



**County Council Meeting May 20, 2015 - 9:00 a.m.
Soldiers Memorial Hall, 1107 Garrett St, Sharbot Lake
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) **RESOLVED THAT** Council resolve itself into Committee of the Whole closed meeting as authorized under Section 239 of The Municipal Act, to consider:

a) Adoption of Closed Minutes of Meeting held April 15, 2015

b) Labour Relations and Employee Negotiations – as it relates to the Labour Relations Strategy for Negotiations with CUPE 2290

b) **RESOLVED THAT** Council rise from Committee of the Whole closed session without reporting.

3. COUNTY OF FRONTENAC 150TH ANNIVERSARY

a) Greetings From Central Frontenac

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

4. ADOPTION OF AGENDA

a) **RESOLVED THAT** the agenda for the May 20, 2015 meeting of the Council of the County of Frontenac be approved.

5. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

6. ADOPTION OF MINUTES

a) Minutes of Meeting held April 15, 2015

RESOLVED THAT the minutes of the regular Council meeting held April

9 - 24

15, 2015 be adopted.

7. DEPUTATIONS AND/OR PRESENTATIONS

8. PROCLAMATIONS

9. MOVE INTO COMMITTEE OF THE WHOLE

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

10. BRIEFINGS

- 25 - 46 a) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.
- 47 - 55 b) **Ms. Anne Marie Young**, Manager of Economic Development, will provide County Council with a briefing on the Frontenac K&P Trail Development.

11. UNFINISHED BUSINESS

12. RECOMMEND REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

- 56 - 64 a) **2015-052**
Corporate Services
Reserve Fund Policy
Recommendation:

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

AND WHEREAS reserve and reserve funds are an integral part of a long range financial strategy;

NOW THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac accepts this Corporate Services – Reserve and Reserve Fund Policy report;

AND FURTHER THAT the Council of the County of Frontenac adopt the Reserve and Reserve fund policy as presented in Appendix A.

AND FURHTER THAT the Council of the County of Frontenac adopt the Reserve and Reserve fund allocations as presented in Appendix B.

- 65 - 67 b) **2015-055**

**Planning and Economic Development
Planning and Economic Development Vehicle**

Recommendation:

RESOLVED THAT the Council of the County of Frontenac accept the Planning and Economic Development – Planning and Economic Development Vehicle report;

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

13. INFORMATION REPORTS FROM THE CHIEF ADMINISTRATIVE OFFICER

68 - 84

- a) 2015-041
Emergency and Transportation Services
2014 Year in Review

85 - 109

- b) 2015-053
Fairmount Home
2015 1st Quarter Activity Report

110 - 114

- c) 2015-056
Corporate Services
2015 1st Quarter Financial Summary

115 - 118

- d) 2015-057
Corporate Services
Monthly Absenteeism Report Card – April

14. REPORTS FROM COUNCIL LIAISON APPOINTEES

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

15. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

- a) Kingston Frontenac Library Board Update - Councillor Vandewal


Kingston Frontenac Public Library 2014 Annual Report
[Distributed to Members of County Council April 24, 2015]

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

KFL&A Board of Health March 25 2015 meeting minutes

[Distributed to Members of County Council April 24, 2015]

KFL&A Board of Health, April 22 2015 meeting agenda
[Distributed to Members of County Council April 24, 2015]

- c) RULAC, LSR and Other Updates
- d) Algonquin Land Claim Update - Councillor Inglis
- e) Frontenac County Youth Justice Advisory Committee Update - Councillor Nossal
- f) Housing and Homelessness Committee Update - Deputy Warden Smith
 Housing and Homelessness Services System Implementation
[Distributed to Members of County Council May 19, 2015]
- g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall
- h) Eastern Ontario Warden's Caucus Update - Warden & CAO

16. REPORTS FROM ADVISORY COMMITTEES OF COUNTY COUNCIL

17. DEFERRED REPORTS

119 - 205

- a) **2015-048**
Planning & Economic Development
Economic Development Implementation Plan Update
Recommendation

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

AND WHEREAS, the County held a series of meetings on March 4th and 5th 2015 to develop an economic development charter and focus our efforts in order to maximize impact;

AND WHEREAS, the results of the economic development charter included:

Three activities:

- Trips and Trails
- Local Food and Beverage
- Recreation Lifestyle; and

Two demographic targets:

- Seniors

- Families and Youth

AND WHEREAS, developing partnerships and community engagement are integral to the economic development process;

NOW THEREFORE BE IT RESOLVED THAT Council approve in principle the economic development charter and direct staff to work with the volunteers identified at the March 4th and 5th event to develop implementation plans, including partnership frameworks, timelines and performance measures for consideration by County Council in September 2015.

18. RETURN TO COUNCIL

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

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

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

20. MOTIONS, NOTICE OF WHICH HAS BEEN GIVEN

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

Moved by: Councillor Higgins

Seconded by: Deputy Warden Smith

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

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

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

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

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

WHEREAS waste is a valuable resource; and,

WHEREAS producer responsibility would provide considerable savings to Frontenac County residents and grow the local economy as producers innovate to reduce waste, develop more easily recyclable packaging and work with municipalities on better ways to collect and process it; and,

WHEREAS increased recycling and reclamation could add 13,000 good, high-quality jobs in Ontario and contribute more than \$1.5 billion every year to Ontario's economy:

THEREFORE BE IT RESOLVED THAT the Corporation of the County of Frontenac calls on the Ontario Government to introduce legislation to replace the Waste Diversion Act with a system based on full Producer Responsibility, ensuring that producers are responsible for 100% of the end-of-life costs of designated waste, and that producers need to work with the municipal sector on those Producer Responsibility programs that affect the municipal integrated waste management system so that municipalities are fairly compensated for services provided to manage designated waste that enters the municipal system.

21. GIVING NOTICE OF MOTION

22. COMMUNICATIONS

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

- a) From Anita Frayne, Huron Perth Landowners Association, regarding press release regarding the K2 Wind Ontario Inc. Agreement with Ashfield-Colborne-Wawanosh
[Distributed to Members of County Council April 27, 2015]
- b) From the Kingston Frontenac Housing Corporation providing its agenda and previous meeting minute
[Distributed to Members of County Council April 27, 2015]
- c) Invitation from KFL&A Public Health to attend the Bud Clayton Memorial Garden Dedication Ceremony
[Distributed to Members of County Council April 27, 2015]
- d) Memorandum from Jannette Amini, Manager of Legislative Services/Clerk providing the FPS Morale Committee Survey
[Distributed to Members of County Council April 27, 2015]

