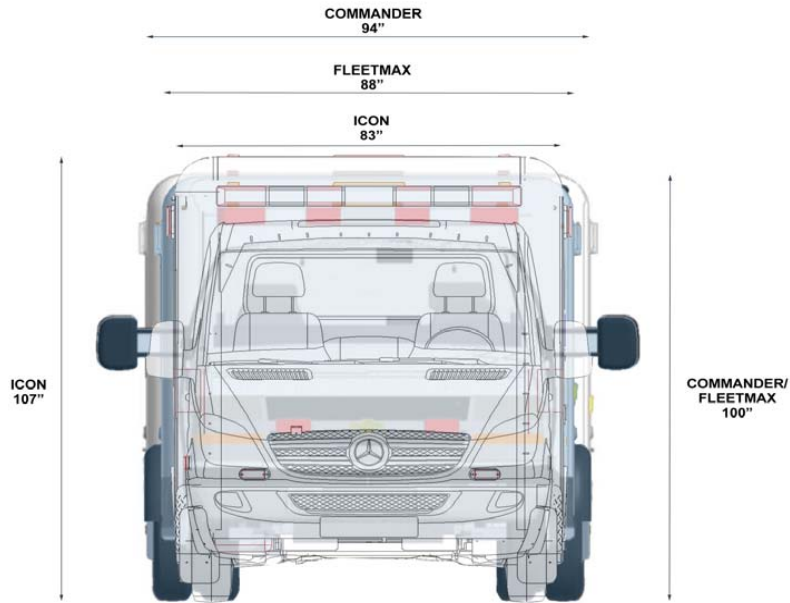


Figure 1 - illustrates the changes in outside width dimensions from the Commander (94") to the Fleetmax F (88") to the ICON (83").

The ICON body on the Transit chassis is rated for 10,700 lb GVWR and will result an approximate 1800 lbs reduction in total vehicle weight. It is estimated that this will result in a further 12 to 18% reduction in fuel consumption and additional reductions in green house gas emissions.

Additional features include asset tracking for portable equipment such as first response kits, defibrillator, spinal boards, KED.

Cot features include loading and unloading with virtually no physical strength required, electronic lift cycle count for maintenance, and lighting for safety at scenes and for night time operation.

**Sustainability Implications**

This initiative further supports Councils' 2010 vision of greening FPS's fleet, by reducing The County's carbon footprint and the reliance on fossil fuels through gas consumption.

**Financial Implications**

The County investment in this project would be to purchase the Ford Transit Chassis at a cost of \$35,000. This cost would be transferred from the FPS Vehicle Replacement Reserve and have no effect on the 2015 levy.

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

FPS Uniform, Equipment and Vehicle Committee (UEVC)  
Crestline Coach  
Ferno/Acetech Canada



**Report 2015-019**

**INFORMATION REPORT**

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

**From:** Kelly Pender  
Chief Administrative Officer

**Prepared by:** Gale Chevalier  
Deputy Chief of Performance Standards

**Date prepared:** January 28, 2015

**Date of meeting:** February 18, 2015

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**Re: Emergency and Transportation Services  
Community Paramedicine Research Project, Queen’s  
University - Update**

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**Recommendation**

**BE IT RESOLVED THAT** the Council of the County of Frontenac accept this *Emergency and Transportation Services –Community Paramedicine Research Project – Queens University* report for information;

**Background**

At its meeting of January 21, 2015 Council received a report regarding a partnership between the County of Frontenac and Queen’s University, Centre for Primary Care. The Council adopted the following resolution:

- j) 2015-011  
Transportation Services  
Community Paramedicine Research Project - Queens University**

*Motion #: 27-15      Moved By: Councillor Dewey  
Seconded By: Councillor Inglis*

**BE IT RESOLVED THAT** the Council of the County of Frontenac accept this Emergency and Transportation Services –Community Paramedicine Research Project – Queens University report for information;

**AND FURTHER THAT** the Council of the County of Frontenac authorize the Warden and CAO to execute an agreement with Queen’s University, Centre for Studies in Primary Care to conduct the research project as outlined in the attached proposal;

**AND FURTHER THAT** staff be directed to bring forward a Communication Plan to the February 18, 2015 County Council meeting.

**CARRIED AS AMENDED**

(See motion to Amend below which was CARRIED)

Motion #: 28-15      Moved By:      Councillor McDougall  
                                    Seconded By:      Councillor Dewey

**THAT** staff be directed to bring forward a Communications Plan to the February 18, 2015 County Council meeting.

### Comment

The goal of the proposed Community Paramedicine Project by the County of Frontenac is to establish a solid framework for future core Community Paramedicine Programs within the geographical areas of the County of Frontenac and the City of Kingston. Of critical importance is the development of a comprehensive communication plan, within the framework, between Paramedics and other healthcare providers.

The research component of the project being completed by Queen’s University, Centre for Primary Care will identify and recommend the core Community Paramedicine programs that would benefit the citizens of the County of Frontenac and the City of Kingston. Once these programs are identified, the appropriate communication links can be investigated and established.

Stakeholders will be consulted regarding the essential communication links once the specific programs are identified. Meetings will continue with the Rural Kingston Health Link to discuss stakeholder communications. Frontenac Paramedic Services will be participating in Town Hall meetings throughout the County of Frontenac to discuss the use of emergency services and to seek input on how Community Paramedicine programs could best meet the needs of the citizens.

### Sustainability Implications

*Directions for Our Future*, under Capacity Building and Governance on page 36, states: “Strong links ensure seamless relationships between community and municipalities.” This work also contributes to the sustainability indicator – number of collaborative projects developed and implemented with two or more municipalities and many outside stakeholders in the primary health care field.

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Recommend Report  
Emergency and Transportation Services – Community Paramedicine Research Project – Queen’s University - Update  
February 18, 2015 Page 2 of 3

**Financial Implications**

Funds have been provided within the Provincial grant for the development of a communications plan. The development of the plan will be supported by senior paramedic staff.

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

Queens's University, Centre for Studies in Primary  
Rural Kingston Health Link  
Kingston Health Link  
South East Community Care Access Centre (SECCAC)  
Southern Frontenac Community Services Corporation (SFCSC)  
North Frontenac Community Services (NFCS)  
South East Local Health Integrated Network (SELHIN)  
Kingston General Hospital (KGH)  
Kingston Frontenac Lennox & Addington (KFL&A) Health Unit



**Report 2015-020**

**INFORMATION REPORT TO COUNCIL**

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

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

**Prepared By:** Colleen Hickey  
Manager of Human Resources

**Date prepared:** February 4, 2015

**Date of meeting:** February 18, 2015

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**Re:** **Corporate Services –  
Monthly Absenteeism Report Card - JANUARY**

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**Recommendation**

This report is for information only.

**Background**

For the purpose of this report Absenteeism is defined as sick time. All job protected leaves covered under the Employment Standards Act such as emergency, maternity, parental and compassionate leave are not recorded in this report.

Council directed that management provide a monthly report indicating the following information:

1. The efforts management staff is taking to ensure employee absenteeism due to illness is managed.
2. Hours of absenteeism due to illness for Emergency and Transportation Services, Fairmount Home and Corporate Services.
3. Cost of paid absenteeism for Emergency and Transportation Services, Fairmount Home and Corporate Services.

**Comment**

The report reflects the financial data to show the replacement cost when an employee is to be replaced albeit through collective agreement language or needs of the Corporation.

Management continues to monitor employee absenteeism on a daily basis and works within legislation, County policies, procedures and collective agreements.

**1. Total Hours of Absenteeism for 2013, 2014 & 2015.  
(100%, 75% and Unpaid Sick Time)**

**A. Total Hours of Absenteeism for Fairmount Home**

| Month               | 2013            | 2014            | 2015 |
|---------------------|-----------------|-----------------|------|
| January             | 1273.50         | 998.58          | 1395 |
| February            | 772.02          | 832.00          |      |
| March               | 531.75          | 716.22          |      |
| April               | 358.25          | 859.20          |      |
| May                 | 398.19          | 1035.34         |      |
| June                | 808.25          | 1956.25         |      |
| July                | 1402.84         | 1925.50         |      |
| August              | 1618.33         | 1543.00         |      |
| September           | 1266.75         | 1817.50         |      |
| October             | 1031.08         | 1657.42         |      |
| November            | 1079.90         | 1489.00         |      |
| December            | 978.40          | 1210.00         |      |
| <b>Annual Total</b> | <b>11519.26</b> | <b>16040.01</b> |      |

**B. Total Hours of Absenteeism for Emergency & Transportation Services**

| Month               | 2013            | 2014            | 2015  |
|---------------------|-----------------|-----------------|-------|
| January             | 1484.42         | 2150.50         | 950.9 |
| February            | 1168.11         | 1574.25         |       |
| March               | 1309.87         | 1207.41         |       |
| April               | 1980.88         | 1432.59         |       |
| May                 | 1754.05         | 1245.22         |       |
| June                | 1789.37         | 1433.25         |       |
| July                | 1607.87         | 1137.00         |       |
| August              | 1839.00         | 1467.43         |       |
| September           | 2019.85         | 1824.14         |       |
| October             | 2250.75         | 1653.50         |       |
| Nov                 | 2485.85         | 1968.33         |       |
| Dec                 | 2223.17         | 1829.75         |       |
| <b>Annual Total</b> | <b>21913.19</b> | <b>18923.37</b> |       |

**C. Total Hours of Absenteeism for Corporate Services**

| Month               | 2013          | 2014          | 2015 |
|---------------------|---------------|---------------|------|
| Jan                 | 63.25         | 16.87         | 15   |
| Feb                 | 22.50         | 94.00         |      |
| March               | 82.00         | 7.50          |      |
| April               | 44.50         | 22.50         |      |
| May                 | 195.50        | 37.50         |      |
| June                | 160.50        | 93.25         |      |
| July                | 183.75        | 11.00         |      |
| Aug                 | 136.50        | 3.50          |      |
| Sept                | 22.58         | 34.92         |      |
| Oct                 | 21.50         | 26.00         |      |
| Nov                 | 15.00         | 37.50         |      |
| Dec                 | 29.50         | 15            |      |
| <b>Annual Total</b> | <b>977.08</b> | <b>399.54</b> |      |

**2. Operational cost of paid sick leave for Emergency & Transportation Services, Fairmount Home and Corporate Services**

**A.**

|                         | Corporate Services | Emergency & Transportation Services | Fairmount  |
|-------------------------|--------------------|-------------------------------------|------------|
|                         | \$                 | \$                                  | \$         |
| 2013                    | 23,142.00          | 654,142.96                          | 203,232.24 |
| <b>2014</b>             | 10,343.08          | 584,263.90                          | 291,941.00 |
| <b>2015 accumulated</b> | 456.45             | 28,158.30                           | 27,507.74  |
| January                 | 456.45             | 28,158.30                           | 27,507.74  |

**Replacement cost (for positions that require replacement) for Emergency & Transportation Services, Fairmount Home and Corporate Services**

**B.**

| 2015     | Corporate Services | Emergency & Transportation Services | Fairmount   |
|----------|--------------------|-------------------------------------|-------------|
| January  | 0                  | \$21,773.57                         | \$21,614.08 |
| February | 0                  |                                     |             |
| March    | 0                  |                                     |             |
| April    | 0                  |                                     |             |
| May      | 0                  |                                     |             |
| June     | 0                  |                                     |             |
| July     | 0                  |                                     |             |
| August   | 0                  |                                     |             |

**Sustainability Implications**

Working together to identify and reduce absenteeism and maintain key policies and best practices consistently will create a renewed awareness in the overall improvement required in this area.

**Financial Implications**

Using consistent policies and practices will assist to create awareness in the need to minimize the impact on high absenteeism and associated cost. Absenteeism is a significant cost to the Employer and must be managed to ensure fiscal responsibility.

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

Sherry Corneil, Human Resources Generalist  
Susan Brant, Deputy Treasurer



**Comment**

Council directed senior staff to bring forward a report on staff absenteeism every four months commencing in October 2013. The indicators as approved by Council have been provided to show historical data which provides detail between the years of 2012, 2013 and 2014.

The indicators are:

1. Percentage of employees who exceed their respective attendance goal by union/ non-union
2. Percentage of employees who exceed their respective attendance goal per department.
3. The total hours of paid and unpaid sick time per department per scheduled hours.
4. Cost of paid sick time per department as it relates to the operating budget.

As indicated, staff absenteeism is monitored on a regular basis through day to day discussions and policies and procedures that provide guidance with regards to absenteeism.

**Attendance Targets**

**Current Targets of the Employee Attendance Awareness Program**

| <b>Employee Group</b>                                                                | <b>Targets of the EAAP</b>                                                                                             |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Paramedic Service<br/>OPSEU</b>                                                   | <b>No more than 12 days in a 12 month period</b>                                                                       |
| <b>Nursing Department<br/>CUPE Local 2290</b>                                        | <b>No more than 10 days in a 12 month period and or<br/>No more than 5 occurrences of absence in any 1 year period</b> |
| <b>Non-Nursing/Ferry<br/>CUPE Locals 2290 &amp;<br/>109<br/>All non- union staff</b> | <b>No more than 7 days in a 12 month period<br/>No more than 5 occurrences of absence in any 1 year period</b>         |

It should be understood that these targets are based on rolling averages.

**Sustainability Implications**

It is acknowledged that costs related to absenteeism is challenging. Management is continuously working with staff to seek improvements through discussions and ensuring best practices are followed and by auditing processes to ensure that it can mitigate the financial impact on an ongoing basis.

**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**

Corporate Services, Planning & Economic Development  
Fairmount Home  
Emergency & Transportation Services

Appendix A

**Attendance Management Report Card**

**1. Percentage of employees who exceed their respective attendance goal by Union/Non-Union.**

|           | Jan. – Dec. 2012 | Jan. – Dec. 2013 | Jan. - Dec 2014 – |
|-----------|------------------|------------------|-------------------|
| Union     | 45%              | 37%              | 32%               |
| Non-union | 12%              | 6%               | 6%                |

Note: ETS Part time not included

**2. Percentage of employees who exceed their respective attendance goal per department.**

|                                     | Jan. – Dec. 2012 | Jan. – Dec. 2013 | Jan. – Dec. 2014 |
|-------------------------------------|------------------|------------------|------------------|
| Emergency & Transportation Services | 46%              | 42%              | 37%              |
| Fairmount Home                      | 42%              | 31%              | 27%              |
| Corporate Services                  | 10%              | 6%               | 5%               |

**3. The total hours of paid and unpaid sick time per department as a percentage of scheduled hours.**

|                                     | Jan. – Dec. 2012 | Jan. – Dec. 2013 | Jan. – Dec. 2014 |
|-------------------------------------|------------------|------------------|------------------|
| Emergency & Transportation Services | 9.19%            | 9.81%            | 9.17%            |
| Fairmount Home                      | 8.10%            | 5.88%            | 8.71%            |
| Corporate Services                  | 1.5%             | 3.67%            | 1.07%            |

**4. Cost of paid & unpaid sick time per department as percentage of operating budget.**

|                                     | Jan. – Dec. 2012 | Jan. – Dec. 2013 | Jan. – Dec. 2014 |
|-------------------------------------|------------------|------------------|------------------|
| Emergency & Transportation Services | 3.87%            | 4.09%            | 5.36%            |
| Fairmount Home                      | 2.98%            | 1.93%            | 4.05%            |
| Corporate Services                  | 0.91%            | 1.19%            | 0.86%            |



**COMMITTEE REPORT TO COUNCIL**

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

**From:** Jannette Amini  
Manager of Legislative Services/Clerk

**Date prepared:** February 16, 2015

**Date of meeting:** February 18, 2015

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**Re:** **150th Anniversary Planning Advisory Committee – Report to Council**

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**Recommendations:**

a) **Donation to the Canadian Plowing Championships**

**WHEREAS** the Wolfe Island Plowmen’s Association’s bid to host the 2015 Canadian Plowing Championships was accepted by the parent organization, C.P.O.,

**AND WHEREAS** and the event is expected to bring to Wolfe Island for a week approximately 30 competitors and their partners from across Canada, which is anticipated to positively impact the economy of Frontenac Islands Township and potentially drive increased attendance to the 150<sup>th</sup> Anniversary August Showcase,

**AND WHEREAS** the hosting budget is projected to be in the range of \$20,000;

**AND WHEREAS** the Canadian Plowing Championships organizing committee sent correspondence to the County of Frontenac dated February 4, 2015 asking for its consideration of a \$3,000 donation towards the event:

**THEREFORE BE IT RESOLVED THAT** the Council of the County of Frontenac supports the 2015 Canadian Plowing Championships with a donation of \$3,000.