- e) From John Bolognone, City Clerk, advising of City of Kingston Council Resolution regarding its 2015 budget.
[Distributed to Members of County Council May 1, 2015]
- f) From the Minister of Seniors Affairs regarding Senior's Month
[Distributed to Members of County Council May 1, 2015]
- g) From SkyPower providing Notice of Proposal to Engage in a Renewable Energy Project
[Distributed to Members of County Council May 15, 2015]
- h) From the Children and Youth Services Planning Committee regarding invitation to the 2015 Planning for Action
[Distributed to Members of County Council May 15, 2015]
- i) From the Kingston Frontenac Housing Corporation providing Minutes and Reports of Meeting held March 30, 2015
[Distributed to Members of County Council May 15, 2015]
- j) From the Ministry of Natural Resources seeking nominations for its Local Citizens Committee
[Distributed to Members of County Council May 15, 2015]
- k) From the Ministry of Transportation providing its report on Winter Highway Maintenance
[Distributed to Members of County Council May 15, 2015]
- l) From Lynn Wilson, South East Local Health Integration Network (SELHIN) regarding the lack of rural Community Engagement Sessions for its 4th Integrated Health Services Plan (IHSP4) and on hospital services in our region.
[Distributed to Members of County Council May 19, 2015]

23. OTHER BUSINESS

24. PUBLIC QUESTION PERIOD

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

- a) First and Second Reading
RESOLVED THAT leave be given the mover to introduce by-laws a) through c) that have been circulated to all Members of County Council and that by-laws a) through c) be read a first and second time.
- b) Third Reading
RESOLVED THAT by-laws a) through c) be read a third time, signed, sealed and finally passed.

By-Laws

Page

- 206** a) A By-law to authorize the execution of an Agreement with the Canadian Union of Public Employees, Local 109 – Ferry Operators
[Proposed No. 2015-0023]
- 207** b) A By-Law to Adopt a Reserve Fund Policy
[Proposed No. 2015-0024]
- 208 - 209** c) A By-law to Confirm the Proceedings of County Council
[Proposed No. 2015-0025]

26. ADJOURNMENT

AND WHEREAS property taxation at Current Value Assessment (CVA) is considered fair and equitable;

AND WHEREAS the property taxation at CVA has been the goal since its implementation in 1998;

AND WHEREAS property tax decreases continue to fund the claw-back resulting from capped properties;

AND WHEREAS under the Municipal Act S.O. 2001, Chapter 25 as amended (the Act), Subsection 329.1 (1), upper tier and single tier municipalities have the opportunity to select from prescribed options the calculation of the amount of taxes for municipal and school purposes payable in respect of property in the commercial class, industrial class or multi-residential property class for 2005 or a subsequent taxation year;

AND WHEREAS County Council has reviewed the provisions of Section 329.1(1) of the Act and hereby deems it necessary and appropriate to adopt optional tools for the purpose of providing minimum amounts for properties subject to the provisions of Section 331 for the Commercial, Industrial and Multi-residential property classes;

NOW THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac accepts this Financial Services – 2015 Property Tax Capping report;

AND FURTHER THAT the Council of the County of Frontenac adopt a bylaw setting the 2015 capping adjustment at 10% of the previous year's annualized tax or 5% of CVA tax, whichever is greater and a threshold of \$250 for increasing and decreasing properties for properties in the Commercial, Industrial and Multi-residential Classes to which Part IX of the Act applies;

AND FURTHER THAT properties that were at CVA tax in 2014 are excluded from the capping and claw-back calculation in 2015;

AND FURTHER THAT properties that would move from being capped in 2014 to being clawed back in 2015 or from being clawed back in 2014 to being capped in 2015 as a result of the changes to the CVA tax caused by the 2015 reassessment be excluded;

AND FURTHER THAT for all properties that become eligible within the meaning of subsection 331(20) of the Act, the taxes for municipal and school purposes for the year or portion of the year shall be the greater of:

- a) the amount of the taxes determined for the property for 2015 under subsection 331(2), and
- b) the amount of the uncapped taxes for the property multiplied by one hundred per cent (100%) where "uncapped taxes" means the taxes for municipal and school purposes that would have been imposed for the taxation year but for the application of the cap.

CARRIED

- b) 2014-047
Corporate Services
Interest Arbitration Award - CUPE 2290**

14. REPORTS FROM COUNCIL LIAISON APPOINTEES

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

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

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

Councillor Inglis provided an overview of Fairmount Home liaison activities since the last Council meeting.

- c) Corporate Services - Councillor Dewey**

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

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

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

15. REPORTS FROM EXTERNAL BOARDS AND COMMITTEES

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

Kingston Frontenac Public Library - Minutes of Meeting No. 2015-02 held February 25, 2015.
[Distributed to Members of County Council March 27, 2015]

Councillor Vandewal offered no new report.

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

KFL&A Board of Health March 25, 2015 meeting agenda
[Distributed to Members of County Council March 20, 2015]

KFL&A Board of Health Minutes of Meeting held February 25, 2015
[Distributed to Members of County Council March 27, 2015]

[Distributed to Members of County Council March 20, 2015]

- c) Resolution from the Township of North Frontenac thanking Joe Gallivan for his assistance with its Official Plan
[Distributed to Members of County Council March 20, 2015]
- d) From Ernie Hardemann, MPP, Oxford regarding the introduction of the Housing Services Corporation Accountability Act
[Distributed to Members of County Council March 20, 2015]
- e) Thank you letter from Arthur Potts, Parliamentary Assistant, Ministry of Agriculture and Rural Affairs
[Distributed to Members of County Council March 20, 2015]
- f) Unconfirmed Sustainability Advisory Committee Minutes of Meeting held March 9, 2015
[Distributed to Members of County Council March 20, 2015]
- g) From Kingston Frontenac Public Library advising of the new Chair and Vice Chair of the Board
[Distributed to Members of County Council March 27, 2015]
- h) From Anita Frayne, Secretary-Treasurer, SWEAR requesting Council to financially support the Charter Challenge of Ontario's wind turbine approval process.
[Distributed to Members of County Council March 27, 2015]
- i) Unconfirmed Frontenac Accessibility Advisory Committee Minutes of Meeting held March 16, 2015.
[Distributed to Members of County Council March 27, 2015]
- j) From Jannette Amini providing copy of letter sent to the Township of Frontenac Islands advising of resolution of the Seniors Housing Task Force regarding the SHS Consulting Business Plan for Seniors Housing
[Distributed to Members of County Council April 10, 2015]



Administrative Report

May 20, 2015

Subject to Change

Frontenac
COUNTY of

Report 2015-05

AGENDA ITEM #a)

Meetings

- AMCTO (CAO and Clerk) re Bill 8 – April 16th
- Sustainability Advisory Committee Meeting – April 17th
- City of Kingston – April 21st
- EORN Records Management Meeting – April 27th
- Sustainability Breakfast – May 8th
- Trails Advisory Committee Meeting – May 11th
- Private Roads Meeting – May 13th
- Accessible document training – May 14th
- Frontenac CAO meeting – May 15th



Legislative Update

- The Public Sector and MPP Accountability and Transparency Act, 2014
- Regulations still pending – perhaps late 2015 for municipalities



Legislative Update

- Power of the Ombudsman:
- Robust investigation powers
- Non-cooperation is an offence
- Has discretion not to investigate
- Can investigate without a complaint
- Last resort
- Greatest Power: Moral suasion



Legislative Update

- Establishes a Patient Ombudsman – applies to Long Term Care
- Amends MFIPPA to ensure that corporate records are maintained and accessible
- Individuals can now be fined (up to \$5K) for the “wilful concealment, alteration or destruction of corporate records”



Legislative Update

- Provincial Ombudsman:
 - Remains the default closed meeting investigator
 - Default Ombudsman if a municipality does not appoint its own Ombudsman
 - Ability to conduct systemic investigation even if a municipality has an Ombudsman
 - May investigate “any decision, recommendation, act or omission on the course of the administration of a public sector body”



Legislative Update

- Provincial Ombudsman:
 - Not empowered to investigate decisions recommendation, act or omissions:
 - Where there is a right of appeal or objection, or right to apply for a hearing or review by a tribunal or court until this right has been exercised
 - Of any legal adviser of person acting as legal counsel



Legislative Update

- Prior to an investigation the Ombudsman:
 - Must inform the head of the institution
 - Must give the institution an opportunity to make representation re adverse impact on the institution
- Draft report must be considered in Closed Session
- Final report will be public



Legislative Update

- If a municipality appoints their own Ombudsman the Provincial Ombudsman may conduct an investigation if:
 - A complaint was made to the municipal ombudsman and s/he refused to investigate, or has concluded their investigation; or
 - The timing for bringing a complaint to a municipal ombudsman has expired



Legislative Update

- Recommendations for Moving Forward:
- Develop a complaints procedure process and tracking mechanism
- Ensure your “ethical culture” is engrained and up to scrutiny – see Bellamy Report
- Review (or create) your Transparency and Accountability policies



Legislative Update

1. Staff Code of Conduct
2. Council Code of Conduct
3. Complaints process/appeals process
4. Integrity Officers
5. Lobbyist Registry (or Procurement By-laws) ensure separation of political/administrative processes)



Legislative Update

6. Transparency & Accountability Policy
7. Delegation of Powers Policy/By-law
8. Records Management Policy
9. Routine & proactive disclosure (e.g., expenses)
10. Procedure By-law Update (in particular Closed Meetings)



Legislative Update

- Our To Do List:
- Improved document management
- Develop a complaints process and tracking system
- Policy review
- Decision: Own Ombudsman? Or Provincial Ombudsman?



Examples

- Village of Casselman – Lunch with Developers
 - [https://ombudsman.on.ca/Resources/Reports/Village-of-Casselma-2\).aspx](https://ombudsman.on.ca/Resources/Reports/Village-of-Casselma-2).aspx)
- Township of Nipissing – Serial Telephone Conversations
 - <https://ombudsman.on.ca/Files/Sitemedia/Documents/Resources/Reports/Municipal/nipissingfinaleng.pdf>
- Township of Killarney – Gathering at the Wharf
 - [https://ombudsman.on.ca/Resources/Reports/Municipality-of-Killarney-\(1\).aspx](https://ombudsman.on.ca/Resources/Reports/Municipality-of-Killarney-(1).aspx)
- Town of Leamington – Emails to a Citizen
 - <https://ombudsman.on.ca/Files/sitemedia/Images/Reports/Leamington-Jan-16-2013.pdf>



Legislative Update

- Consultations beginning re review of Municipal Elections Act. Issues include:
 - Ranked ballot
 - Campaign finance
 - Third party advertising
 - Enforcement
 - Campaign period
 - Voters list



Legislative Update

- Bill 31, the Transportation Statute Law Amendment Act (Making Ontario's Roads Safer) has passed through the Standing Committee on General Government and will now be presented for a third and final reading. The bill provides municipalities with stronger tools to collect unpaid POA offences



AMO Update

- Consultations beginning regarding long-term fiscal sustainability
- Report to come this fall
- Participate in the survey at <http://whatsnextontario.amo.on.ca/>



EOWC Update

- Full meeting – April 21
- Full meeting – Renfrew County – June 24-25
- EORN Cell Gap Funding – Ongoing
- Economic Development Strategy – Application for Funding to RED program submitted
- Joint procurement draft constitution approved
- Continue to lobby for joint and several liability reform



Fairmount

- Introduction of Steven Silver



Economic Development Update

- Received \$35K grant for Age Friendly Community Plan
- Thank you Anne Marie and Peter

Meeting Schedule

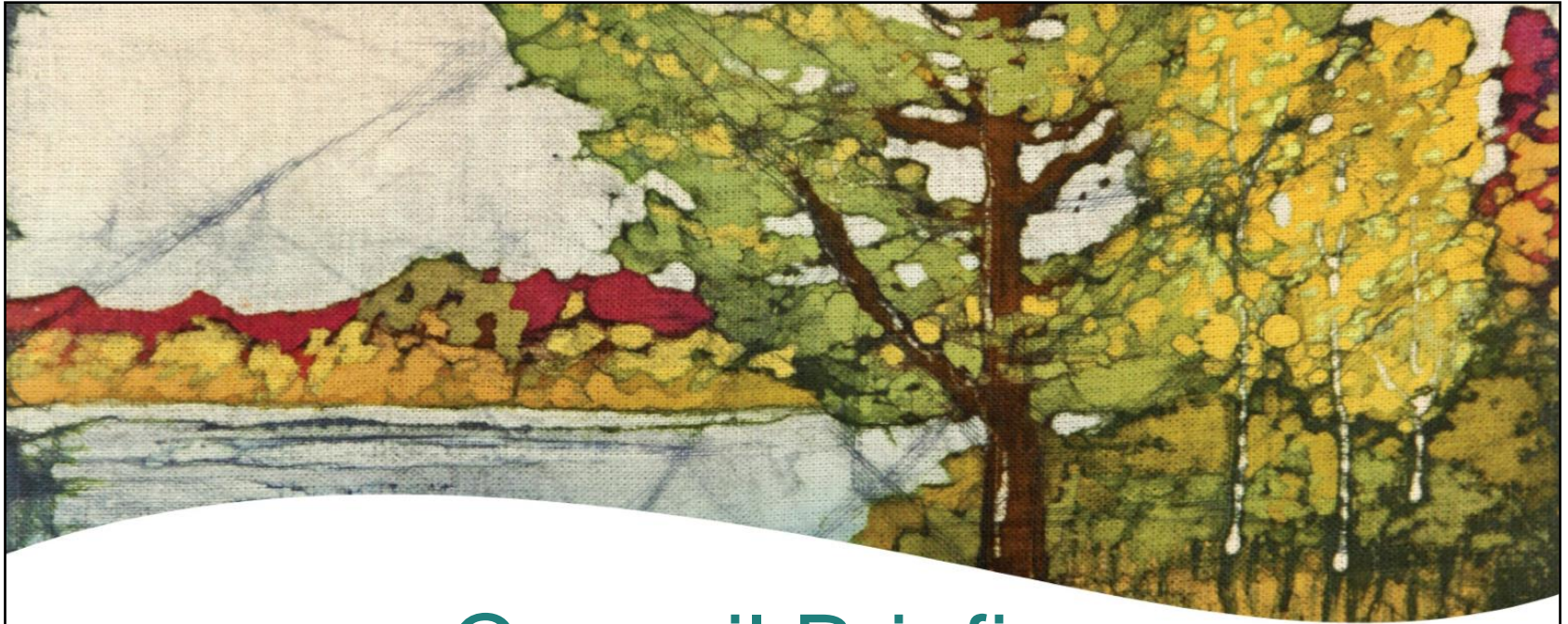
- Joint Council AODA/Harassment Training on May 27th
- KFLA Bench dedication for Bud Clayton – May 27th
- Private Roads Study RFP Closes – June 2nd
- Emergency Management Exercise – June 4th
- Frontenac CAOs Meeting – June 5th
- Ec Dev Implementation – June 9th and 11th (TENTATIVE)
- Accessibility Advisory Committee Meeting – June 15th at County office