**AND FURTHER THAT** this be expensed from the Strategic Project Reserve.



**Minutes of the 150th Anniversary Planning Advisory Committee Meeting  
February 11, 2015**

A meeting of the 150th Anniversary Planning Advisory Committee was held in the Frontenac Boardroom of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, February 11, 2015 at 10:00 AM

|                 |                       |                    |
|-----------------|-----------------------|--------------------|
| <b>Present:</b> | Tasha Lloyd           | Alison Vandervelde |
| Jim Vanden Hoek | David Woodman         | Kelly Pender       |
| Natalie Nossal  | <b>Staff Present:</b> | <b>Regrets:</b>    |
| Barb Sproule    | Dan Bell              | Gary Davison       |
| Pat Barr        | Pam Morey             | Phil Leonard       |

**1. Call to order**

The Recording Secretary called the meeting to order at 10:07 a.m.

**2. Election of Chair**

Moved By: Mr. VandenHoek  
Seconded By: Ms. Sproule

**THAT** Gary Davison be elected Chair of the 150th Anniversary Planning Advisory Committee for 2015.

**CARRIED**

Moved By: Mr. VandenHoek  
Seconded By: Ms. Barr

**THAT** Nominations for Chair be closed.

**CARRIED**

**Election of Vice-Chair**

Moved By: Ms. Barr  
Seconded By: Ms. Nossal

**THAT** Jim Vanden Hoek be elected Vice-Chair of the 150th Anniversary Planning Advisory Committee for 2015.

**CARRIED**

150th Anniversary PAC Meeting Minutes  
February 11, 2015 -10:00 AM

Moved By: Mr. Woodman  
Seconded By: Ms. Sproule

**THAT** Nominations for Vice-Chair be closed.

**CARRIED**

**3. Adoption of the agenda**

Moved By: Mr. Woodman  
Seconded By: Ms. Nossal

**THAT** the agenda for the February 11, 2014 150th Anniversary Planning Advisory Committee be adopted as circulated.

**CARRIED**

**4. Disclosure of pecuniary interest and general nature thereof**

The Chair instructed the recording secretary to record that, in accordance with the *Municipal Conflict of Interest Act*, no disclosures of pecuniary interest were declared.

**5. Adoption of minutes**

Moved By: Ms. Sproule  
Seconded By: Ms. Barr

**THAT** the minutes of the 150th Anniversary Planning Advisory Committee meeting held December 10, 2014 be approved as circulated.

**CARRIED**

**6. Deputations and/or presentations**

There were none.

**7. 150th Anniversary Advisory Committee (AAC) Work Plan**

**Committee Orientation**

- 1. County of Frontenac Procedural By-law (Meeting Management)**
- 2. Code of Conduct for Members of County Council and Committees**

Presented by Kelly Pender, CAO

**2015-022 150th Anniversary Planning Advisory Committee – 2015 Work Plan Update**

The Committee discussed the rotation of County Council meetings throughout the Townships as a great way for the public to engage with the County and for promoting the 150<sup>th</sup> Anniversary. The Vice-Chair asked Alison to connect with the Frontenac News about running some editorial coverage promoting the rotation of Council meetings, and the committee supported purchasing an ad and asking Townships to post information to their websites as well.

Committee discussed its role through 2015 as community champions for the anniversary.

The committee discussed the June 13<sup>th</sup> Doors Open event and members suggested a number of societies and other groups that should be contacted for potential participation (i.e.: Bedford Heritage Society; Plevna Historical Group; Kennebec Group; church near Bob's Lake and in Ompah; local farms – Cattlemen's Association, 4H Clubs, Milk Committee; Trappers Association; school houses; Ducks Unlimited; Maple Syrup producers, etc). Ms. Barr, Ms. Sproule and Ms. Lloyd will send Alison further information by email.

The committee discussed the Canadian Plowing Championship's request to County Council for sponsorship.

Moved By: Ms. Lloyd  
Seconded By: Ms. Barr

**WHEREAS** the Wolfe Island Plowmen's Association's bid to host the 2015 Canadian Plowing Championships was accepted by the parent organization, C.P.O.,

**AND WHEREAS** and the event is expected to bring to Wolfe Island for a week approximately 30 competitors and their partners from across Canada, which is anticipated to positively impact the economy of Frontenac Islands Township and potentially drive increased attendance to the 150<sup>th</sup> Anniversary August Showcase,

**AND WHEREAS** the hosting budget is projected to be in the range of \$20,000;

**AND WHEREAS** the Canadian Plowing Championships organizing committee sent correspondence to the County of Frontenac dated February 4, 2015 asking for its consideration of a \$3,000 donation towards the event:

**THEREFORE BE IT RESOLVED THAT** the Council of the County of Frontenac supports the 2015 Canadian Plowing Championships with a donation of \$3,000.

**AND FURTHER THAT** this be expensed from the Strategic Project Reserve.

**CARRIED**

Mr. Bell and Ms. Morey provided an updated event outline to the committee and a discussion around the Heritage Ball ensued. Though the details are not set yet, the committee asked Ms. Vandervelde to email the basic information to them so they can begin promoting it in their communities and as they hand out the 150<sup>th</sup> postcards. Ms. Vandervelde will work with Mr. Bell and Ms. Morey to finalize details and prepare event tickets for the committee's next meeting. The committee also requested that Ms. Vandervelde email them the Vendor Application form so they can pass it along.

The committee discussed inviting Rick Mercer and the Mercer Report to the Showcase and that perhaps asking local celebrities to participate in a Celebrity Plow could help attract the show.

**8. Communications**

**9. Other business**

**10. Next meeting date**

**The next meeting of the 150th Anniversary Planning Advisory Committee is scheduled for Wednesday, April 8, 2015 at 10:00 a.m. at the County Administrative Building.**

**11. Adjournment**

Moved By: Mr. Woodman

Seconded By: Mr. Barr

**THAT** the meeting hereby adjourn at 11:15 a.m.

**CARRIED**



**COMMITTEE OF THE WHOLE  
REPORT TO COUNTY COUNCIL**

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

**From:** Jannette Amini  
Manager of Legislative Services/Clerk

**Date prepared:** February 9, 2015

**Date of meeting:** February 18, 2015

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**Re:** **Committee of the Whole Report to County Council**

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All items listed on the Committee of the Whole Report shall be the subject of one motion. Any member of County Council may ask for any item(s) included in the Committee of the Whole Report to be separated from that motion and considered separately, whereupon the Committee of the Whole Report without the separated item(s) shall be put to the vote and the separated item(s) shall be considered immediately thereafter.

**Recommendation**

**RESOLVED THAT** the Report of the Committee of the Whole be received and adopted.

**Report of the Committee of the Whole**

- a) **2015-012**  
**Corporate Services**  
**2015 Draft Budget**

**RESOLVED THAT** the Council of the County of Frontenac pass a by-law at its meeting on February 18, 2015 approving the 2015 Budget.

- b) **2014-159**  
**Corporate Services**  
**2014 Year-End Transfer of Excess Funds into Reserve**

[Deferred from the November 19, 2014 Council meeting to the budget process]

**RESOLVED THAT** the Council of the County of Frontenac direct that a by-law be introduced later in the meeting to authorize the transfer of any surplus/deficit funds at the end of 2014 to the Reserve for Capital Replacement.

**c) Authorization to attend FCM Sustainable Communities Conference  
February 10 to February 12, 2015, London, Ontario**

**WHEREAS** the Federation of Canadian Municipalities will be holding its annual Sustainable Communities Conference in London, Ontario from February 10 to February 12, 2015 which brings sustainability leaders together from across the country to share their challenges and successes from each other, and collaborate to build their own momentum on the path to sustainability;

**AND WHEREAS** elected officials and municipal staff are encouraged to attend this annual FCM Conference;

**AND WHEREAS** County of Frontenac By-law 2011-0005, Schedule A, Section 1 requires that Council Members wishing to attend conferences require prior approval by resolution of County Council;

**AND WHEREAS** Warden Doyle and Councillor Higgins have expressed interest in attending the annual FCM Conference:

**THEREFORE BE IT RESOLVED THAT** the Council of the County of Frontenac hereby authorize Warden Doyle and Councillor Higgins to attend the Annual FCM Sustainable Communities Conference February 10 to February 12, 2015 in London, Ontario.



Amendments to the original budget made at the February 4 & 5, 2015 Committee of the Whole meeting are as follows:

**1. Council Remuneration Review**

**THAT** the Council Remuneration Review Project be included in the final budget for Council consideration at a cost of \$8,500.

**2. Asset Condition Assessment**

**THAT** the Asset Condition Assessment Project be included in the final budget for Council consideration at a cost of \$25,000, with reserve contributions of \$5,000 to commence in 2016.

**3. LEAN 6 Sigma Training**

**THAT** the LEAN 6 Sigma Training Project be included in the final budget for Council consideration at a cost of \$34,000.

**4. Private Roads Study**

**THAT** the Private Roads Study Project be Included in the final budget for Council consideration at a cost of \$60,000.

**5. Community Improvement Plan (CIP)**

**THAT** the Community Improvement Plan (CIP) Project be included in the final budget for Council consideration at a cost of \$77,000.

**6. Planning Vehicle**

**THAT** the Planning Vehicle Project be included in the final budget for Council consideration with final purchase of the vehicle requiring Council approval.

**7. Economic Development Collaborative**

**THAT** the Economic Development Collaborative Project be Included in the final budget for Council consideration with final allocations requiring Council approval.

**8. Trail Development**

**THAT** the Trail Development Project, including completion of the K&P Trail be included in the final budget for Council consideration at a cost of \$270,000.

**9. Power Lift Stretcher/Loading System - Land Ambulance**

**THAT** the Power Lift Stretcher/Loading System Project be included in the final budget for Council consideration at a cost of up to a maximum of \$735,000 spread over 2 years.

**10. Council allocation for computers/computer supplies**

**THAT** the \$4,800 allocation to Council for computers/computer supplies be reduced to \$1,200 to be allocated to the Councillors from Frontenac Islands.

**BY-LAW NO. 2015-0008**

**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, being a by-law to Impose User Fees and Charges for Services, as amended, be further amended as follows:

**THAT** Schedule A,

GEOGRAPHIC INFORMATION SYSTEM (GIS)  
AND MAP-RELATED PRODUCTS

Digital True Colour Ortho-Photography (1km x 1km tiles - MrSID, GeoTIFF; includes processing and shipping) ..... \$25.00/tile

Be amended to delete \$25.00/tile and replace with \$50.00/tile

- 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 18<sup>th</sup> day of February, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 18<sup>th</sup> day of February, 2015.

**The Corporation of the County of Frontenac**

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

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

**BY-LAW NO. 2015-0009**

**OF**

**THE CORPORATION OF THE COUNTY OF FRONTENAC**

being a by-law to authorize the transfer of any surplus or deficit from the 2014 budget to the Reserve for Capital Replacement

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**WHEREAS** Sections 5 of the *Municipal Act, 2001, as amended* (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** Section 11 of the *Act* provides that an upper-tier municipality may pass by-laws respecting the financial management of the municipality;

**AND WHEREAS** Section 289 of the *Act* provides that in preparing the budget for a year, the upper tier municipality shall treat any operating surplus of any previous year as revenue that will be available during the year and shall provide for any operating deficit of any previous year;

**THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the County of Frontenac deems it expedient to enact as follows:

1. **THAT** any surplus or deficit from the 2014 budget accumulated at year end shall be transferred to the Reserve for Capital Replacement.
2. **THAT** this by-law shall come into force and take effect as of the date of final passing.

Read a first and second time this 18<sup>th</sup> day of February, 2015.

Read a third time, signed, sealed and finally passed this 18<sup>th</sup> day of February, 2015.

**The Corporation of the County of Frontenac**

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Denis Doyle, Warden

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Jannette Amini, Clerk

**BY-LAW NO. 2015-0010**

**OF**

**THE CORPORATION OF THE COUNTY OF FRONTENAC**

being a by-law to adopt the estimates for the sums required during the year 2015 for the purposes of the County of Frontenac and to establish rates to be levied for same against the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac

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**WHEREAS** pursuant to Section 289 of the *Municipal Act, S.O. 2001, Chapter 25, and amendments thereto (‘the Municipal Act’)*, the County of Frontenac shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the County of Frontenac;

**AND WHEREAS** it is necessary for the County of Frontenac to raise for the year 2015 certain sums;

**AND WHEREAS** all property assessment rolls on which the 2015 taxes are to be levied have been returned and revised pursuant to the provisions of the *Assessment Act, R.S.O. 1990, Chapter A.31 and amendments thereto*, subject to appeals at present before the Assessment Review Board, the Ontario Municipal Board and the District Court;

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

**AND WHEREAS** pursuant to Section 311(2) of the *Municipal Act*, for purposes of raising the general upper-tier levy, the sums required by taxation in the year 2015 are to be levied by separate rates by the Townships for the estimated current annual expenditures for County of Frontenac purposes after deduction of other revenue as directed by County of Frontenac by-law;

**AND WHEREAS** the tax ratios and tax rate reductions for prescribed property subclasses on the aforementioned property for the 2015 taxation year have been set out in County of Frontenac By-law Number 2015-0006 passed by Council on the 21<sup>st</sup> day of January, 2015;

**AND WHEREAS** the tax rates on the aforementioned “Residential/Farm Assessment”, “Multi-Residential Assessment”, “Commercial Assessment”, “Industrial Assessment”, “Pipe Line Assessment” (where applicable), “Farmlands Assessment” and “Managed

Forests Assessment” and the applicable subclasses have been calculated pursuant to the provisions of the *Municipal Act*, in the manner set out herein;

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

1. **THAT** the 2015 budget of the County of Frontenac, which is set out as Schedule A attached hereto and forming part of this by-law and which incorporates estimates for revenue and reserve transfers in the amount of \$\_\_\_\_\_and estimates for expenditures in the amount of \$\_\_\_\_\_be approved and adopted by the Council of the County of Frontenac.
2. **THAT** having duly adopted the gross estimates set out in Schedule A to this by-law and having deducted there from the estimated revenue from sources other than property taxes for the year 2015, the County of Frontenac hereby adopts the sum of \$\_\_\_\_\_ as per Schedule A to this by-law as its estimate of the Property Tax Levy required during the year 2015 for the purposes of the County of Frontenac.
3. **THAT** for the year 2015 in the area coming under the jurisdiction of the County of Frontenac, the Townships of Frontenac Islands, South Frontenac, Central Frontenac and North Frontenac shall levy upon the Residential/Farm Assessment, Multi-Residential Assessment, Commercial Assessment, Industrial Assessment, Pipe Line Assessment (if applicable), Farmlands Assessment and Managed Forests Assessment and applicable subclasses, the tax rates for County of Frontenac purposes as determined in accordance with Schedule A to this by-law.
4. **THAT** the County of Frontenac hereby directs that the Council of each Township levy the general rates as specified in Schedule A to this by-law.
5. **THAT** the County of Frontenac hereby directs that the property tax levy for general purposes as levied against each Township be paid to the Treasurer of the County of Frontenac in the installments set out in the agreement dated the 22nd day of April, 1998 attached hereto as Schedule B and forming part of this by-law.
6. **THAT** the County of Frontenac hereby directs that the County’s portion of Right-of-Way Acreage payments and the County’s portion of Payments in Lieu of Taxation be paid to the Treasurer of the County of Frontenac in the installments set out in the agreement dated the 22<sup>nd</sup> day of April, 1998 attached hereto as Schedule B to this by-law.
7. **THAT** this by-law shall come into force and take effect as of the date of final passing.

Read a First and Second Time this 18<sup>th</sup> day of February, 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 18<sup>th</sup> day of February, 2015.