Activity

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



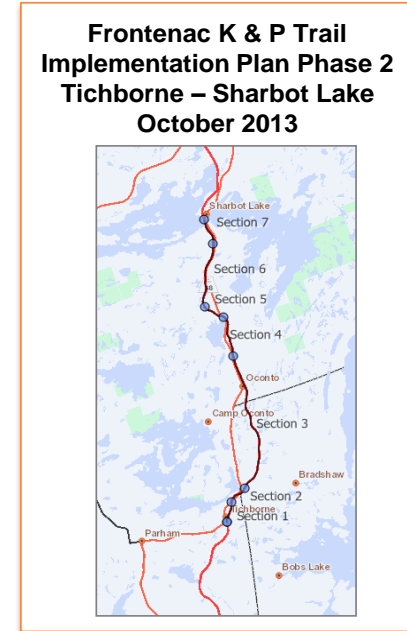
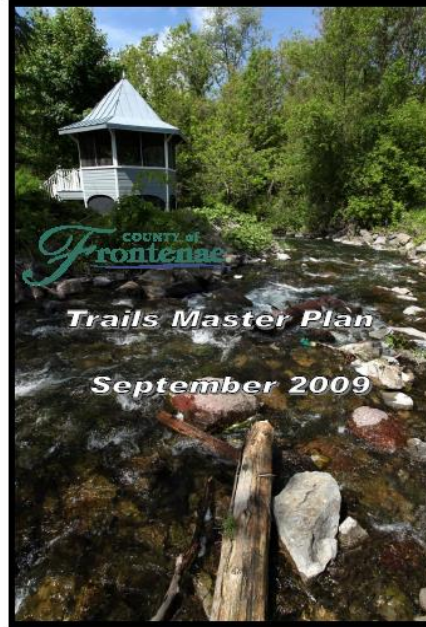
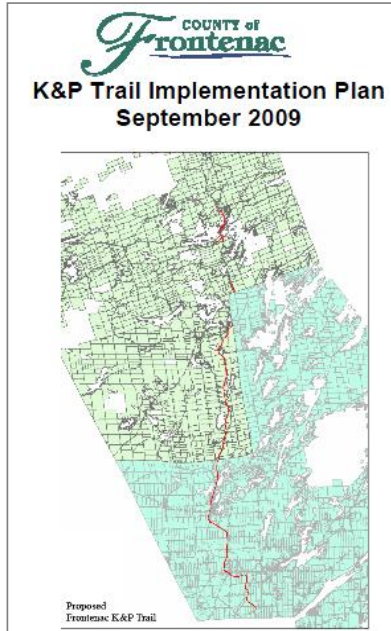


Council Briefing Frontenac K&P Trail May 20, 2015





The K&P Trail Development



2007-2011

- **Secured funding**

- Rural Infrastructure Investment Program - Procurement of land, surveying, legal fees, test strip development
- Frontenac Community Futures Development Corporation - Intern and the identity design
- Investing in Ontario -1st Phase development
- Healthy Communities Fund - Pavilion concept design and program development



2012-2015

Secured funding continued

- CFDC – Engineering for bridges
- Trans Canada Trail – Trail development
- Pam Am Fund – Trail development
- Eastern Ontario Trails Alliance/CFDC – Trail Development
- CFDC – bridge at Fish Creek
- Private Donation





K&P Trail Development



Outcomes of Trail Development

Provides opportunities to:

- Trail users to spend dollars along the trail at local businesses thereby increasing restaurant and retail sales
- Further increase the number of trail users
- Increase of ATV and snowmobile permit sales
- Increase volunteerism
- Cycling tours – example Waterfront Trail Heritage Trust looking for loop opportunities during their annual trek
- Offer more prospects for healthy lifestyles, outdoor activities and economic development
- Create more partnerships

Next Official Opening this Fall



Thank you

- Questions?

Anne Marie Young
Manager of Economic Development
Planning and Economic Development
p. 613-548-9400 ext 330
e. ayoung@frontenacounty.ca





Report 2015-052

RECOMMEND REPORT TO COUNCIL

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: Marian VanBruinessen
Director of Corporate Services/Treasurer

Date prepared: April 27, 2015

Date of meeting: May 20, 2015

Re: **Corporate Services – Reserve Fund Policy**

Recommendation

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

AND WHEREAS reserve and reserve funds are an integral part of a long range financial strategy;

NOW THEREFORE BE IT RESOLVED THAT the Council of the County of Frontenac accepts this *Corporate Services – Reserve and Reserve Fund Policy* report;

AND FURTHER THAT the Council of the County of Frontenac adopt the Reserve and Reserve fund policy as presented in Appendix A.

AND FINALLY THAT the Council of the County of Frontenac adopt the Reserve and Reserve fund allocations as presented in Appendix B.

Background

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

Recommend Report to Council
Corporate Services – Reserve and Reserve Fund Policy
May 20, 2015

Page 1 of 3

Reserve and Reserve funds have been defined in six categories:

1. Operating Reserves
2. Capital Reserves
3. Levy Stabilization Reserves
4. Strategic Project Reserves
5. External Agency Reserves
6. Restricted Reserves

Comment

The attached policy ensures that the reserve and reserve fund framework aligns with the requirements and long term direction of Council.

The policy lays out direction for funding or utilizing the reserves and reserve funds and directs the allocation of any yearend surplus. The policy further identifies reporting and budgeting requirements.

The policy also identifies that

“Using the principles of good fiscal management and fiduciary responsibility, Council will be responsible for making decisions with respect to the establishment, management, transfer and target amounts of all reserves through the budget process or by budget amendment. “

Staff’s responsibility is to provide advice and reporting to Council in support of making these decisions.

The 2014 audit provided an indicator of capital reserves to accumulated amortization. The auditor identified that at 53.57% the ratio was good, but the auditor did also identify that this is a comparison of the allocation of historical cost to reserves and does not consider the impact of replacement requirements.

Council approved an asset condition assessment review which will provide the County with more relevant information about future requirements for asset maintenance and replacement. This information will feed into the 2016 budget recommendations.

Sustainability Implications

Governance – appropriate stewardship of County resources.

Financial Implications

Attached as Appendix B is the updated Reserve and Reserve Fund Schedule which reflects the final reserve allocations for the 2014 year end audit and the 2015 budget direction. The following table summarizes each reserve category.

It should be noted that 20.5% of the reserves and reserve funds are held jointly with the City of Kingston for Land Ambulance and Fairmount operating requirements.

	2015 Budget	2014	2014-2015	
	\$	\$	\$	Variance
Operating	2,376,361	2,641,442	-265,081	-10.04%
Capital	5,851,177	5,506,371	344,806	6.26%
Stabilization	1,186,625	1,254,840	-68,215	-5.44%
Strategic Regional	2,654,204	2,843,707	-189,503	-6.66%
Legally Restricted	437,087	1,508,260	-1,071,173	-71.02%
External Agency	913,560	999,660	-86,100	-8.61%
Total	13,419,014	14,754,280	-1,335,266	-9.05%

Organizations, Departments and Individuals Consulted and/or Affected



FINANCE Policy & Procedure Manual

Subject: Reserve and Reserve Fund Policy

Index Number: FIN-14-01

Page 1 of 5

Approved:

Effective: May 20, 2015

Policy Statement

Reserves should meet liabilities, contingencies known or estimated, which includes the decline in value of assets, projects and economic factors. The maintenance of adequate Reserves and Reserve funds is critical to the County's long term viability as sound program and financial planning will accommodate future growth while maintaining acceptable tax rates. The key is to balance current and future requirements.

Objective:

To set out the principles, mandatory requirements and guidelines for establishment, maintenance, management and accounting treatment for Reserves and Reserve Funds, both obligatory and discretionary. Reserves and Reserve Funds are financial management tools that are an essential part of a sound fiscal policy to address long-term objectives. .

Definitions:

Reserve: is unrestricted and is appropriated from net revenue at the discretion of Council after the provision for all known expenditures. The primary source of revenue from reserves is from current operations, usually surpluses at year-end or as a deliberate segregation during budget deliberations. Reserves are sometimes referred to as "rainy day funds" used to mitigate fluctuations in economic factors, changes in government funding, unanticipated events and contingent liabilities. However, they are also used to accumulate funds in order to finance large projects to avoid debt financing or large swings of the tax levy.

Reserve Funds: differ from reserves in that they are segregated and restricted to meet a specific purpose as defined by the Municipal Act or at the direction of Council.

Authority: Using the principles of good fiscal management and fiduciary responsibility, Council will be responsible for making decisions with respect to the establishment, management, transfer and target amounts of all reserves through the budget process or by budget amendment.

Based upon the same principles, staff will provide advice to Council for their consideration prior to making a decision.



FINANCE Policy & Procedure Manual

Subject: Reserve and Reserve Fund Policy

Index Number: FIN-14-01

Page 2 of 5

Approved:

Effective: May 20, 2015

Reserve balances: It shall be the policy of the County to manage all reserves within the targets established.

- a. Where a reserve balance is above the target, the County will consider the following in order:
 - i. Transfer overage to another reserve that has a balance below its target;
 - ii. Transfer to the capital replacement reserve with the intent of reducing future borrowing;
 - iii. Continue to operate in an “over target” status for a defined period of time.
 - iv. Other projects that are a priority of the community and/or Council;
 - v. A levy in a future year(s) below the levy target.

Ongoing funding of operations from reserves is not permitted, except in the case of stabilization reserves where the use will be planned over a period of time.

Except as required by law, or by agreement, reserves, may be used to eliminate/minimize the need for short term operational borrowing.

In order to provide flexibility in procurement, or short term borrowing and where explicitly authorized by Council, an individual reserve fund may operate in a “deficit” position for an identified period, if a replenishment plan is in place.

Yearend surplus: Where an operational surplus occurs that is less than 1% (+/-) of the total operational budget, staff will recommend the following in order:

- 1. Transferred to the levy stabilization reserve where the reserve balance is below the target;
- 2. Transferred to the capital replacement reserve where the reserve is below the target level;
- 3. Transferred to another reserve that is that is below the target level;
- 4. Transferred to the capital replacement reserve with the intent of reducing future borrowing;
- 5. A levy in a future year(s) below the levy target.

Where an operational surplus/deficit occurs above the 1%+/- tolerance level a full report will be provided to Council with an evaluation of the above options presented and a recommendation provided.



FINANCE Policy & Procedure Manual

Subject: Reserve and Reserve Fund Policy

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Approved:

Effective: May 20, 2015

Interest: Except those reserves held jointly with the City of Kingston, or as required by law, or by agreement, interest accumulated by reserves will be assumed to be general revenue to the County.

Transfers from reserves shall be undertaken by the Treasurer for the amount of the actual expenditure/costs to be covered by the reserve, up to the budgeted amount.

Reporting: The target balance of each reserve and reserve fund will be monitored and over or under funding status reported to Council through the budget process.

Reserve Categories: The County has six categories of reserves. The following reserve parameters apply for each:

- Note:
- FRC – Frontenac County
 - FMT – Fairmount
 - FPS – Frontenac Paramedic Service
 - NEER – WSIB New Experimental Experience Rating
 - JOINT – funds are held jointly on behalf of the City of Kingston and the County

1. Operating Reserve

General Purpose:	For the purpose of planning for known operating items of intermittent timing.
Target Balance:	Varies as per operational needs.
Review Period:	Annually as part of the budget processes.
Composed of:	FRC Working Fund FRC Land Use Planning JOINT FMT Severance JOINT FMT Operations JOINT FPS Severance JOINT FPS NEER



FINANCE Policy & Procedure Manual

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Approved:

Effective: May 20, 2015

2. Capital Reserves

General Purpose:	For the replacement, betterment of existing assets or the funding of new capital assets planned by Council.
Target Balance:	As determined through the Long Range Financial Planning process.
Review Period:	Comprehensive review annually. Reviewed as part capital asset planning exercises.
Composed of:	FRC Capital Replacement FMT Capital Replacement FMT Capital Reserve Fund FRC FPS General JOINT FPS Vehicle Replacement JOINT FPS Equipment Replacement FRC Ontarians with Disabilities FRC Land Acquisition

3. Levy Stabilization Reserve

General Purpose:	For the purpose of mitigating the impact of levy fluctuations.
Target Balance:	15% of total municipal levy, with an operating range of +/- 1%.
Review Period:	Annually as part of the budget processes.
Composed of:	FRC Stabilization

4. Strategic Project Reserves

General Purpose:	For the purpose of completing projects designated by Council as strategic priorities.
Target Balance:	Established by Council Motion – 2014-081
Review Period:	Annually as part of the budget processes. Major review as strategic objectives are planned.
Composed of:	FRC Strategic Projects FRC 150 th Anniversary FRC Investing in Ontario Reserve Fund