**The Corporation of the County Of Frontenac**

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

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

County of Frontenac  
2015 DRAFT Budget

| <b>County Tax Levy Increase February 5, 2015</b>                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------|-------|-------------------------|-------|--------------------|-------|-------------------|-------|------------------------------------|--------|-----------------------------------------|-------|----------------------|-------|----------------------------------------------------------------------------|--------|-------------|-------|
| Ontario CPI October 2014                                                   | 2.80%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Plus capital asset management levy % increase                              | <u>0.65%</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| <b>TARGET LEVY INCREASE</b>                                                | <u><u>3.45%</u></u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
|                                                                            | <table border="1"> <thead> <tr> <th>2015<br/>%</th> </tr> </thead> <tbody> <tr> <td>Operating levy increase</td> <td style="text-align: right;">3.30%</td> </tr> <tr> <td>New Capital requirments</td> <td style="text-align: right;">0.18%</td> </tr> <tr> <td>Base levy increase</td> <td style="text-align: right;">3.48%</td> </tr> <tr> <td>Project proposals</td> <td style="text-align: right;">1.05%</td> </tr> <tr> <td>Reduction due to assessment growth</td> <td style="text-align: right;">-1.20%</td> </tr> <tr> <td>Levy to provide for capital replacement</td> <td style="text-align: right;">0.65%</td> </tr> <tr> <td>Budget levy increase</td> <td style="text-align: right;">3.97%</td> </tr> <tr> <td><b>Levy exceeds TARGET - transfer from Stabiliation Reserve (\$43,215)</b></td> <td style="text-align: right;">-0.52%</td> </tr> <tr> <td>Budget levy</td> <td style="text-align: right;">3.45%</td> </tr> </tbody> </table> | 2015<br>% | Operating levy increase | 3.30% | New Capital requirments | 0.18% | Base levy increase | 3.48% | Project proposals | 1.05% | Reduction due to assessment growth | -1.20% | Levy to provide for capital replacement | 0.65% | Budget levy increase | 3.97% | <b>Levy exceeds TARGET - transfer from Stabiliation Reserve (\$43,215)</b> | -0.52% | Budget levy | 3.45% |
| 2015<br>%                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Operating levy increase                                                    | 3.30%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| New Capital requirments                                                    | 0.18%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Base levy increase                                                         | 3.48%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Project proposals                                                          | 1.05%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Reduction due to assessment growth                                         | -1.20%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Levy to provide for capital replacement                                    | 0.65%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Budget levy increase                                                       | 3.97%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| <b>Levy exceeds TARGET - transfer from Stabiliation Reserve (\$43,215)</b> | -0.52%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Budget levy                                                                | 3.45%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| <b>What does that mean for \$100,000 assessment?</b>                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| On assessment of \$100,000 in 2014                                         | 2014      \$171.92                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| On \$100,000 with average phased in growth                                 | 2015 <u>\$177.85</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |
| Increase                                                                   | \$5.93                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |           |                         |       |                         |       |                    |       |                   |       |                                    |        |                                         |       |                      |       |                                                                            |        |             |       |

County of Frontenac  
Summary of All Departments  
2015 DRAFT Budget

|                                                       | 2015 DRAFT BUDGET | 2014 BUDGET       | 2014 - 2015 BUDGET VARIANCE | 2014-2015 BUDGET VARIANCE % | 2014 Projected Year-End \$ | 2016 PROJECTED BUDGET | 2017 PROJECTED BUDGET | 2018 PROJECTED BUDGET |
|-------------------------------------------------------|-------------------|-------------------|-----------------------------|-----------------------------|----------------------------|-----------------------|-----------------------|-----------------------|
|                                                       | \$                | \$                | \$                          | %                           | \$                         | \$                    | \$                    | \$                    |
| <b>Operating Revenue</b>                              |                   |                   |                             |                             |                            |                       |                       |                       |
| <b>Taxation and User charges</b>                      |                   |                   |                             |                             |                            |                       |                       |                       |
| Taxation from other governments                       | 70,000            | 70,000            | 0                           | 0.00%                       | 70,000                     | 70,000                | 70,000                | 70,000                |
| User charges                                          | 3,205,297         | 3,160,111         | 45,186                      | 1.43%                       | 3,151,788                  | 3,269,357             | 3,331,099             | 3,397,869             |
| Payments in lieu of taxes                             | 42,805            | 41,013            | 1,792                       | 4.37%                       | 41,013                     | 42,805                | 42,805                | 42,805                |
| <b>Grants</b>                                         |                   |                   |                             |                             |                            |                       |                       |                       |
| Federal and Provincial                                | 14,387,039        | 13,866,919        | 520,120                     | 3.75%                       | 14,169,607                 | 14,150,785            | 14,414,818            | 14,681,568            |
| <b>Other</b>                                          |                   |                   |                             |                             |                            |                       |                       |                       |
| Financing                                             | 198,623           | 190,898           | 7,725                       | 4.05%                       | 190,898                    | 198,623               | 198,623               | 198,623               |
| Provincial Offences Net Revenue                       | 140,000           | 140,000           | 0                           | 0.00%                       | 142,000                    | 140,000               | 140,000               | 140,000               |
| Investment Income                                     | 190,289           | 169,076           | 21,213                      | 12.55%                      | 193,141                    | 192,938               | 195,947               | 199,016               |
| Other                                                 | 18,234,053        | 17,638,017        | 596,036                     | 3.38%                       | 17,958,447                 | 18,064,508            | 18,393,292            | 18,729,881            |
| <b>Total</b>                                          |                   |                   |                             |                             |                            |                       |                       |                       |
| Transfer from Obligatory reserve                      | 1,095,185         | 1,541,040         | -445,855                    | -28.93%                     | 828,048                    | 0                     | 0                     | 0                     |
| Transfer from reserves                                | 589,667           | 402,882           | 186,785                     | 46.36%                      | 348,230                    | 40,300                | 9,750                 | 9,750                 |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>19,918,905</b> | <b>19,481,939</b> | <b>336,966</b>              | <b>1.72%</b>                | <b>19,134,725</b>          | <b>18,104,808</b>     | <b>18,403,042</b>     | <b>18,739,631</b>     |
| <b>Operating Expense</b>                              |                   |                   |                             |                             |                            |                       |                       |                       |
| Salaries & benefits                                   | 23,941,536        | 23,036,999        | 904,537                     | 3.93%                       | 23,551,530                 | 24,455,809            | 25,060,565            | 25,682,077            |
| Materials                                             | 2,886,807         | 2,915,061         | -28,254                     | -0.97%                      | 2,916,249                  | 2,140,060             | 2,203,250             | 2,288,339             |
| Contracted Service                                    | 7,973,766         | 7,963,671         | 10,095                      | 0.13%                       | 7,151,342                  | 6,885,509             | 6,996,896             | 7,142,529             |
| Rent and Financing                                    | 225,134           | 218,680           | 6,454                       | 2.95%                       | 234,088                    | 231,138               | 237,303               | 243,682               |
| External Transfers                                    | 150,300           | 150,300           | 0                           | 0.00%                       | 150,300                    | 150,000               | 150,000               | 150,000               |
| Other                                                 | 0                 | 0                 | 0                           | 0.00%                       | 100                        | 0                     | 0                     | 0                     |
| Depreciation                                          | 1,538,526         | 1,502,769         | 35,757                      | 2.38%                       | 1,442,663                  | 1,538,526             | 1,538,526             | 1,538,526             |
| <b>Total Operating Expense</b>                        | <b>36,716,069</b> | <b>35,787,480</b> | <b>928,589</b>              | <b>2.59%</b>                | <b>35,446,272</b>          | <b>35,401,042</b>     | <b>36,186,540</b>     | <b>37,025,103</b>     |
| Reserve Transfers                                     | 1,000,414         | 1,032,267         | -31,853                     | -3.09%                      | 1,002,267                  | 1,015,870             | 1,031,636             | 1,047,717             |
| <b>Total Operating Expense with Reserve transfers</b> | <b>37,716,483</b> | <b>36,819,747</b> | <b>896,736</b>              | <b>2.44%</b>                | <b>36,448,539</b>          | <b>36,416,912</b>     | <b>37,218,176</b>     | <b>38,072,820</b>     |
| NET MUNICIPAL CONTRIBUTION                            | 17,797,578        | 17,237,808        | 559,770                     | 3.25%                       | 17,313,814                 | 18,312,104            | 18,815,134            | 19,333,189            |
| less depreciation ( non-cash)                         | 1,538,526         | 1,502,769         | 35,757                      | 2.38%                       | 1,442,663                  | 1,538,526             | 1,538,526             | 1,538,526             |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>16,259,052</b> | <b>15,735,039</b> | <b>524,013</b>              | <b>3.33%</b>                | <b>15,871,151</b>          | <b>16,773,578</b>     | <b>17,276,608</b>     | <b>17,794,663</b>     |
| Other Municipal Contribution                          | -7,926,238        | -7,679,303        | -246,935                    | 3.22%                       | -7,745,190                 | -8,206,324            | -8,482,908            | -8,768,049            |
| <b>County Contribution</b>                            | <b>8,332,814</b>  | <b>8,055,736</b>  | <b>277,078</b>              | <b>3.44%</b>                | <b>8,125,961</b>           | <b>8,567,254</b>      | <b>8,793,700</b>      | <b>9,026,614</b>      |
| <b>Total Capital Revenue and Reserve Transfer</b>     | <b>814,682</b>    | <b>2,769,653</b>  | <b>-1,954,971</b>           | <b>-70.59%</b>              | <b>1,973,726</b>           | <b>0</b>              | <b>0</b>              | <b>0</b>              |
| <b>NET CAPITAL EXPENSE</b>                            | <b>586,073</b>    | <b>1,593,663</b>  | <b>-1,007,590</b>           | <b>-63.22%</b>              | <b>2,106,432</b>           | <b>0</b>              | <b>0</b>              | <b>0</b>              |
| Other Municipal Contribution                          | -526,655          | -1,588,778        | 1,062,123                   | -66.85%                     | -1,525,806                 | 0                     | 0                     | 0                     |
| <b>County Contribution</b>                            | <b>59,418</b>     | <b>4,885</b>      | <b>54,533</b>               | <b>1116.34%</b>             | <b>580,626</b>             | <b>0</b>              | <b>0</b>              | <b>0</b>              |
| <b>NET CONTRIBUTION TO DEBENTURE</b>                  | <b>210,295</b>    | <b>210,295</b>    | <b>0</b>                    | <b>0.00%</b>                | <b>-502,208</b>            | <b>210,307</b>        | <b>210,307</b>        | <b>207,307</b>        |
| Requisition                                           | 8,602,527         | 8,270,916         | 331,611                     | 4.01%                       | 8,204,379                  | 8,777,561             | 9,004,007             | 9,233,921             |

02/06/15

County of Frontenac  
Summary of All Departments  
2015 DRAFT Budget

|                                                   | 2015             | 2014             | 2014 - 2015       | 2014-2015       | 2014             | 2016           | 2017           | 2018           |
|---------------------------------------------------|------------------|------------------|-------------------|-----------------|------------------|----------------|----------------|----------------|
|                                                   | DRAFT            | BUDGET           | BUDGET            | BUDGET          | Projected        | PROJECTED      | PROJECTED      | PROJECTED      |
|                                                   | BUDGET           | BUDGET           | VARIANCE          | VARIANCE        | Year End         | BUDGET         | BUDGET         | BUDGET         |
|                                                   | \$               | \$               | \$                | %               | \$               | \$             | \$             | \$             |
| <b>Capital</b>                                    |                  |                  |                   |                 |                  |                |                |                |
| <b>CAPITAL REVENUE</b>                            |                  |                  |                   |                 |                  |                |                |                |
| Trans Canada Trails                               | 0                | 115,000          | -115,000          | -100.00%        | 305,700          | 0              | 0              | 0              |
| Capital Donations                                 | 0                | 200,000          | -200,000          | -100.00%        | 0                | 0              | 0              | 0              |
| Reserve transfer                                  | 814,682          | 2,454,653        | -1,639,971        | -66.81%         | 1,668,026        | 0              | 0              | 0              |
| <b>Total Capital Revenue and Reserve Transfer</b> | <b>814,682</b>   | <b>2,769,653</b> | <b>-1,954,971</b> | <b>-70.59%</b>  | <b>1,973,726</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>CAPITAL EXPENSE</b>                            |                  |                  |                   |                 |                  |                |                |                |
| Major improvements                                | 40,000           | 15,000           | 25,000            | 166.67%         | 28,276           | 0              | 0              | 0              |
| General Equipment                                 | 431,000          | 30,000           | 401,000           | 1336.67%        | 159,101          | 0              | 0              | 0              |
| Capital - Equipment Replacements                  | 232,943          | 189,108          | 43,835            | 23.18%          | 0                | 0              | 0              | 0              |
| Capital - IT New                                  | 15,264           | 15,264           | 0                 | 0.00%           | 0                | 0              | 0              | 0              |
| Capital - IT Replacement                          | 63,600           | 39,177           | 24,423            | 62.34%          | 8,891            | 0              | 0              | 0              |
| Capital - Prior Year                              | 135,200          | 221,000          | -85,800           | -38.82%         | 0                | 0              | 0              | 0              |
| Capital Vehicle New                               | 39,748           | 0                | 39,748            | 0.00%           | 0                | 0              | 0              | 0              |
| Capital Vehicle Replacement                       | 173,000          | 369,000          | -196,000          | -53.12%         | 429,305          | 0              | 0              | 0              |
| Major Building project                            | 270,000          | 3,252,267        | -2,982,267        | -91.70%         | 2,897,551        | 0              | 0              | 0              |
| Other capital projects                            | 0                | 232,500          | -232,500          | -100.00%        | 557,034          | 0              | 0              | 0              |
| <b>Total Capital Expense</b>                      | <b>1,400,755</b> | <b>4,363,316</b> | <b>-2,962,561</b> | <b>-67.90%</b>  | <b>4,080,158</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>NET CAPITAL EXPENSE</b>                        | <b>586,073</b>   | <b>1,593,663</b> | <b>-1,007,590</b> | <b>-63.22%</b>  | <b>2,106,432</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| Other Municipal Contribution                      | -526,655         | -1,588,778       | 1,062,123         | -66.85%         | -1,525,806       | 0              | 0              | 0              |
| <b>County Contribution</b>                        | <b>59,418</b>    | <b>4,885</b>     | <b>54,533</b>     | <b>1116.34%</b> | <b>580,626</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Capital Financing</b>                          |                  |                  |                   |                 |                  |                |                |                |
| County - Transfer to Long-Term Debt               | 975,969          | 918,122          | 57,847            | 6.30%           | 918,122          | 1,037,462      | 1,102,828      | 1,172,313      |
| Debt Charges                                      | 555,381          | 613,228          | -57,847           | -9.43%          | 613,228          | 493,888        | 428,522        | 359,037        |
| City Contribution to LT Debt FMT                  | -712,503         | -712,503         | 0                 | 0.00%           | -1,425,006       | -712,503       | -712,503       | -712,503       |
| Provincial contribution to redevelopment          | -483,552         | -483,552         | 0                 | 0.00%           | -483,552         | -483,540       | -483,540       | -486,540       |
| Transfer from FRO Reserve                         | -125,000         | -125,000         | 0                 | 0.00%           | -125,000         | -125,000       | -125,000       | -125,000       |
| <b>NET CONTRIBUTION TO DEBENTURE</b>              | <b>210,295</b>   | <b>210,295</b>   | <b>0</b>          | <b>0.00%</b>    | <b>-502,208</b>  | <b>210,307</b> | <b>210,307</b> | <b>207,307</b> |