FINANCE Policy & Procedure Manual

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Approved:

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5. External Agency Reserves

General Purpose:	For the purpose of anticipated capital projects or operational increases for external agencies.
Target Balance:	Library – on consultation with Library Health Unit – through annual levy- no reserve Social Housing –through consultation with City
Review Period:	Annually as part of the budget processes.
Composed of:	FRC Library FRC Social Housing Out of Scope FRC Renovates Program

6. Legally Restricted Reserves

General Purpose:	For the purpose of segregating funds that are restricted in their use by outside agencies or by agreement.
Target Balance:	Varies as per agreements in place
Review Period:	Annually as part of the budget processes, or as funds are received
Composed of:	FRC Frontenac-Howe Islander Ferry Revenue FMT Donations FMT Pathways FMT Capital Campaign Federal Gas Tax

**County of Frontenac
Federal Gas Tax Summary Report with Proposals
2015 Budget**

	2014	Budget 2015
	\$	\$
Federal Gas Tax Received	785,546	763,699
Interest	35,608	12,859
Total	821,154	776,558
New Township Roads and/or Bridges Projects	763,699	763,699
Community Improvement Plans	20,395	218,386
Smaller Scale Sustainability Projects	3,377	50,000
SSSP Prior Year	13,537	69,758
Regional Transportation Management Collaborative	713	5,000
ICSP monitoring	4,652	4,000
Small events	2,000	2,000
Official Plan Study	5,894	5,000
Regional Waste Management Collaborative	4,325	5,000
NF & FI Ecotourism Projects	171,016	134,363
Economic Development Collaborative Opportunities	2,100	7,900
Population Modelling	3,848	2,025
County Wide Trail Concept Plan	29,890	0
Support to County Wide Trails	0	30,000
Frontenac K&P Trail	420,716	552,824
Total FGT expense	1,446,163	1,849,954
Net Federal Gas Tax	-625,009	-1,073,396
Federal Gas Tax Reserve Fund Balance	1,285,892	212,496
required cumulative disbursement	3,738,564	4,102,132
actual (2014 budgeted) disbursement	4,986,229	6,836,183



Report 2015-055

RECOMMEND REPORT TO COUNCIL

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: Joe Gallivan
Director of Planning and Economic Development

Date prepared: May 11, 2015

Date of meeting: May 20, 2015

Re: **Planning and Economic Development –
Planning and Economic Development Vehicle**

Recommendation

RESOLVED THAT the Council of the County of Frontenac accept the *Planning and Development – Planning and Economic Development Vehicle* report;

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

Background

During budget discussions in 2014, County Council directed that the surplus Emergency & Transportation Services vehicle be used for Planning Services on a year to year basis governed by needs. As a result, the Planning and Economic Development department currently leases a 2009 Ford Expedition vehicle from Frontenac Paramedic Services which is used for site visits, attending meetings, K&P Trail monitoring, and other day-to-day functions. The vehicle is also used by the GIS Summer Student to gather infrastructure and cultural (i.e. cemetery catalogue) data. Also, other departments use the vehicle when their primary vehicle is not available or when a larger vehicle is required.

Report 2014-162 was brought forward at the November 19, 2014 meeting, with a recommendation that “the Council of the County of Frontenac direct staff to purchase a Planning Services vehicle as purchasing has been identified as the most cost effective option.” This recommendation was deferred to the 2015 Budget process.

As part of the budget discussions, the following amendment was made during the February 4 and 5, 2015 Committee of the Whole Meeting.

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

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

Comment

A request for quotations was issued based on the discussions during the 2015 budget. It was determined that the most appropriate vehicle for existing and future demand was a Ford Explorer 4x4. *Consumer Reports* website was used as a tool in the context of quality and durability. The goal is to have this vehicle in the fleet for eight to ten years.

Details of the RFP process are provided below:

- The deadline for submitting a response to the Request For Proposals (RFP) was April 29, 2015 at 3:00 PM. The RFP was advertised in local newspapers and on the County website.
- A total of three (3) auto dealerships requested a copy of the RFP document.

Company	Bid
Revell Ford	\$29,417.00 + applicable taxes
Petrie Ford	No Submission
Braden Ford	No Submission

In compliance with our procurement policy, negotiations were undertaken with the one bidder to provide for a better price. Revell Ford is a reputable supplier of Ford vehicles, including servicing.

Sustainability Implications

Regular review of replacement schedules ensures the County is managing its fleet assets by controlling both capital investments and maintenance expenses.

Financial Implications

If Council decided the Planning and Economic Development vehicle is to become a permanent County vehicle, it would be recommended that an amount of \$4,875 be

allocated annually over the eight year useful life to a replacement reserve for the vehicle.

Organizations, Departments and Individuals Consulted and/or Affected

Marian VanBruinessen, Director of Corporate Services/ Treasurer
Susan Brant, Deputy Treasurer
Anne Marie Young, Manager of Economic Development
David Gemmill, Deputy Chief - Operations



Report 2015-041

INFORMATION REPORT TO COUNCIL

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

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

Date prepared: April 9, 2015

Date of meeting: April 15, 2015

Re: **Emergency and Transportation Services - 2014 Year in Review**

Recommendation

That Council of the County of Frontenac receives this *Emergency and Transportation Services – 2014 Year in Review* report for information only.

Background

In order to improve service delivery and build upon past achievements, it is important to review accomplishments and success.

Comment

2014 was another exhilarating year in Emergency and Transportation Services. Many new opportunities and challenges presenting themselves to paramedics, ferry operators and support staff. The Emergency and Transportation Services - 2014 Year in Review is attached.

Sustainability Implications

In viewing the 2014 Year in Review, one can appreciate the importance of community service and protection provided through the programs operated by ETS and the quality patient care offered and advocacy undertaken by FPS.

Financial Implications

None.

Organizations, Departments and Individuals Consulted and/or Affected



EMERGENCY & TRANSPORTATION SERVICES

2014 Year in Review

I am pleased to introduce our 2014 Year in Review. As Frontenac Paramedic Services (FPS) celebrated our tenth (10th) year in 2014, we saw many accomplishments that would not have been possible without our paramedics' focus and dedication to excellent patient care. The FPS Leadership Team and support staff continued to make significant contributions that allowed the paramedics to do their job to the highest level.

The opening of the Robertsville station in June was the completion of the Rural Ambulance Station Study that commenced in 2005. The rural stations are now located strategically to service the pre-hospital needs of County residents.

In September, I had the honour of standing with three of FPS's best as they received the Governor General's Emergency Medical Services Exemplary Medal in London, individually presented by Major General Richard Rohmer, Canada's most decorated citizen. Celebrated and applauded on this achievement, and recognized for their service to the citizens of our region and to their country were Marc Lawler and Richard Russell. Additionally, a special recipient of the McNally Award of Bravery was Joe Ferguson. The award recognizes the bravery of paramedics in the performance of their duties, which Joe was certainly worthy of when he rescued and attended to a patient whose car had collided into a house's natural gas meter.