02/06/15

County of Frontenac  
General  
2015 DRAFT Budget

|                                                       | 2015            | 2014            | 2014 - 2015    | 2014-2015     | 2014            | 2016            | 2017            | 2018            |
|-------------------------------------------------------|-----------------|-----------------|----------------|---------------|-----------------|-----------------|-----------------|-----------------|
|                                                       | DRAFT           | BUDGET          | BUDGET         | BUDGET        | Projected       | PROJECTED       | PROJECTED       | PROJECTED       |
|                                                       | BUDGET          | BUDGET          | VARIANCE       | VARIANCE      | Year End        | BUDGET          | BUDGET          | BUDGET          |
|                                                       | \$              | \$              | \$             | %             | \$              | \$              | \$              | \$              |
| <b>Operating Revenue</b>                              |                 |                 |                |               |                 |                 |                 |                 |
| Taxation and User charges                             |                 |                 |                |               |                 |                 |                 |                 |
| Taxation from other governments                       | 70,000          | 70,000          | 0              | 0.00%         | 70,000          | 70,000          | 70,000          | 70,000          |
| User charges                                          | 45,000          | 45,000          | 0              | 0.00%         | 45,000          | 45,000          | 45,000          | 45,000          |
| Payments in lieu of taxes                             | 42,805          | 41,013          | 1,792          | 4.37%         | 41,013          | 42,805          | 42,805          | 42,805          |
| <b>Grants</b>                                         |                 |                 |                |               |                 |                 |                 |                 |
| <b>Other</b>                                          |                 |                 |                |               |                 |                 |                 |                 |
| Financing                                             |                 |                 |                |               |                 |                 |                 |                 |
| Provincial Offices Net Revenue                        | 198,623         | 190,898         | 7,725          | 4.05%         | 190,898         | 198,623         | 198,623         | 198,623         |
| Investment Income                                     | 140,000         | 140,000         | 0              | 0.00%         | 142,000         | 140,000         | 140,000         | 140,000         |
| <b>Total</b>                                          | <b>496,428</b>  | <b>486,911</b>  | <b>9,517</b>   | <b>1.95%</b>  | <b>488,911</b>  | <b>496,428</b>  | <b>496,428</b>  | <b>496,428</b>  |
| Transfer from reserves                                | 43,133          | 0               | 43,133         | 0.00%         | 0               | 0               | 0               | 0               |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>539,561</b>  | <b>486,911</b>  | <b>52,650</b>  | <b>10.81%</b> | <b>488,911</b>  | <b>496,428</b>  | <b>496,428</b>  | <b>496,428</b>  |
| <b>Operating Expense</b>                              |                 |                 |                |               |                 |                 |                 |                 |
| Contracted Service                                    | 1,600           | 1,600           | 0              | 0.00%         | 1,462           | 1,600           | 1,600           | 1,600           |
| Rent and Financing                                    | 250             | 250             | 0              | 0.00%         | 0               | 250             | 250             | 250             |
| <b>Total Operating Expense</b>                        | <b>1,850</b>    | <b>1,850</b>    | <b>0</b>       | <b>0.00%</b>  | <b>1,462</b>    | <b>1,850</b>    | <b>1,850</b>    | <b>1,850</b>    |
| Reserve Transfers                                     | 176,580         | 174,000         | 2,580          | 1.48%         | 174,000         | 179,211         | 181,896         | 184,634         |
| <b>Total Operating Expense with Reserve transfers</b> | <b>178,430</b>  | <b>175,850</b>  | <b>2,580</b>   | <b>1.47%</b>  | <b>175,462</b>  | <b>181,061</b>  | <b>183,746</b>  | <b>186,484</b>  |
| NET MUNICIPAL CONTRIBUTION                            | -361,131        | -311,061        | -50,070        | 16.10%        | -313,449        | -315,367        | -312,682        | -309,944        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>-361,131</b> | <b>-311,061</b> | <b>-50,070</b> | <b>16.10%</b> | <b>-313,449</b> | <b>-315,367</b> | <b>-312,682</b> | <b>-309,944</b> |
| <b>County Contribution</b>                            | <b>-361,131</b> | <b>-311,061</b> | <b>-50,070</b> | <b>16.10%</b> | <b>-313,449</b> | <b>-315,367</b> | <b>-312,682</b> | <b>-309,944</b> |
| <b>NET CONTRIBUTION TO DEBENTURE</b>                  | <b>0</b>        | <b>0</b>        | <b>0</b>       | <b>0.00%</b>  | <b>-712,503</b> | <b>0</b>        | <b>0</b>        | <b>0</b>        |
| Requisition                                           | -361,131        | -311,061        | -50,070        | 16.10%        | -1,025,952      | -315,367        | -312,682        | -309,944        |

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County of Frontenac  
Governance  
2015 DRAFT Budget

|                                                       | 2015           | 2014           | 2014 - 2015   | 2014-2015      | 2014           | 2016           | 2017           | 2018           |
|-------------------------------------------------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|----------------|
|                                                       | DRAFT          | BUDGET         | BUDGET        | BUDGET         | Projected      | PROJECTED      | PROJECTED      | PROJECTED      |
|                                                       | BUDGET         | BUDGET         | VARIANCE      | VARIANCE       | Year End       | BUDGET         | BUDGET         | BUDGET         |
|                                                       | \$             | \$             | \$            | %              | \$             | \$             | \$             | \$             |
| <b>Operating Revenue</b>                              |                |                |               |                |                |                |                |                |
| Taxation and User charges                             |                |                |               |                |                |                |                |                |
| Grants                                                |                |                |               |                |                |                |                |                |
| Other                                                 |                |                |               |                |                |                |                |                |
| Financing                                             | 2,192          | 4,692          | -2,500        | -53.28%        | 2,192          | 2,236          | 2,281          | 2,326          |
| Other                                                 | 2,192          | 4,692          | -2,500        | -53.28%        | 2,192          | 2,236          | 2,281          | 2,326          |
| <b>Total</b>                                          | <b>2,192</b>   | <b>4,692</b>   | <b>-2,500</b> | <b>-53.28%</b> | <b>2,192</b>   | <b>2,236</b>   | <b>2,281</b>   | <b>2,326</b>   |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>2,192</b>   | <b>4,692</b>   | <b>-2,500</b> | <b>-53.28%</b> | <b>2,192</b>   | <b>2,236</b>   | <b>2,281</b>   | <b>2,326</b>   |
| <b>Operating Expense</b>                              |                |                |               |                |                |                |                |                |
| Salaries & benefits                                   | 97,995         | 98,001         | -6            | -0.01%         | 93,998         | 100,060        | 102,170        | 104,327        |
| Materials                                             | 38,994         | 39,354         | -360          | -0.91%         | 44,550         | 38,550         | 39,321         | 40,107         |
| Contracted Service                                    | 51,620         | 35,019         | 16,601        | 47.41%         | 40,210         | 44,002         | 44,902         | 45,822         |
| <b>Total Operating Expense</b>                        | <b>188,609</b> | <b>172,374</b> | <b>16,235</b> | <b>9.42%</b>   | <b>178,758</b> | <b>182,612</b> | <b>186,393</b> | <b>190,256</b> |
| Reserve Transfers                                     | 10,000         | 10,000         | 0             | 0.00%          | 10,000         | 10,000         | 10,000         | 10,000         |
| <b>Total Operating Expense with Reserve transfers</b> | <b>198,609</b> | <b>182,374</b> | <b>16,235</b> | <b>8.90%</b>   | <b>188,758</b> | <b>192,612</b> | <b>196,393</b> | <b>200,256</b> |
| NET MUNICIPAL CONTRIBUTION                            | 196,417        | 177,682        | 18,735        | 10.54%         | 186,566        | 190,376        | 194,112        | 197,930        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>196,417</b> | <b>177,682</b> | <b>18,735</b> | <b>10.54%</b>  | <b>186,566</b> | <b>190,376</b> | <b>194,112</b> | <b>197,930</b> |
| <b>County Contribution</b>                            | <b>196,417</b> | <b>177,682</b> | <b>18,735</b> | <b>10.54%</b>  | <b>186,566</b> | <b>190,376</b> | <b>194,112</b> | <b>197,930</b> |
| <b>Requisition</b>                                    | <b>196,417</b> | <b>177,682</b> | <b>18,735</b> | <b>10.54%</b>  | <b>186,566</b> | <b>190,376</b> | <b>194,112</b> | <b>197,930</b> |

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County of Frontenac  
 Governance -Council  
 2015 DRAFT Budget

|                                                       | 2015           | 2014           | 2014 - 2015     |               | 2014               | 2016             | 2017             | 2018             |
|-------------------------------------------------------|----------------|----------------|-----------------|---------------|--------------------|------------------|------------------|------------------|
|                                                       | DRAFT BUDGET   | BUDGET         | BUDGET VARIANCE | %             | Projected Year End | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
|                                                       | \$             | \$             | \$              | %             | \$                 | \$               | \$               | \$               |
| Operating Revenue                                     |                |                |                 |               |                    |                  |                  |                  |
| Taxation and User charges                             |                |                |                 |               |                    |                  |                  |                  |
| Grants                                                |                |                |                 |               |                    |                  |                  |                  |
| Other                                                 |                |                |                 |               |                    |                  |                  |                  |
| Financing                                             | 2,192          | 2,192          | 0               | 0.00%         | 2,192              | 2,236            | 2,281            | 2,326            |
| Other                                                 | 2,192          | 2,192          | 0               | 0.00%         | 2,192              | 2,236            | 2,281            | 2,326            |
| <b>Total</b>                                          | <b>2,192</b>   | <b>2,192</b>   | <b>0</b>        | <b>0.00%</b>  | <b>2,192</b>       | <b>2,236</b>     | <b>2,281</b>     | <b>2,326</b>     |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>2,192</b>   | <b>2,192</b>   | <b>0</b>        | <b>0.00%</b>  | <b>2,192</b>       | <b>2,236</b>     | <b>2,281</b>     | <b>2,326</b>     |
| Operating Expense                                     |                |                |                 |               |                    |                  |                  |                  |
| Salaries & benefits                                   | 86,970         | 85,651         | 1,319           | 1.54%         | 84,323             | 88,814           | 90,700           | 92,628           |
| Materials                                             | 19,769         | 17,569         | 2,200           | 12.52%        | 23,886             | 18,940           | 19,319           | 19,706           |
| Contracted Service                                    | 26,620         | 14,019         | 12,601          | 89.89%        | 28,546             | 18,502           | 18,892           | 19,292           |
| <b>Total Operating Expense</b>                        | <b>133,359</b> | <b>117,239</b> | <b>16,120</b>   | <b>13.75%</b> | <b>136,757</b>     | <b>126,256</b>   | <b>128,911</b>   | <b>131,626</b>   |
| <b>Total Operating Expense with Reserve transfers</b> | <b>133,359</b> | <b>117,239</b> | <b>16,120</b>   | <b>13.75%</b> | <b>136,757</b>     | <b>126,256</b>   | <b>128,911</b>   | <b>131,626</b>   |
| NET MUNICIPAL CONTRIBUTION                            | 131,167        | 115,047        | 16,120          | 14.01%        | 134,565            | 124,020          | 126,630          | 129,300          |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>131,167</b> | <b>115,047</b> | <b>16,120</b>   | <b>14.01%</b> | <b>134,565</b>     | <b>124,020</b>   | <b>126,630</b>   | <b>129,300</b>   |
| <b>County Contribution</b>                            | <b>131,167</b> | <b>115,047</b> | <b>16,120</b>   | <b>14.01%</b> | <b>134,565</b>     | <b>124,020</b>   | <b>126,630</b>   | <b>129,300</b>   |
| Requisition                                           | 131,167        | 115,047        | 16,120          | 14.01%        | 134,565            | 124,020          | 126,630          | 129,300          |

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County of Frontenac  
 Governance -Council Committees  
 2015 DRAFT Budget

|                                                       | 2015          | 2014          | 2014 - 2015   | 2014-2015      | 2014         | 2016          | 2017          | 2018          |
|-------------------------------------------------------|---------------|---------------|---------------|----------------|--------------|---------------|---------------|---------------|
|                                                       | DRAFT         | BUDGET        | BUDGET        | BUDGET         | Projected    | PROJECTED     | PROJECTED     | PROJECTED     |
|                                                       | BUDGET        | BUDGET        | VARIANCE      | VARIANCE       | Year End     | BUDGET        | BUDGET        | BUDGET        |
|                                                       | \$            | \$            | \$            | %              | \$           | \$            | \$            | \$            |
| <b>Operating Revenue</b>                              |               |               |               |                |              |               |               |               |
| Taxation and User charges                             |               |               |               |                |              |               |               |               |
| Grants                                                |               |               |               |                |              |               |               |               |
| Other                                                 |               |               |               |                |              |               |               |               |
| Financing                                             |               |               |               |                |              |               |               |               |
| <b>Operating Expense</b>                              |               |               |               |                |              |               |               |               |
| Salaries & benefits                                   | 5,025         | 5,850         | -825          | -14.10%        | 4,125        | 5,126         | 5,228         | 5,333         |
| Materials                                             | 5,475         | 6,785         | -1,310        | -19.31%        | 4,708        | 5,585         | 5,696         | 5,810         |
| Contracted Service                                    | 2,500         | 6,000         | -3,500        | -58.33%        | 258          | 2,550         | 2,601         | 2,653         |
| <b>Total Operating Expense</b>                        | <b>13,000</b> | <b>18,635</b> | <b>-5,635</b> | <b>-30.24%</b> | <b>9,091</b> | <b>13,261</b> | <b>13,525</b> | <b>13,796</b> |
| <b>Total Operating Expense with Reserve transfers</b> | <b>13,000</b> | <b>18,635</b> | <b>-5,635</b> | <b>-30.24%</b> | <b>9,091</b> | <b>13,261</b> | <b>13,525</b> | <b>13,796</b> |
| NET MUNICIPAL CONTRIBUTION                            | 13,000        | 18,635        | -5,635        | -30.24%        | 9,091        | 13,261        | 13,525        | 13,796        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>13,000</b> | <b>18,635</b> | <b>-5,635</b> | <b>-30.24%</b> | <b>9,091</b> | <b>13,261</b> | <b>13,525</b> | <b>13,796</b> |
| <b>County Contribution</b>                            | <b>13,000</b> | <b>18,635</b> | <b>-5,635</b> | <b>-30.24%</b> | <b>9,091</b> | <b>13,261</b> | <b>13,525</b> | <b>13,796</b> |
| Requisition                                           | 13,000        | 18,635        | -5,635        | -30.24%        | 9,091        | 13,261        | 13,525        | 13,796        |

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County of Frontenac  
Governance -Warden  
2015 DRAFT Budget

|                                                       | 2015          | 2014          | 2014 - 2015   | 2014-2015       | 2014          | 2016          | 2017          | 2018          |
|-------------------------------------------------------|---------------|---------------|---------------|-----------------|---------------|---------------|---------------|---------------|
|                                                       | DRAFT         | BUDGET        | BUDGET        | BUDGET          | Projected     | PROJECTED     | PROJECTED     | PROJECTED     |
|                                                       | BUDGET        | BUDGET        | VARIANCE      | VARIANCE        | Year End      | BUDGET        | BUDGET        | BUDGET        |
|                                                       | \$            | \$            | \$            | %               | \$            | \$            | \$            | \$            |
| <b>Operating Revenue</b>                              |               |               |               |                 |               |               |               |               |
| <b>Taxation and User charges</b>                      |               |               |               |                 |               |               |               |               |
| <b>Grants</b>                                         |               |               |               |                 |               |               |               |               |
| <b>Other</b>                                          |               |               |               |                 |               |               |               |               |
| Financing                                             | 0             | 2,500         | -2,500        | -100.00%        | 0             | 0             | 0             | 0             |
| Other                                                 | 0             | 2,500         | -2,500        | -100.00%        | 0             | 0             | 0             | 0             |
| <b>Total</b>                                          | <b>0</b>      | <b>2,500</b>  | <b>-2,500</b> | <b>-100.00%</b> | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |
| <b>Total Operating Revenue and Reserve Transfer</b>   |               |               |               |                 |               |               |               |               |
| <b>Operating Expense</b>                              |               |               |               |                 |               |               |               |               |
| Materials                                             | 7,500         | 7,500         | 0             | 0.00%           | 11,166        | 7,650         | 7,803         | 7,959         |
| Contracted Service                                    | 22,500        | 15,000        | 7,500         | 50.00%          | 11,406        | 22,950        | 23,408        | 23,877        |
| <b>Total Operating Expense</b>                        | <b>30,000</b> | <b>22,500</b> | <b>7,500</b>  | <b>33.33%</b>   | <b>22,572</b> | <b>30,600</b> | <b>31,212</b> | <b>31,836</b> |
| <b>Total Operating Expense with Reserve transfers</b> | <b>30,000</b> | <b>22,500</b> | <b>7,500</b>  | <b>33.33%</b>   | <b>22,572</b> | <b>30,600</b> | <b>31,212</b> | <b>31,836</b> |
| NET MUNICIPAL CONTRIBUTION                            | 30,000        | 20,000        | 10,000        | 50.00%          | 22,572        | 30,600        | 31,212        | 31,836        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>30,000</b> | <b>20,000</b> | <b>10,000</b> | <b>50.00%</b>   | <b>22,572</b> | <b>30,600</b> | <b>31,212</b> | <b>31,836</b> |
| <b>County Contribution</b>                            | <b>30,000</b> | <b>20,000</b> | <b>10,000</b> | <b>50.00%</b>   | <b>22,572</b> | <b>30,600</b> | <b>31,212</b> | <b>31,836</b> |
| <b>Requisition</b>                                    | <b>30,000</b> | <b>20,000</b> | <b>10,000</b> | <b>50.00%</b>   | <b>22,572</b> | <b>30,600</b> | <b>31,212</b> | <b>31,836</b> |

02/06/15

County of Frontenac  
 Governance - Library and Health Unit Boards  
 2015 DRAFT Budget

|                                                       | 2015         | 2014         | 2014 - 2015 | 2014-2015     | 2014         | 2016         | 2017         | 2018         |
|-------------------------------------------------------|--------------|--------------|-------------|---------------|--------------|--------------|--------------|--------------|
|                                                       | DRAFT        | BUDGET       | BUDGET      | BUDGET        | Projected    | PROJECTED    | PROJECTED    | PROJECTED    |
|                                                       | BUDGET       | BUDGET       | VARIANCE    | VARIANCE      | Year End     | BUDGET       | BUDGET       | BUDGET       |
|                                                       | \$           | \$           | %           | \$            | \$           | \$           | \$           | \$           |
| <b>Operating Revenue</b>                              |              |              |             |               |              |              |              |              |
| Taxation and User charges                             |              |              |             |               |              |              |              |              |
| Grants                                                |              |              |             |               |              |              |              |              |
| Other                                                 |              |              |             |               |              |              |              |              |
| Financing                                             |              |              |             |               |              |              |              |              |
| <b>Operating Expense</b>                              |              |              |             |               |              |              |              |              |
| Salaries & benefits                                   | 4,500        | 5,000        | -500        | -10.00%       | 4,725        | 4,590        | 4,682        | 4,775        |
| Materials                                             | 4,250        | 4,000        | 250         | 6.25%         | 4,000        | 4,335        | 4,422        | 4,510        |
| <b>Total Operating Expense</b>                        | <b>8,750</b> | <b>9,000</b> | <b>-250</b> | <b>-2.78%</b> | <b>8,725</b> | <b>8,925</b> | <b>9,104</b> | <b>9,285</b> |
| <b>Total Operating Expense with Reserve transfers</b> | <b>8,750</b> | <b>9,000</b> | <b>-250</b> | <b>-2.78%</b> | <b>8,725</b> | <b>8,925</b> | <b>9,104</b> | <b>9,285</b> |
| NET MUNICIPAL CONTRIBUTION                            | 8,750        | 9,000        | -250        | -2.78%        | 8,725        | 8,925        | 9,104        | 9,285        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>8,750</b> | <b>9,000</b> | <b>-250</b> | <b>-2.78%</b> | <b>8,725</b> | <b>8,925</b> | <b>9,104</b> | <b>9,285</b> |
| <b>County Contribution</b>                            | <b>8,750</b> | <b>9,000</b> | <b>-250</b> | <b>-2.78%</b> | <b>8,725</b> | <b>8,925</b> | <b>9,104</b> | <b>9,285</b> |
| <b>Requisition</b>                                    | <b>8,750</b> | <b>9,000</b> | <b>-250</b> | <b>-2.78%</b> | <b>8,725</b> | <b>8,925</b> | <b>9,104</b> | <b>9,285</b> |

02/06/15

County of Frontenac  
 Governance -Ontarians with Disabilities  
 2015 DRAFT Budget

|                                                       | 2015          | 2014          | 2014 - 2015   | 2014-2015      | 2014          | 2016          | 2017          | 2018          |
|-------------------------------------------------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|
|                                                       | DRAFT         | BUDGET        | BUDGET        | BUDGET         | Projected     | PROJECTED     | PROJECTED     | PROJECTED     |
|                                                       | BUDGET        | BUDGET        | VARIANCE      | VARIANCE       | Year End      | BUDGET        | BUDGET        | BUDGET        |
|                                                       | \$            | \$            | \$            | %              | \$            | \$            | \$            | \$            |
| <b>Operating Revenue</b>                              |               |               |               |                |               |               |               |               |
| Taxation and User charges                             |               |               |               |                |               |               |               |               |
| Grants                                                |               |               |               |                |               |               |               |               |
| Other                                                 |               |               |               |                |               |               |               |               |
| Financing                                             |               |               |               |                |               |               |               |               |
| <b>Operating Expense</b>                              |               |               |               |                |               |               |               |               |
| Salaries & benefits                                   | 1,500         | 1,500         | 0             | 0.00%          | 825           | 1,530         | 1,561         | 1,592         |
| Materials                                             | 2,000         | 3,500         | -1,500        | -42.86%        | 788           | 2,040         | 2,081         | 2,122         |
| <b>Total Operating Expense</b>                        | <b>3,500</b>  | <b>5,000</b>  | <b>-1,500</b> | <b>-30.00%</b> | <b>1,613</b>  | <b>3,570</b>  | <b>3,642</b>  | <b>3,714</b>  |
| Reserve Transfers                                     | 10,000        | 10,000        | 0             | 0.00%          | 10,000        | 10,000        | 10,000        | 10,000        |
| <b>Total Operating Expense with Reserve transfers</b> | <b>13,500</b> | <b>15,000</b> | <b>-1,500</b> | <b>-10.00%</b> | <b>11,613</b> | <b>13,570</b> | <b>13,642</b> | <b>13,714</b> |
| NET MUNICIPAL CONTRIBUTION                            | 13,500        | 15,000        | -1,500        | -10.00%        | 11,613        | 13,570        | 13,642        | 13,714        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>13,500</b> | <b>15,000</b> | <b>-1,500</b> | <b>-10.00%</b> | <b>11,613</b> | <b>13,570</b> | <b>13,642</b> | <b>13,714</b> |
| <b>County Contribution</b>                            | <b>13,500</b> | <b>15,000</b> | <b>-1,500</b> | <b>-10.00%</b> | <b>11,613</b> | <b>13,570</b> | <b>13,642</b> | <b>13,714</b> |
| Requisition                                           | 13,500        | 15,000        | -1,500        | -10.00%        | 11,613        | 13,570        | 13,642        | 13,714        |

02/06/15

County of Frontenac  
Corporate  
2015 DRAFT Budget

|                                                       | 2015             | 2014             | 2014 - 2015    | 2014-2015     | 2014             | 2016             | 2017             | 2018             |
|-------------------------------------------------------|------------------|------------------|----------------|---------------|------------------|------------------|------------------|------------------|
|                                                       | DRAFT            | BUDGET           | BUDGET         | BUDGET        | Projected        | PROJECTED        | PROJECTED        | PROJECTED        |
|                                                       | BUDGET           | BUDGET           | VARIANCE       | VARIANCE      | Year End         | BUDGET           | BUDGET           | BUDGET           |
|                                                       | \$               | \$               | \$             | %             | \$               | \$               | \$               | \$               |
| <b>Operating Revenue</b>                              |                  |                  |                |               |                  |                  |                  |                  |
| <b>Taxation and User charges</b>                      |                  |                  |                |               |                  |                  |                  |                  |
| <b>Grants</b>                                         |                  |                  |                |               |                  |                  |                  |                  |
| <b>Other</b>                                          |                  |                  |                |               |                  |                  |                  |                  |
| Financing                                             | 101,329          | 64,316           | 37,013         | 57.55%        | 99,112           | 102,505          | 103,706          | 104,930          |
| Other                                                 | 101,329          | 64,316           | 37,013         | 57.55%        | 99,112           | 102,505          | 103,706          | 104,930          |
| <b>Total</b>                                          | 156,329          | 124,316          | 32,013         | 25.75%        | 177,722          | 102,505          | 103,706          | 104,930          |
| Transfer from reserves                                | 55,000           | 60,000           | -5,000         | -8.33%        | 78,610           | 0                | 0                | 0                |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>211,329</b>   | <b>184,316</b>   | <b>27,013</b>  | <b>14.65%</b> | <b>256,332</b>   | <b>102,505</b>   | <b>103,706</b>   | <b>104,930</b>   |
| <b>Operating Expense</b>                              |                  |                  |                |               |                  |                  |                  |                  |
| Salaries & benefits                                   | 891,352          | 744,163          | 147,189        | 19.78%        | 715,714          | 912,911          | 935,052          | 957,792          |
| Materials                                             | 137,809          | 124,071          | 13,738         | 11.07%        | 130,468          | 107,984          | 112,514          | 117,235          |
| Contracted Service                                    | 954,880          | 938,196          | 16,684         | 1.78%         | 957,712          | 915,402          | 931,301          | 947,591          |
| Depreciation                                          | 329,913          | 267,070          | 62,843         | 23.53%        | 270,592          | 329,913          | 329,913          | 329,913          |
| <b>Total Operating Expense</b>                        | <b>2,313,954</b> | <b>2,073,500</b> | <b>240,454</b> | <b>11.60%</b> | <b>2,074,486</b> | <b>2,266,210</b> | <b>2,308,780</b> | <b>2,352,531</b> |
| Reserve Transfers                                     | 5,000            | 0                | 5,000          | 0.00%         | 0                | 5,000            | 5,000            | 5,000            |
| <b>Total Operating Expense with Reserve transfers</b> | <b>2,318,954</b> | <b>2,073,500</b> | <b>245,454</b> | <b>11.84%</b> | <b>2,074,486</b> | <b>2,271,210</b> | <b>2,313,780</b> | <b>2,357,531</b> |
| NET MUNICIPAL CONTRIBUTION                            | 2,162,625        | 1,949,184        | 213,441        | 10.95%        | 1,896,764        | 2,168,705        | 2,210,074        | 2,252,601        |
| less depreciation ( non-cash)                         | 329,913          | 267,070          | 62,843         | 23.53%        | 270,592          | 329,913          | 329,913          | 329,913          |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>1,832,712</b> | <b>1,682,114</b> | <b>150,598</b> | <b>8.95%</b>  | <b>1,626,172</b> | <b>1,838,792</b> | <b>1,880,161</b> | <b>1,922,688</b> |
| <b>County Contribution</b>                            | <b>1,832,712</b> | <b>1,682,114</b> | <b>150,598</b> | <b>8.95%</b>  | <b>1,626,172</b> | <b>1,838,792</b> | <b>1,880,161</b> | <b>1,922,688</b> |
| Total Capital Revenue and Reserve Transfer            | 54,422           | 283,500          | -229,078       | -80.80%       | 0                | 0                | 0                | 0                |
| <b>NET CAPITAL EXPENSE</b>                            | <b>0</b>         | <b>0</b>         | <b>0</b>       | <b>0.00%</b>  | <b>8,891</b>     | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>County Contribution</b>                            | <b>0</b>         | <b>0</b>         | <b>0</b>       | <b>0.00%</b>  | <b>8,891</b>     | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| Requisition                                           | 1,832,712        | 1,682,114        | 150,598        | 8.95%         | 1,635,063        | 1,838,792        | 1,880,161        | 1,922,688        |

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County of Frontenac  
Corporate  
2015 DRAFT Budget

|                                                   | 2015          | 2014           | 2014 - 2015     | 2014-2015      | 2014         | 2016      | 2017      | 2018      |
|---------------------------------------------------|---------------|----------------|-----------------|----------------|--------------|-----------|-----------|-----------|
|                                                   | DRAFT         | BUDGET         | BUDGET          | BUDGET         | Projected    | PROJECTED | PROJECTED | PROJECTED |
|                                                   | BUDGET        | BUDGET         | VARIANCE        | VARIANCE       | Year End     | BUDGET    | BUDGET    | BUDGET    |
|                                                   | \$            | \$             | \$              | %              | \$           | \$        | \$        | \$        |
| <b>Capital</b>                                    |               |                |                 |                |              |           |           |           |
| <b>CAPITAL REVENUE</b>                            |               |                |                 |                |              |           |           |           |
| Reserve transfer                                  | 54,422        | 283,500        | -229,078        | -80.80%        | 0            | 0         | 0         | 0         |
| <b>Total Capital Revenue and Reserve Transfer</b> | <b>54,422</b> | <b>283,500</b> | <b>-229,078</b> | <b>-80.80%</b> | <b>0</b>     | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>CAPITAL EXPENSE</b>                            |               |                |                 |                |              |           |           |           |
| Capital - IT Replacement                          | 24,422        | 0              | 24,422          | 0.00%          | 8,891        | 0         | 0         | 0         |
| Capital - Prior Yea                               | 30,000        | 95,000         | -65,000         | -68.42%        | 0            | 0         | 0         | 0         |
| Other capital projects                            | 0             | 188,500        | -188,500        | -100.00%       | 0            | 0         | 0         | 0         |
| <b>Total Capital Expense</b>                      | <b>54,422</b> | <b>283,500</b> | <b>-229,078</b> | <b>-80.80%</b> | <b>8,891</b> | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>NET CAPITAL EXPENSE</b>                        | <b>0</b>      | <b>0</b>       | <b>0</b>        | <b>0.00%</b>   | <b>8,891</b> | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>County Contribution</b>                        | <b>0</b>      | <b>0</b>       | <b>0</b>        | <b>0.00%</b>   | <b>8,891</b> | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>Capital Financing</b>                          |               |                |                 |                |              |           |           |           |

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County of Frontenac  
 Planning and Economic Development  
 2015 DRAFT Budget

|                                                       | 2015 DRAFT BUDGET | 2014 BUDGET      | 2014-2015 BUDGET VARIANCE | 2014-2015 BUDGET VARIANCE % | 2014 Projected Year End | 2016 PROJECTED BUDGET | 2017 PROJECTED BUDGET | 2018 PROJECTED BUDGET |
|-------------------------------------------------------|-------------------|------------------|---------------------------|-----------------------------|-------------------------|-----------------------|-----------------------|-----------------------|
|                                                       | \$                | \$               | \$                        | %                           | \$                      | \$                    | \$                    | \$                    |
| <b>Operating Revenue</b>                              |                   |                  |                           |                             |                         |                       |                       |                       |
| <b>Taxation and User charges</b>                      |                   |                  |                           |                             |                         |                       |                       |                       |
| User charges                                          | 20,000            | 29,500           | -9,500                    | -32.20%                     | 13,200                  | 20,400                | 20,808                | 21,224                |
| <b>Grants</b>                                         |                   |                  |                           |                             |                         |                       |                       |                       |
| Federal and Provincial                                | 85,326            | 61,426           | 23,900                    | 38.91%                      | 5,700                   | 0                     | 0                     | 0                     |
| <b>Other</b>                                          |                   |                  |                           |                             |                         |                       |                       |                       |
| Financing                                             | 0                 | 0                | 0                         | 0.00%                       | 3,577                   | 0                     | 0                     | 0                     |
| Other                                                 | 105,326           | 90,926           | 14,400                    | 15.84%                      | 22,477                  | 20,400                | 20,808                | 21,224                |
| <b>Total</b>                                          |                   |                  |                           |                             |                         |                       |                       |                       |
| Transfer from Obligatory reserve                      | 331,486           | 777,341          | -445,855                  | -57.36%                     | 64,349                  | 0                     | 0                     | 0                     |
| Transfer from reserves                                | 257,000           | 40,000           | 217,000                   | 542.50%                     | 10,000                  | 0                     | 0                     | 0                     |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>693,812</b>    | <b>908,267</b>   | <b>-214,455</b>           | <b>-23.61%</b>              | <b>96,826</b>           | <b>20,400</b>         | <b>20,808</b>         | <b>21,224</b>         |
| <b>Operating Expense</b>                              |                   |                  |                           |                             |                         |                       |                       |                       |
| Salaries & benefits                                   | 396,557           | 392,584          | 3,973                     | 1.01%                       | 377,209                 | 406,142               | 415,986               | 426,096               |
| Materials                                             | 47,391            | 61,574           | -14,183                   | -23.03%                     | 34,882                  | 39,167                | 39,969                | 40,776                |
| Contracted Service                                    | 727,407           | 879,497          | -152,090                  | -17.29%                     | 130,888                 | 55,790                | 56,929                | 58,092                |
| <b>Total Operating Expense</b>                        | <b>1,171,355</b>  | <b>1,333,655</b> | <b>-162,300</b>           | <b>-12.17%</b>              | <b>542,979</b>          | <b>501,099</b>        | <b>512,884</b>        | <b>524,964</b>        |
| Reserve Transfers                                     | 0                 | 30,000           | -30,000                   | -100.00%                    | 0                       | 0                     | 0                     | 0                     |
| <b>Total Operating Expense with Reserve transfers</b> | <b>1,171,355</b>  | <b>1,363,655</b> | <b>-192,300</b>           | <b>-14.10%</b>              | <b>542,979</b>          | <b>501,099</b>        | <b>512,884</b>        | <b>524,964</b>        |
| NET MUNICIPAL CONTRIBUTION                            | 477,543           | 455,388          | 22,155                    | 4.87%                       | 446,153                 | 480,699               | 492,076               | 503,740               |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>477,543</b>    | <b>455,388</b>   | <b>22,155</b>             | <b>4.87%</b>                | <b>446,153</b>          | <b>480,699</b>        | <b>492,076</b>        | <b>503,740</b>        |
| <b>County Contribution</b>                            | <b>477,543</b>    | <b>455,388</b>   | <b>22,155</b>             | <b>4.87%</b>                | <b>446,153</b>          | <b>480,699</b>        | <b>492,076</b>        | <b>503,740</b>        |
| <b>Total Capital Revenue and Reserve Transfer</b>     | <b>270,000</b>    | <b>862,540</b>   | <b>-592,540</b>           | <b>-68.70%</b>              | <b>557,034</b>          | <b>0</b>              | <b>0</b>              | <b>0</b>              |
| <b>NET CAPITAL EXPENSE</b>                            | <b>39,748</b>     | <b>0</b>         | <b>39,748</b>             | <b>0.00%</b>                | <b>557,034</b>          | <b>0</b>              | <b>0</b>              | <b>0</b>              |
| <b>County Contribution</b>                            | <b>39,748</b>     | <b>0</b>         | <b>39,748</b>             | <b>0.00%</b>                | <b>557,034</b>          | <b>0</b>              | <b>0</b>              | <b>0</b>              |
| <b>Requisition</b>                                    | <b>517,291</b>    | <b>455,388</b>   | <b>61,903</b>             | <b>13.59%</b>               | <b>1,003,187</b>        | <b>480,699</b>        | <b>492,076</b>        | <b>503,740</b>        |