Though they have been a part of our team for a few months now, I'd like to officially welcome those new part-time staff who joined the service in 2014. And to those who will be retiring this year, thank you for the years you have spent serving our community and good luck in your future endeavours.

As the year drew to a close a significant focus was established on paramedic mental wellness. It is never easy for paramedics to continually witness devastation, no matter how large or small. And when those paramedics need help, assistance must be there. The focus will never dim on mental wellness and PTSD and we will continually add the right tools to Team FPS's toolbox.

The County Emergency Management Program Committee continued its work to ensure that the municipalities within Frontenac County were able to meet the ever evolving changes in regulations. With training opportunities, a joint exercise, and support from Mark Podgers to the townships, all municipalities reached compliance to the Act.

The staff at Marine Services began 2014 fighting hard against Mother Nature. Some of the battles were won and some were lost however, the dedication of ferry operators and MTO staff persevered to re-establish service. The Marine Services continues to provide that vital link for residents and visitors of Howe Island to enjoy the lifestyle of an island domicile.

To all Emergency and Transportation Services employees, it continues to be an honour and pleasure to represent a team as dedicated as you. I appreciate the professionalism and service each of you continues to provide to the public.

*Paul J Charbonneau
Director of Emergency and
Transportation Services &
Chief of Paramedic Services*



2014: At a Glance

Frontenac Paramedic Services Exceeded All Response Time

16, 071 Emergency Calls

Highest Volume:
 Musk/Skel Trauma 1358
 Respiratory 1059
 Cardiac 1046

53% of Frontenac Paramedic Services' Call Volume is Generated by Patients Over 60 Years of age.

Highest Call Volume by Patient Age and Gender:
 80-89 years of age -
 Females 1620
 Males 1209

Saved 2,188 litres of Fuel and 9,945 lbs of CO2 Emissions with Eco Mode Idling Function

2,635 Voyages were taken on the Frontenac Howe Islander's Ferry

New Station, Robertsville, built to Gold LEED Standards

The province commits to \$6 million for Community Paramedicine initiatives; Frontenac Paramedic Services awarded \$156,800 in funding.

Performance Standards



Exceeding RTS

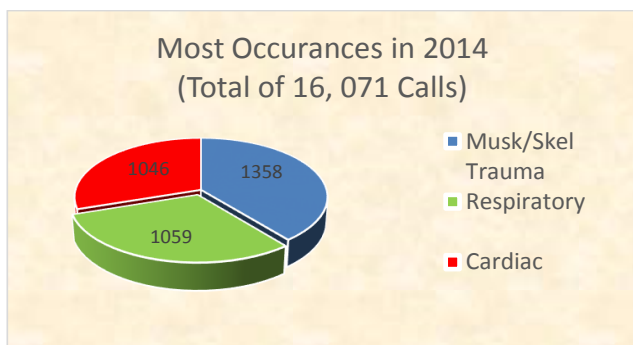
Response Time Standard (RTS), set annually, measures the time it takes from when a call is received to when a paramedic arrives on scene.

We are happy to report, for the 2nd time running, Frontenac Paramedic Services has exceeded the standard we set.



Our Top 3

Frontenac Paramedic Services regularly evaluates the types of calls encountered to assist in the development of appropriate training programs. The aim is to ensure we are preparing our Paramedics for any emergency. Of the 16,071 emergency calls attended by Frontenac Paramedic Services in 2014, most of the occurrences were due to Musk/Skel Trauma (1358), Respiratory (1059) and Cardiac (1046), and least frequent calls were Organ Recipient (1), Organ Retrieval (1) and Resp. Arrest (1).



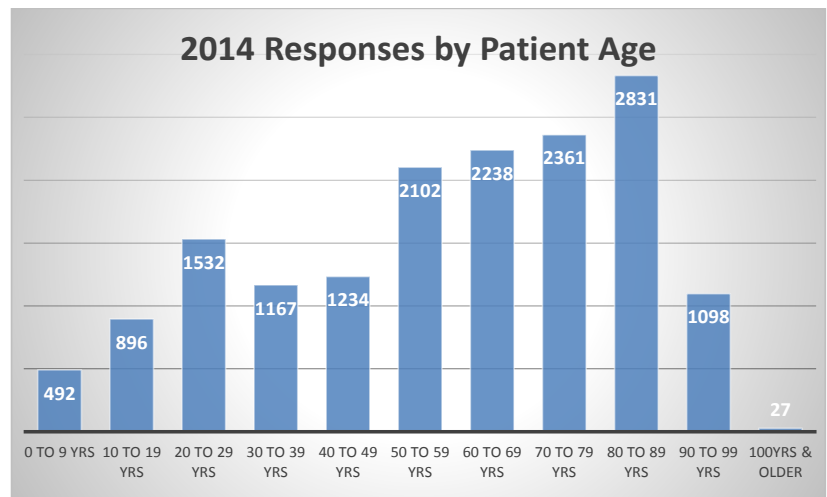
Medications Added

In 2014, three new pain medications were added to the medical directives – Ketorolac, Ibuprofen and Acetaminophen - offering both ACPs and PCPs more options for treating pain associated with trauma, cancer and some medical conditions.

ASA (519), Salbutamol (Ventolin) (434), NTG Spray (.4 Mg/Spray) (417) were among the most frequent medications delivered. The number of Symptom Relief or Advanced Life Support medications that Paramedics are authorized to administer continues to grow.

Community Paramedicine

Review of patient care data provides information to help FPS identify the target population for potential Community Paramedicine Programs.



The graph above illustrates call volume by patient age. Increase in call volume continues for patients over the age of 60, with this patient population generating 53% of FPS call volume.

Gail Chevalier
Deputy Chief of
Performance Standards
Paramedic Services

Gail Chevalier





“Identifying and Filling the Gaps Together”