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County of Frontenac  
 Planning and Economic Development  
 2015 DRAFT Budget

|                                                   | 2015           | 2014           | 2014 - 2015     | 2014-2015      | 2014             | 2016      | 2017      | 2018      |
|---------------------------------------------------|----------------|----------------|-----------------|----------------|------------------|-----------|-----------|-----------|
|                                                   | DRAFT          | BUDGET         | BUDGET          | BUDGET         | Projected        | PROJECTED | PROJECTED | PROJECTED |
|                                                   | BUDGET         | BUDGET         | VARIANCE        | VARIANCE       | Year End         | BUDGET    | BUDGET    | BUDGET    |
|                                                   | \$             | \$             | %               | \$             | \$               | \$        | \$        | \$        |
| <b>Capital</b>                                    |                |                |                 |                |                  |           |           |           |
| <b>CAPITAL REVENUE</b>                            |                |                |                 |                |                  |           |           |           |
| Trans Canada Trails                               | 0              | 115,000        | -115,000        | -100.00%       | 305,700          | 0         | 0         | 0         |
| Reserve transfer                                  | 270,000        | 747,540        | -477,540        | -63.88%        | 251,334          | 0         | 0         | 0         |
| <b>Total Capital Revenue and Reserve Transfer</b> | <b>270,000</b> | <b>862,540</b> | <b>-592,540</b> | <b>-68.70%</b> | <b>557,034</b>   | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>CAPITAL EXPENSE</b>                            |                |                |                 |                |                  |           |           |           |
| Capital Vehicle New                               | 39,748         | 0              | 39,748          | 0.00%          | 0                | 0         | 0         | 0         |
| Major Building project                            | 270,000        | 818,540        | -548,540        | -67.01%        | 557,034          | 0         | 0         | 0         |
| Other capital projects                            | 0              | 44,000         | -44,000         | -100.00%       | 557,034          | 0         | 0         | 0         |
| <b>Total Capital Expense</b>                      | <b>309,748</b> | <b>862,540</b> | <b>-552,792</b> | <b>-64.09%</b> | <b>1,114,068</b> | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>NET CAPITAL EXPENSE</b>                        | <b>39,748</b>  | <b>0</b>       | <b>39,748</b>   | <b>0.00%</b>   | <b>557,034</b>   | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>County Contribution</b>                        | <b>39,748</b>  | <b>0</b>       | <b>39,748</b>   | <b>0.00%</b>   | <b>557,034</b>   | <b>0</b>  | <b>0</b>  | <b>0</b>  |
| <b>Capital Financing</b>                          |                |                |                 |                |                  |           |           |           |

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County of Frontenac  
Fairmount Summary  
2015 DRAFT Budget

|                                                       | 2015              | 2014              | 2014 - 2015       | 2014-2015      | 2014              | 2016              | 2017              | 2018              |
|-------------------------------------------------------|-------------------|-------------------|-------------------|----------------|-------------------|-------------------|-------------------|-------------------|
|                                                       | DRAFT             | BUDGET            | BUDGET            | BUDGET         | Projected         | PROJECTED         | PROJECTED         | PROJECTED         |
|                                                       | BUDGET            | BUDGET            | VARIANCE          | VARIANCE       | Year End          | BUDGET            | BUDGET            | BUDGET            |
|                                                       | \$                | \$                | \$                | %              | \$                | \$                | \$                | \$                |
| <b>Operating Revenue</b>                              |                   |                   |                   |                |                   |                   |                   |                   |
| <b>Taxation and User charges</b>                      |                   |                   |                   |                |                   |                   |                   |                   |
| User charges                                          | 2,940,333         | 2,908,324         | 32,009            | 1.10%          | 2,897,473         | 2,999,140         | 3,059,123         | 3,120,305         |
| <b>Grants</b>                                         |                   |                   |                   |                |                   |                   |                   |                   |
| Federal and Provincial                                | 5,344,080         | 5,307,569         | 36,511            | 0.69%          | 5,618,508         | 5,391,925         | 5,440,249         | 5,489,056         |
| <b>Other</b>                                          |                   |                   |                   |                |                   |                   |                   |                   |
| Financing                                             | 86,468            | 99,768            | -13,300           | -13.33%        | 82,686            | 88,197            | 89,961            | 91,761            |
| Other                                                 | <b>8,370,881</b>  | <b>8,315,661</b>  | <b>55,220</b>     | <b>0.66%</b>   | <b>8,598,667</b>  | <b>8,479,262</b>  | <b>8,589,333</b>  | <b>8,701,122</b>  |
| <b>Total</b>                                          | <b>8,463,315</b>  | <b>8,424,498</b>  | <b>38,817</b>     | <b>0.46%</b>   | <b>8,673,778</b>  | <b>8,479,262</b>  | <b>8,589,333</b>  | <b>8,701,122</b>  |
| Transfer from reserves                                | 92,434            | 108,837           | -16,403           | -15.07%        | 75,111            | 0                 | 0                 | 0                 |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>8,463,315</b>  | <b>8,424,498</b>  | <b>38,817</b>     | <b>0.46%</b>   | <b>8,673,778</b>  | <b>8,479,262</b>  | <b>8,589,333</b>  | <b>8,701,122</b>  |
| <b>Operating Expense</b>                              |                   |                   |                   |                |                   |                   |                   |                   |
| Salaries & benefits                                   | 8,815,689         | 8,497,345         | 318,344           | 3.75%          | 8,984,132         | 8,987,122         | 9,208,935         | 9,436,881         |
| Materials                                             | 939,383           | 982,133           | -42,750           | -4.35%         | 949,959           | 969,789           | 1,001,179         | 1,033,586         |
| Contracted Service                                    | 1,202,551         | 1,213,166         | -10,615           | -0.87%         | 1,215,584         | 1,195,988         | 1,238,971         | 1,283,563         |
| Depreciation                                          | 520,766           | 509,152           | 11,614            | 2.28%          | 489,825           | 520,766           | 520,766           | 520,766           |
| <b>Total Operating Expense</b>                        | <b>11,478,389</b> | <b>11,201,796</b> | <b>276,593</b>    | <b>2.47%</b>   | <b>11,639,500</b> | <b>11,673,665</b> | <b>11,969,851</b> | <b>12,274,796</b> |
| Reserve Transfers                                     | 111,592           | 110,169           | 1,423             | 1.29%          | 110,169           | 111,592           | 111,592           | 111,592           |
| <b>Total Operating Expense with Reserve transfers</b> | <b>11,589,981</b> | <b>11,311,965</b> | <b>278,016</b>    | <b>2.46%</b>   | <b>11,749,669</b> | <b>11,785,257</b> | <b>12,081,443</b> | <b>12,386,388</b> |
| NET MUNICIPAL CONTRIBUTION                            | 3,126,666         | 2,887,467         | 239,199           | 8.28%          | 3,075,891         | 3,305,995         | 3,492,110         | 3,685,266         |
| less depreciation ( non-cash)                         | 520,766           | 509,152           | 11,614            | 2.28%          | 489,825           | 520,766           | 520,766           | 520,766           |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>2,605,900</b>  | <b>2,378,315</b>  | <b>227,585</b>    | <b>9.57%</b>   | <b>2,586,066</b>  | <b>2,785,229</b>  | <b>2,971,344</b>  | <b>3,164,500</b>  |
| Other Municipal Contribution                          | -1,722,648        | -1,568,859        | -153,789          | 9.80%          | -1,633,392        | -1,844,591        | -1,971,153        | -2,102,500        |
| <b>County Contribution</b>                            | <b>883,252</b>    | <b>809,456</b>    | <b>73,796</b>     | <b>9.12%</b>   | <b>952,674</b>    | <b>940,638</b>    | <b>1,000,191</b>  | <b>1,062,000</b>  |
| <b>Total Capital Revenue and Reserve Transfer</b>     | <b>83,887</b>     | <b>742,776</b>    | <b>-658,889</b>   | <b>-88.71%</b> | <b>561,271</b>    | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>NET CAPITAL EXPENSE</b>                            | <b>206,525</b>    | <b>1,593,663</b>  | <b>-1,387,138</b> | <b>-87.04%</b> | <b>1,540,507</b>  | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| Other Municipal Contribution                          | -197,480          | -1,588,778        | 1,391,298         | -87.57%        | -1,525,806        | 0                 | 0                 | 0                 |
| <b>County Contribution</b>                            | <b>9,045</b>      | <b>4,885</b>      | <b>4,160</b>      | <b>85.16%</b>  | <b>14,701</b>     | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>NET CONTRIBUTION TO DEBENTURE</b>                  | <b>210,295</b>    | <b>210,295</b>    | <b>0</b>          | <b>0.00%</b>   | <b>210,295</b>    | <b>210,307</b>    | <b>210,307</b>    | <b>207,307</b>    |
| <b>Requisition</b>                                    | <b>1,102,592</b>  | <b>1,024,636</b>  | <b>77,956</b>     | <b>7.61%</b>   | <b>1,177,670</b>  | <b>1,150,945</b>  | <b>1,210,498</b>  | <b>1,269,307</b>  |

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County of Frontenac  
Fairmount Summary  
2015 DRAFT Budget

|                                                   | 2015           | 2014             | 2014 - 2015       | 2014-2015      | 2014             | 2016           | 2017           | 2018           |
|---------------------------------------------------|----------------|------------------|-------------------|----------------|------------------|----------------|----------------|----------------|
|                                                   | DRAFT          | BUDGET           | BUDGET            | BUDGET         | Projected        | PROJECTED      | PROJECTED      | PROJECTED      |
|                                                   | BUDGET         | BUDGET           | VARIANCE          | VARIANCE       | Year End         | BUDGET         | BUDGET         | BUDGET         |
|                                                   | \$             | \$               | \$                | %              | \$               | \$             | \$             | \$             |
| <b>Capital</b>                                    |                |                  |                   |                |                  |                |                |                |
| <b>CAPITAL REVENUE</b>                            |                |                  |                   |                |                  |                |                |                |
| Capital Donations                                 | 0              | 200,000          | -200,000          | -100.00%       | 0                | 0              | 0              | 0              |
| Reserve transfer                                  | 83,887         | 542,776          | -458,889          | -84.54%        | 561,271          | 0              | 0              | 0              |
| <b>Total Capital Revenue and Reserve Transfer</b> | <b>83,887</b>  | <b>742,776</b>   | <b>-658,889</b>   | <b>-88.71%</b> | <b>561,271</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>CAPITAL EXPENSE</b>                            |                |                  |                   |                |                  |                |                |                |
| Major improvements                                | 40,000         | 15,000           | 25,000            | 166.67%        | 28,276           | 0              | 0              | 0              |
| General Equipment                                 | 13,000         | 30,000           | -17,000           | -56.67%        | 159,101          | 0              | 0              | 0              |
| Capital - Equipment Replacements                  | 116,948        | 166,448          | -49,500           | -29.74%        | 0                | 0              | 0              | 0              |
| Capital - IT New                                  | 15,264         | 15,264           | 0                 | 0.00%          | 0                | 0              | 0              | 0              |
| Capital - Prior Yea                               | 105,200        | 126,000          | -20,800           | -16.51%        | 0                | 0              | 0              | 0              |
| Major Buidling project                            | 0              | 1,983,727        | -1,983,727        | -100.00%       | 1,914,401        | 0              | 0              | 0              |
| <b>Total Capital Expense</b>                      | <b>290,412</b> | <b>2,336,439</b> | <b>-2,046,027</b> | <b>-87.57%</b> | <b>2,101,778</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>NET CAPITAL EXPENSE</b>                        | <b>206,525</b> | <b>1,593,663</b> | <b>-1,387,138</b> | <b>-87.04%</b> | <b>1,540,507</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| Other Municipal Contribution                      | -197,480       | -1,588,778       | 1,391,298         | -87.57%        | -1,525,806       | 0              | 0              | 0              |
| <b>County Contribution</b>                        | <b>9,045</b>   | <b>4,885</b>     | <b>4,160</b>      | <b>85.16%</b>  | <b>14,701</b>    | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>Capital Financing</b>                          |                |                  |                   |                |                  |                |                |                |
| County - Transfer to Long-Term Debt               | 975,969        | 918,122          | 57,847            | 6.30%          | 918,122          | 1,037,462      | 1,102,828      | 1,172,313      |
| Debt Charges                                      | 555,381        | 613,228          | -57,847           | -9.43%         | 613,228          | 493,888        | 428,522        | 359,037        |
| City Contribution to LT Debt FMT                  | -712,503       | -712,503         | 0                 | 0.00%          | -712,503         | -712,503       | -712,503       | -712,503       |
| Provincial contribution to redevelopment          | -483,552       | -483,552         | 0                 | 0.00%          | -483,552         | -483,540       | -483,540       | -486,540       |
| Transfer from FRO Reserve                         | -125,000       | -125,000         | 0                 | 0.00%          | -125,000         | -125,000       | -125,000       | -125,000       |
| <b>NET CONTRIBUTION TO DEBENTURE</b>              | <b>210,295</b> | <b>210,295</b>   | <b>0</b>          | <b>0.00%</b>   | <b>210,295</b>   | <b>210,307</b> | <b>210,307</b> | <b>207,307</b> |

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County of Frontenac  
Emergency Management  
2015 DRAFT Budget

|                                                       | 2015         | 2014          | 2014 - 2015    | 2014-2015      | 2014          | 2016          | 2017          | 2018          |
|-------------------------------------------------------|--------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|
|                                                       | DRAFT        | BUDGET        | BUDGET         | BUDGET         | Projected     | PROJECTED     | PROJECTED     | PROJECTED     |
|                                                       | BUDGET       | BUDGET        | VARIANCE       | VARIANCE       | Year End      | BUDGET        | BUDGET        | BUDGET        |
|                                                       | \$           | \$            | \$             | %              | \$            | \$            | \$            | \$            |
| <b>Operating Revenue</b>                              |              |               |                |                |               |               |               |               |
| Taxation and User charges                             | 0            | 0             | 0              | 0.00%          | 2,293         | 0             | 0             | 0             |
| Grants                                                |              |               |                |                |               |               |               |               |
| Other                                                 | 0            | 0             | 0              | 0.00%          | 2,293         | 0             | 0             | 0             |
| Financing                                             |              |               |                |                |               |               |               |               |
| <b>Total</b>                                          | <b>0</b>     | <b>0</b>      | <b>0</b>       | <b>0.00%</b>   | <b>2,293</b>  | <b>0</b>      | <b>0</b>      | <b>0</b>      |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>0</b>     | <b>0</b>      | <b>0</b>       | <b>0.00%</b>   | <b>2,293</b>  | <b>0</b>      | <b>0</b>      | <b>0</b>      |
| <b>Operating Expense</b>                              |              |               |                |                |               |               |               |               |
| Materials                                             | 3,700        | 3,200         | 500            | 15.63%         | 6,688         | 3,774         | 3,849         | 3,926         |
| Contracted Service                                    | 6,200        | 31,400        | -25,200        | -80.25%        | 24,508        | 6,324         | 6,450         | 6,579         |
| <b>Total Operating Expense</b>                        | <b>9,900</b> | <b>34,600</b> | <b>-24,700</b> | <b>-71.39%</b> | <b>31,196</b> | <b>10,098</b> | <b>10,299</b> | <b>10,505</b> |
| <b>Total Operating Expense with Reserve transfers</b> | <b>9,900</b> | <b>34,600</b> | <b>-24,700</b> | <b>-71.39%</b> | <b>31,196</b> | <b>10,098</b> | <b>10,299</b> | <b>10,505</b> |
| NET MUNICIPAL CONTRIBUTION                            | 9,900        | 34,600        | -24,700        | -71.39%        | 28,903        | 10,098        | 10,299        | 10,505        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>9,900</b> | <b>34,600</b> | <b>-24,700</b> | <b>-71.39%</b> | <b>28,903</b> | <b>10,098</b> | <b>10,299</b> | <b>10,505</b> |
| <b>County Contribution</b>                            | <b>9,900</b> | <b>34,600</b> | <b>-24,700</b> | <b>-71.39%</b> | <b>28,903</b> | <b>10,098</b> | <b>10,299</b> | <b>10,505</b> |
| <b>Requisition</b>                                    | <b>9,900</b> | <b>34,600</b> | <b>-24,700</b> | <b>-71.39%</b> | <b>28,903</b> | <b>10,098</b> | <b>10,299</b> | <b>10,505</b> |

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County of Frontenac  
Frontenac Paramedic Service Summary  
2015 DRAFT Budget

|                                                       | 2015              | 2014              | 2014 - 2015     | 2014-2015      | 2014              | 2016              | 2017              | 2018              |
|-------------------------------------------------------|-------------------|-------------------|-----------------|----------------|-------------------|-------------------|-------------------|-------------------|
|                                                       | DRAFT             | BUDGET            | BUDGET          | BUDGET         | Projected         | PROJECTED         | PROJECTED         | PROJECTED         |
|                                                       | BUDGET            | BUDGET            | VARIANCE        | VARIANCE       | Year End          | BUDGET            | BUDGET            | BUDGET            |
|                                                       | \$                | \$                | \$              | %              | \$                | \$                | \$                | \$                |
| <b>Operating Revenue</b>                              |                   |                   |                 |                |                   |                   |                   |                   |
| Taxation and User charges                             | 0                 | 0                 | 0               | 0.00%          | 6,289             | 0                 | 0                 | 0                 |
| Grants                                                | 8,158,005         | 7,750,633         | 407,372         | 5.26%          | 7,795,265         | 7,939,590         | 8,131,490         | 8,328,743         |
| Federal and Provincial                                |                   |                   |                 |                |                   |                   |                   |                   |
| Other                                                 | 0                 | 0                 | 0               | 0.00%          | 5,274             | 0                 | 0                 | 0                 |
| Financing                                             |                   |                   |                 |                |                   |                   |                   |                   |
| Other                                                 | 8,158,005         | 7,750,633         | 407,372         | 5.26%          | 7,806,828         | 7,939,590         | 8,131,490         | 8,328,743         |
| <b>Total</b>                                          | <b>8,158,005</b>  | <b>7,750,633</b>  | <b>407,372</b>  | <b>5.26%</b>   | <b>7,806,828</b>  | <b>7,939,590</b>  | <b>8,131,490</b>  | <b>8,328,743</b>  |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>8,158,005</b>  | <b>7,750,633</b>  | <b>407,372</b>  | <b>5.26%</b>   | <b>7,806,828</b>  | <b>7,939,590</b>  | <b>8,131,490</b>  | <b>8,328,743</b>  |
| <b>Operating Expense</b>                              |                   |                   |                 |                |                   |                   |                   |                   |
| Salaries & benefits                                   | 12,822,823        | 12,438,762        | 384,061         | 3.09%          | 12,512,569        | 13,109,681        | 13,435,122        | 13,769,622        |
| Materials                                             | 922,974           | 909,734           | 13,240          | 1.46%          | 951,862           | 947,283           | 972,233           | 997,840           |
| Contracted Service                                    | 1,423,655         | 1,275,745         | 147,910         | 11.59%         | 1,192,984         | 1,094,258         | 1,126,378         | 1,159,491         |
| Rent and Financing                                    | 224,884           | 218,430           | 6,454           | 2.95%          | 234,088           | 230,888           | 237,053           | 243,382           |
| Depreciation                                          | 640,529           | 679,229           | -38,700         | -5.70%         | 635,467           | 640,529           | 640,529           | 640,529           |
| <b>Total Operating Expense</b>                        | <b>16,034,865</b> | <b>15,521,900</b> | <b>512,965</b>  | <b>3.30%</b>   | <b>15,526,970</b> | <b>16,022,639</b> | <b>16,411,315</b> | <b>16,810,864</b> |
| Reserve Transfers                                     | 641,242           | 628,668           | 12,574          | 2.00%          | 628,668           | 654,067           | 667,148           | 680,491           |
| <b>Total Operating Expense with Reserve transfers</b> | <b>16,676,107</b> | <b>16,150,568</b> | <b>525,539</b>  | <b>3.25%</b>   | <b>16,155,638</b> | <b>16,676,706</b> | <b>17,078,463</b> | <b>17,491,355</b> |
| NET MUNICIPAL CONTRIBUTION                            | 8,518,102         | 8,399,935         | 118,167         | 1.41%          | 8,348,810         | 8,737,116         | 8,946,973         | 9,162,612         |
| less depreciation ( non-cash)                         | 640,529           | 679,229           | -38,700         | -5.70%         | 635,467           | 640,529           | 640,529           | 640,529           |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>7,877,573</b>  | <b>7,720,706</b>  | <b>156,867</b>  | <b>2.03%</b>   | <b>7,713,343</b>  | <b>8,096,587</b>  | <b>8,306,444</b>  | <b>8,522,083</b>  |
| Other Municipal Contribution                          | -6,203,589        | -6,110,445        | -93,144         | 1.52%          | -6,111,798        | -6,361,733        | -6,511,755        | -6,665,549        |
| <b>County Contribution</b>                            | <b>1,673,984</b>  | <b>1,610,261</b>  | <b>63,723</b>   | <b>3.96%</b>   | <b>1,601,545</b>  | <b>1,734,854</b>  | <b>1,794,689</b>  | <b>1,856,534</b>  |
| <b>Total Capital Revenue and Reserve Transfer</b>     | <b>406,373</b>    | <b>880,837</b>    | <b>-474,464</b> | <b>-53.87%</b> | <b>855,421</b>    | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>NET CAPITAL EXPENSE</b>                            | <b>339,800</b>    | <b>0</b>          | <b>339,800</b>  | <b>0.00%</b>   | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| Other Municipal Contribution                          | -329,175          | 0                 | -329,175        | 0.00%          | 0                 | 0                 | 0                 | 0                 |
| <b>County Contribution</b>                            | <b>10,625</b>     | <b>0</b>          | <b>10,625</b>   | <b>0.00%</b>   | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |
| <b>Requisition</b>                                    | <b>1,684,609</b>  | <b>1,610,261</b>  | <b>74,348</b>   | <b>4.62%</b>   | <b>1,601,545</b>  | <b>1,734,854</b>  | <b>1,794,689</b>  | <b>1,856,534</b>  |

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County of Frontenac  
Frontenac Paramedic Service Summary  
2015 DRAFT Budget

|                                                   | 2015<br>DRAFT<br>BUDGET | 2014<br>BUDGET | 2014 - 2015<br>BUDGET<br>VARIANCE | 2014-2015<br>BUDGET<br>VARIANCE<br>% | 2014<br>Projected<br>Year End | 2016<br>PROJECTED<br>BUDGET | 2017<br>PROJECTED<br>BUDGET | 2018<br>PROJECTED<br>BUDGET |
|---------------------------------------------------|-------------------------|----------------|-----------------------------------|--------------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                                   | \$                      | \$             | \$                                | %                                    | \$                            | \$                          | \$                          | \$                          |
| <b>Capital</b>                                    |                         |                |                                   |                                      |                               |                             |                             |                             |
| <b>CAPITAL REVENUE</b>                            |                         |                |                                   |                                      |                               |                             |                             |                             |
| Reserve transfer                                  | 406,373                 | 880,837        | -474,464                          | -53.87%                              | 855,421                       | 0                           | 0                           | 0                           |
| <b>Total Capital Revenue and Reserve Transfer</b> | <b>406,373</b>          | <b>880,837</b> | <b>-474,464</b>                   | <b>-53.87%</b>                       | <b>855,421</b>                | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    |
| <b>CAPITAL EXPENSE</b>                            |                         |                |                                   |                                      |                               |                             |                             |                             |
| General Equipment                                 | 418,000                 | 0              | 418,000                           | 0.00%                                | 0                             | 0                           | 0                           | 0                           |
| Capital - Equipment Replacements                  | 115,995                 | 22,660         | 93,335                            | 411.89%                              | 0                             | 0                           | 0                           | 0                           |
| Capital - IT Replacement                          | 39,178                  | 39,177         | 1                                 | 0.00%                                | 0                             | 0                           | 0                           | 0                           |
| Capital Vehicle Replacement                       | 173,000                 | 369,000        | -196,000                          | -53.12%                              | 429,305                       | 0                           | 0                           | 0                           |
| Major Building project                            | 0                       | 450,000        | -450,000                          | -100.00%                             | 426,116                       | 0                           | 0                           | 0                           |
| <b>Total Capital Expense</b>                      | <b>746,173</b>          | <b>880,837</b> | <b>-134,664</b>                   | <b>-15.29%</b>                       | <b>855,421</b>                | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    |
| <b>NET CAPITAL EXPENSE</b>                        | <b>339,800</b>          | <b>0</b>       | <b>339,800</b>                    | <b>0.00%</b>                         | <b>0</b>                      | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    |
| Other Municipal Contribution                      | -329,175                | 0              | -329,175                          | 0.00%                                | 0                             | 0                           | 0                           | 0                           |
| <b>County Contribution</b>                        | <b>10,625</b>           | <b>0</b>       | <b>10,625</b>                     | <b>0.00%</b>                         | <b>0</b>                      | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    |
| <b>Capital Financing</b>                          |                         |                |                                   |                                      |                               |                             |                             |                             |

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County of Frontenac  
Ferry  
2015 DRAFT Budget

|                                                       | 2015<br>DRAFT<br>BUDGET | 2014<br>BUDGET | 2014 - 2015<br>BUDGET<br>VARIANCE | 2014-2015<br>BUDGET<br>VARIANCE<br>% | 2014<br>Projected<br>Year-End | 2016<br>PROJECTED<br>BUDGET | 2017<br>PROJECTED<br>BUDGET | 2018<br>PROJECTED<br>BUDGET |
|-------------------------------------------------------|-------------------------|----------------|-----------------------------------|--------------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                                       | \$                      | \$             | \$                                | %                                    | \$                            | \$                          | \$                          | \$                          |
| <b>Operating Revenue</b>                              |                         |                |                                   |                                      |                               |                             |                             |                             |
| <b>Taxation and User charges</b>                      |                         |                |                                   |                                      |                               |                             |                             |                             |
| User charges                                          | 199,964                 | 177,287        | 22,677                            | 12.79%                               | 187,533                       | 204,817                     | 206,168                     | 211,340                     |
| <b>Grants</b>                                         |                         |                |                                   |                                      |                               |                             |                             |                             |
| Federal and Provincial                                | 799,627                 | 747,291        | 52,336                            | 7.00%                                | 750,134                       | 819,270                     | 843,079                     | 863,769                     |
| <b>Other</b>                                          |                         |                |                                   |                                      |                               |                             |                             |                             |
| Financing                                             | 999,591                 | 924,578        | 75,013                            | 8.11%                                | 937,667                       | 1,024,087                   | 1,049,247                   | 1,075,109                   |
| <b>Total</b>                                          | 0                       | 9,536          | -9,536                            | -100.00%                             | 0                             | 0                           | 0                           | 0                           |
| Transfer from reserves                                | 999,591                 | 934,114        | 65,477                            | 7.01%                                | 937,667                       | 1,024,087                   | 1,049,247                   | 1,075,109                   |
| <b>Total Operating Revenue and Reserve Transfer</b>   |                         |                |                                   |                                      |                               |                             |                             |                             |
| <b>Operating Expense</b>                              |                         |                |                                   |                                      |                               |                             |                             |                             |
| Salaries & benefits                                   | 917,121                 | 866,144        | 50,977                            | 5.89%                                | 867,908                       | 939,893                     | 963,299                     | 987,359                     |
| Materials                                             | 32,857                  | 31,296         | 1,561                             | 4.99%                                | 34,141                        | 33,514                      | 34,185                      | 34,868                      |
| Contracted Service                                    | 49,613                  | 36,673         | 12,940                            | 35.28%                               | 35,618                        | 50,678                      | 51,768                      | 52,881                      |
| Depreciation                                          | 4,602                   | 4,602          | 0                                 | 0.00%                                | 4,063                         | 4,602                       | 4,602                       | 4,602                       |
| <b>Total Operating Expense</b>                        | 1,004,193               | 938,715        | 65,478                            | 6.98%                                | 941,730                       | 1,028,687                   | 1,053,854                   | 1,079,710                   |
| <b>Total Operating Expense with Reserve transfers</b> | 1,004,193               | 938,715        | 65,478                            | 6.98%                                | 941,730                       | 1,028,687                   | 1,053,854                   | 1,079,710                   |
| NET MUNICIPAL CONTRIBUTION                            | 4,602                   | 4,601          | 1                                 | 0.02%                                | 4,063                         | 4,600                       | 4,607                       | 4,601                       |
| less depreciation ( non-cash)                         | 4,602                   | 4,602          | 0                                 | 0.00%                                | 4,063                         | 4,602                       | 4,602                       | 4,602                       |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | 0                       | -1             | 1                                 | -100.00%                             | 0                             | -2                          | 5                           | -1                          |
| <b>County Contribution</b>                            | 0                       | -1             | 1                                 | -100.00%                             | 0                             | -2                          | 5                           | -1                          |
| <b>Requisition</b>                                    | 0                       | -1             | 1                                 | -100.00%                             | 0                             | -2                          | 5                           | -1                          |

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County of Frontenac  
Health Unit  
2015 DRAFT Budget

|                                                       | 2015           | 2014           | 2014 - 2015   | 2014-2015    | 2014           | 2016           | 2017           | 2018           |
|-------------------------------------------------------|----------------|----------------|---------------|--------------|----------------|----------------|----------------|----------------|
|                                                       | DRAFT          | BUDGET         | BUDGET        | BUDGET       | Projected      | PROJECTED      | PROJECTED      | PROJECTED      |
|                                                       | BUDGET         | BUDGET         | VARIANCE      | VARIANCE     | Year End       | BUDGET         | BUDGET         | BUDGET         |
|                                                       | \$             | \$             | \$            | %            | \$             | \$             | \$             | \$             |
| <b>Operating Revenue</b>                              |                |                |               |              |                |                |                |                |
| Taxation and User charges                             |                |                |               |              |                |                |                |                |
| Grants                                                |                |                |               |              |                |                |                |                |
| Other                                                 |                |                |               |              |                |                |                |                |
| Financing                                             |                |                |               |              |                |                |                |                |
| <b>Operating Expense</b>                              |                |                |               |              |                |                |                |                |
| Contracted Service                                    | 717,838        | 703,517        | 14,321        | 2.04%        | 703,517        | 732,195        | 746,839        | 761,775        |
| <b>Total Operating Expense</b>                        | <b>717,838</b> | <b>703,517</b> | <b>14,321</b> | <b>2.04%</b> | <b>703,517</b> | <b>732,195</b> | <b>746,839</b> | <b>761,775</b> |
| <b>Total Operating Expense with Reserve transfers</b> | <b>717,838</b> | <b>703,517</b> | <b>14,321</b> | <b>2.04%</b> | <b>703,517</b> | <b>732,195</b> | <b>746,839</b> | <b>761,775</b> |
| NET MUNICIPAL CONTRIBUTION                            | 717,838        | 703,517        | 14,321        | 2.04%        | 703,517        | 732,195        | 746,839        | 761,775        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>717,838</b> | <b>703,517</b> | <b>14,321</b> | <b>2.04%</b> | <b>703,517</b> | <b>732,195</b> | <b>746,839</b> | <b>761,775</b> |
| <b>County Contribution</b>                            | <b>717,838</b> | <b>703,517</b> | <b>14,321</b> | <b>2.04%</b> | <b>703,517</b> | <b>732,195</b> | <b>746,839</b> | <b>761,775</b> |
| <b>Requisition</b>                                    | <b>717,838</b> | <b>703,517</b> | <b>14,321</b> | <b>2.04%</b> | <b>703,517</b> | <b>732,195</b> | <b>746,839</b> | <b>761,775</b> |

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County of Frontenac  
Social Housing  
2015 DRAFT Budget

|                                                       | 2015<br>DRAFT<br>BUDGET<br>\$ | 2014<br>BUDGET<br>\$ | 2014 - 2015<br>BUDGET<br>VARIANCE<br>\$ | 2014-2015<br>BUDGET<br>VARIANCE<br>% | 2014<br>Projected<br>Year End<br>\$ | 2016<br>PROJECTED<br>BUDGET<br>\$ | 2017<br>PROJECTED<br>BUDGET<br>\$ | 2018<br>PROJECTED<br>BUDGET<br>\$ |
|-------------------------------------------------------|-------------------------------|----------------------|-----------------------------------------|--------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Operating Revenue                                     |                               |                      |                                         |                                      |                                     |                                   |                                   |                                   |
| Taxation and User charges                             |                               |                      |                                         |                                      |                                     |                                   |                                   |                                   |
| Grants                                                |                               |                      |                                         |                                      |                                     |                                   |                                   |                                   |
| Other                                                 |                               |                      |                                         |                                      |                                     |                                   |                                   |                                   |
| Financing                                             |                               |                      |                                         |                                      |                                     |                                   |                                   |                                   |
| Transfer from reserves                                | 126,500                       | 102,500              | 24,000                                  | 23.41%                               | 102,500                             | 0                                 | 0                                 | 0                                 |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>126,500</b>                | <b>102,500</b>       | <b>24,000</b>                           | <b>23.41%</b>                        | <b>102,500</b>                      | <b>0</b>                          | <b>0</b>                          | <b>0</b>                          |
| Operating Expense                                     |                               |                      |                                         |                                      |                                     |                                   |                                   |                                   |
| Contracted Service                                    | 827,025                       | 826,086              | 939                                     | 0.11%                                | 826,086                             | 716,812                           | 740,177                           | 764,593                           |
| <b>Total Operating Expense</b>                        | <b>827,025</b>                | <b>826,086</b>       | <b>939</b>                              | <b>0.11%</b>                         | <b>826,086</b>                      | <b>716,812</b>                    | <b>740,177</b>                    | <b>764,593</b>                    |
| Reserve Transfers                                     | 25,000                        | 25,000               | 0                                       | 0.00%                                | 25,000                              | 25,000                            | 25,000                            | 25,000                            |
| <b>Total Operating Expense with Reserve transfers</b> | <b>852,025</b>                | <b>851,086</b>       | <b>939</b>                              | <b>0.11%</b>                         | <b>851,086</b>                      | <b>741,812</b>                    | <b>765,177</b>                    | <b>789,593</b>                    |
| NET MUNICIPAL CONTRIBUTION                            | 725,525                       | 748,586              | -23,061                                 | -3.08%                               | 748,586                             | 741,812                           | 765,177                           | 789,593                           |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>725,525</b>                | <b>748,586</b>       | <b>-23,061</b>                          | <b>-3.08%</b>                        | <b>748,586</b>                      | <b>741,812</b>                    | <b>765,177</b>                    | <b>789,593</b>                    |
| County Contribution                                   | 725,525                       | 748,586              | -23,061                                 | -3.08%                               | 748,586                             | 741,812                           | 765,177                           | 789,593                           |
| Requisition                                           | 725,525                       | 748,586              | -23,061                                 | -3.08%                               | 748,586                             | 741,812                           | 765,177                           | 789,593                           |

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County of Frontenac  
Ontario Works, Child Care  
2015 DRAFT Budget

|                                                       | 2015             | 2014             | 2014 - 2015   | 2014-2015    | 2014             | 2016             | 2017             | 2018             |
|-------------------------------------------------------|------------------|------------------|---------------|--------------|------------------|------------------|------------------|------------------|
|                                                       | DRAFT            | BUDGET           | BUDGET        | BUDGET       | Projected        | PROJECTED        | PROJECTED        | PROJECTED        |
|                                                       | BUDGET           | BUDGET           | VARIANCE      | VARIANCE     | Year End         | BUDGET           | BUDGET           | BUDGET           |
|                                                       | \$               | \$               | \$            | %            | \$               | \$               | \$               | \$               |
| <b>Operating Revenue</b>                              |                  |                  |               |              |                  |                  |                  |                  |
| <b>Taxation and User charges</b>                      |                  |                  |               |              |                  |                  |                  |                  |
| <b>Grants</b>                                         |                  |                  |               |              |                  |                  |                  |                  |
| <b>Other</b>                                          |                  |                  |               |              |                  |                  |                  |                  |
| <b>Financing</b>                                      |                  |                  |               |              |                  |                  |                  |                  |
| <b>Operating Expense</b>                              |                  |                  |               |              |                  |                  |                  |                  |
| Contracted Service                                    | 1,223,320        | 1,187,375        | 35,945        | 3.03%        | 1,187,375        | 1,240,996        | 1,231,509        | 1,220,846        |
| <b>Total Operating Expense</b>                        | <b>1,223,320</b> | <b>1,187,375</b> | <b>35,945</b> | <b>3.03%</b> | <b>1,187,375</b> | <b>1,240,996</b> | <b>1,231,509</b> | <b>1,220,846</b> |
| Reserve Transfers                                     | 0                | 23,430           | -23,430       | -100.00%     | 23,430           | 0                | 0                | 0                |
| <b>Total Operating Expense with Reserve transfers</b> | <b>1,223,320</b> | <b>1,210,805</b> | <b>12,515</b> | <b>1.03%</b> | <b>1,210,805</b> | <b>1,240,996</b> | <b>1,231,509</b> | <b>1,220,846</b> |
| NET MUNICIPAL CONTRIBUTION                            | 1,223,320        | 1,210,805        | 12,515        | 1.03%        | 1,210,805        | 1,240,996        | 1,231,509        | 1,220,846        |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>1,223,320</b> | <b>1,210,805</b> | <b>12,515</b> | <b>1.03%</b> | <b>1,210,805</b> | <b>1,240,996</b> | <b>1,231,509</b> | <b>1,220,846</b> |
| <b>County Contribution</b>                            | <b>1,223,320</b> | <b>1,210,805</b> | <b>12,515</b> | <b>1.03%</b> | <b>1,210,805</b> | <b>1,240,996</b> | <b>1,231,509</b> | <b>1,220,846</b> |
| <b>Requisition</b>                                    | <b>1,223,320</b> | <b>1,210,805</b> | <b>12,515</b> | <b>1.03%</b> | <b>1,210,805</b> | <b>1,240,996</b> | <b>1,231,509</b> | <b>1,220,846</b> |

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County of Frontenac  
Library  
2015 DRAFT Budget

|                                                       | 2015<br>DRAFT<br>BUDGET | 2014<br>BUDGET | 2014 - 2015<br>BUDGET<br>VARIANCE | 2014-2015<br>BUDGET<br>VARIANCE | 2014<br>Projected<br>Year/End | 2016<br>PROJECTED<br>BUDGET | 2017<br>PROJECTED<br>BUDGET | 2018<br>PROJECTED<br>BUDGET |
|-------------------------------------------------------|-------------------------|----------------|-----------------------------------|---------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                                       | \$                      | \$             | \$                                | %                               | \$                            | \$                          | \$                          | \$                          |
| <b>Operating Revenue</b>                              |                         |                |                                   |                                 |                               |                             |                             |                             |
| Taxation and User charges                             | 15,600                  | 82,009         | -66,409                           | -80.98%                         | 82,009                        | 40,300                      | 9,750                       | 9,750                       |
| Grants                                                | 15,600                  | 82,009         | -66,409                           | -80.98%                         | 82,009                        | 40,300                      | 9,750                       | 9,750                       |
| Other                                                 |                         |                |                                   |                                 |                               |                             |                             |                             |
| Financing                                             |                         |                |                                   |                                 |                               |                             |                             |                             |
| Transfer from reserves                                |                         |                |                                   |                                 |                               |                             |                             |                             |
| <b>Total Operating Revenue and Reserve Transfer</b>   |                         |                |                                   |                                 |                               |                             |                             |                             |
|                                                       | 15,600                  | 82,009         | -66,409                           | -80.98%                         | 82,009                        | 40,300                      | 9,750                       | 9,750                       |
| <b>Operating Expense</b>                              |                         |                |                                   |                                 |                               |                             |                             |                             |
| Contracted Service                                    | 788,057                 | 835,397        | -47,340                           | -5.67%                          | 835,397                       | 831,463                     | 820,072                     | 839,895                     |
| Depreciation                                          | 42,716                  | 42,716         | 0                                 | 0.00%                           | 42,716                        | 42,716                      | 42,716                      | 42,716                      |
| <b>Total Operating Expense</b>                        | 830,773                 | 878,113        | -47,340                           | -5.39%                          | 878,113                       | 874,179                     | 862,788                     | 882,411                     |
| Reserve Transfers                                     | 31,000                  | 31,000         | 0                                 | 0.00%                           | 31,000                        | 31,000                      | 31,000                      | 31,000                      |
| <b>Total Operating Expense with Reserve transfers</b> | 861,773                 | 909,113        | -47,340                           | -5.21%                          | 909,113                       | 905,179                     | 893,788                     | 913,411                     |
| NET MUNICIPAL CONTRIBUTION                            | 846,173                 | 827,104        | 19,069                            | 2.31%                           | 827,104                       | 864,879                     | 884,038                     | 903,661                     |
| less depreciation ( non-cash)                         | 42,716                  | 42,716         | 0                                 | 0.00%                           | 42,716                        | 42,716                      | 42,716                      | 42,716                      |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | 803,457                 | 784,388        | 19,069                            | 2.43%                           | 784,388                       | 822,163                     | 841,322                     | 860,945                     |
| <b>County Contribution</b>                            | 803,457                 | 784,388        | 19,069                            | 2.43%                           | 784,388                       | 822,163                     | 841,322                     | 860,945                     |
| <b>Requisition</b>                                    | 803,457                 | 784,388        | 19,069                            | 2.43%                           | 784,388                       | 822,163                     | 841,322                     | 860,945                     |

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County of Frontenac  
Transfers to Lower Tiers and Other Agencies  
2015 DRAFT Budget

|                                                       | 2015<br>DRAFT<br>BUDGET | 2014<br>BUDGET | 2014 - 2015<br>BUDGET<br>VARIANCE | 2014-2015<br>BUDGET<br>VARIANCE | 2014<br>Projected<br>Year End | 2016<br>PROJECTED<br>BUDGET | 2017<br>PROJECTED<br>BUDGET | 2018<br>PROJECTED<br>BUDGET |
|-------------------------------------------------------|-------------------------|----------------|-----------------------------------|---------------------------------|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                                       | \$                      | \$             | \$                                | %                               | \$                            | \$                          | \$                          | \$                          |
| <b>Operating Revenue</b>                              |                         |                |                                   |                                 |                               |                             |                             |                             |
| <b>Taxation and User charges</b>                      |                         |                |                                   |                                 |                               |                             |                             |                             |
| <b>Grants</b>                                         |                         |                |                                   |                                 |                               |                             |                             |                             |
| <b>Other</b>                                          |                         |                |                                   |                                 |                               |                             |                             |                             |
| Financing                                             | 300                     | 300            | 0                                 | 0.00%                           | 300                           | 0                           | 0                           | 0                           |
| Other                                                 | 300                     | 300            | 0                                 | 0.00%                           | 300                           | 0                           | 0                           | 0                           |
| <b>Total</b>                                          | <b>763,699</b>          | <b>763,699</b> | <b>0</b>                          | <b>0.00%</b>                    | <b>763,699</b>                | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    |
| Transfer from Obligatory reserve                      | 763,699                 | 763,699        | 0                                 | 0.00%                           | 763,699                       | 0                           | 0                           | 0                           |
| <b>Total Operating Revenue and Reserve Transfer</b>   | <b>763,999</b>          | <b>763,999</b> | <b>0</b>                          | <b>0.00%</b>                    | <b>763,999</b>                | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    |
| <b>Operating Expense</b>                              |                         |                |                                   |                                 |                               |                             |                             |                             |
| Materials                                             | 763,699                 | 763,699        | 0                                 | 0.00%                           | 763,699                       | 0                           | 0                           | 0                           |
| External Transfers                                    | 150,300                 | 150,300        | 0                                 | 0.00%                           | 150,300                       | 150,000                     | 150,000                     | 150,000                     |
| Other                                                 | 0                       | 0              | 0                                 | 0.00%                           | 100                           | 0                           | 0                           | 0                           |
| <b>Total Operating Expense</b>                        | <b>913,999</b>          | <b>913,999</b> | <b>0</b>                          | <b>0.00%</b>                    | <b>914,099</b>                | <b>150,000</b>              | <b>150,000</b>              | <b>150,000</b>              |
| <b>Total Operating Expense with Reserve transfers</b> | <b>913,999</b>          | <b>913,999</b> | <b>0</b>                          | <b>0.00%</b>                    | <b>914,099</b>                | <b>150,000</b>              | <b>150,000</b>              | <b>150,000</b>              |
| NET MUNICIPAL CONTRIBUTION                            | 150,000                 | 150,000        | 0                                 | 0.00%                           | 150,100                       | 150,000                     | 150,000                     | 150,000                     |
| <b>NET MUNICIPAL CONTRIBUTION less depreciation</b>   | <b>150,000</b>          | <b>150,000</b> | <b>0</b>                          | <b>0.00%</b>                    | <b>150,100</b>                | <b>150,000</b>              | <b>150,000</b>              | <b>150,000</b>              |
| <b>County Contribution</b>                            | <b>150,000</b>          | <b>150,000</b> | <b>0</b>                          | <b>0.00%</b>                    | <b>150,100</b>                | <b>150,000</b>              | <b>150,000</b>              | <b>150,000</b>              |
| <b>Requisition</b>                                    | <b>150,000</b>          | <b>150,000</b> | <b>0</b>                          | <b>0.00%</b>                    | <b>150,100</b>                | <b>150,000</b>              | <b>150,000</b>              | <b>150,000</b>              |

02/06/15

**BY-LAW NO. 2015-0011**

**OF**

**THE CORPORATION OF THE COUNTY OF FRONTENAC**

being a by-law to confirm all actions and proceedings of County Council  
on February 18, 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 February 18, 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 February 18, 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 February 18, 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 18<sup>th</sup> day of February 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 18<sup>th</sup> day of February 2015.

**The Corporation of the County of Frontenac**

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

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

\_\_\_\_\_  
By-law No. 2015-0011–To Confirm all Actions and Proceedings of County Council on February 18, 2015  
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