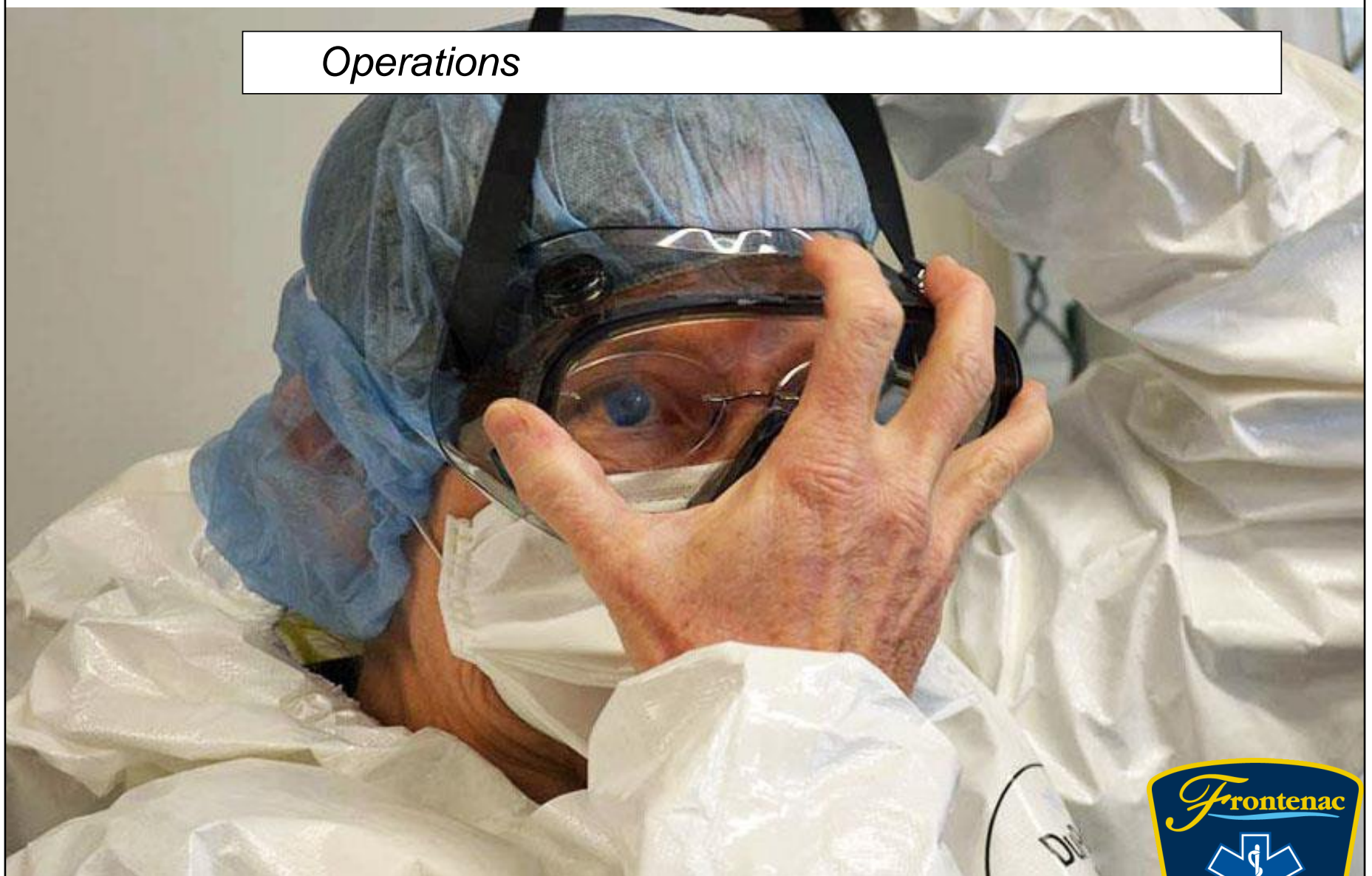
A Community Paramedicine pilot project was launched in the County of Frontenac in 2013. Community Paramedic Wellness Clinics were hosted every six weeks at the Wolfe Island Medical Center, providing citizens with an opportunity to stop by for a check on vital signs such as blood pressure, pulse, respirations, oxygen saturation, temperature, blood glucose levels and body weight, as well as a chance to ask Paramedics general questions about their health. The pilot project was very successful and in 2014 Council approved a permanent monthly clinic.

In January 2014, the province of Ontario

pledged \$6 million to support the expansion and development of Community Paramedicine initiatives across the Province. Frontenac Paramedic Services submitted an application and in October 2014 it was announced that FPS was awarded \$156,800 in funding.

The goal of the project, entitled “Identifying and Filling the Gaps Together,” is to establish a solid foundation for future programs that meet the objective of “improved delivery and coordination of services in the community for seniors and other patients with unmet needs”, ensuring patients receive the right care, in the right place, at the right time, in a fiscally responsible manner with no duplication of services.

Operations



Ebola Preparation

In March of 2014, the first case in recent history of Ebola was diagnosed in West Africa, which quickly spread from Guinea to Sierra Leone and Liberia. This became the largest outbreak of Ebola since first being discovered in 1976. In August, the World Health Organization (WHO) declared this outbreak a “public health emergency of international concern”.



In October of 2014, facing the increasing possibility of having to deal with exposed patients coming to Ontario, Frontenac Paramedic Services (FPS) began working with the FPS Health and Safety Committee to discuss how to best prepare. As a result, the Ebola Task Force was created, which comprised of medics, senior management, a communications specialist,

occupational health nurse and administrative staff. The mandate of this team was to seek out or create best practices in order to protect and inform paramedics on how to treat with patients who may have been exposed to Ebola.

The seconded medics created and developed protocols, best practices, procedures and training for paramedic staff. It became quite clear that the demand for Personal Protective Equipment (PPE) was on the rise in the industry creating a shortfall by suppliers. However, as a result of the work done early on by the taskforce, FPS was able to be proactive in acquiring equipment/PPE above the basic standard set out by the MOH.

Training began in late November for all front-line workers, and was completed by December, which was a challenge due to schedules and each medic being fitted and provided with their own personal protective equipment.

To this date, fortunately there have been no confirmed cases of Ebola in Ontario. The Task Force continues to monitor and update any developments surrounding Ebola and will notify staff accordingly.

*Andrea Baker & Jeff Liddell,
Paramedics*

Robertsville Station Complete



On July 18th, Frontenac Paramedic Services officially opened Robertsville Station 8, with the late Warden Bud Clayton and Union President Shauna Dunn performing the ribbon cutting ceremony. The station, which was built to Gold LEED® standards, will respond to over 350 calls per year.



The Fleet



The FPS fleet consists of 19 ambulances and emergency response vehicles, 17 of which are equipped with ECO-Run monitoring systems. ECO-Run monitors system voltage and occupant compartment temperature, and automatically cycles the engine off and on during vehicle idle. The system is designed to lower fuel consumption, carbon emissions, and general wear on the vehicle's engine.

In 2014, when the crew activated the eco mode and the vehicle operated on battery's 68% of the time, the results were:

- 1,122 hours of idle time vs. a vehicle engine running
- 2,188 liters of fuel saved
- 9,945 lbs of CO2 savings

In order to more effectively schedule and monitor vehicle maintenance, FPS switched to AceTech, which proactively prompts, reminds and maintains an electronic record of all fleet maintenance.

In addition, the Wi-Fi Gateway network was installed into Supervisor vehicles, giving them a mobile office equipped with GPS, staff scheduling capabilities, e 3mail, and access to all administrative forms. In the future, this Wi-Fi could provide a link to defibrillation and monitor information for hospitals and other service providers. This would further improve the rate at which access to life threatening information is shared, better the outcome for the patient.



Illustration of the Wi-Fi Gateway

David Gemmill
Deputy Chief of
Operations
Paramedic Services

David Gemmill



Ebola Exercise: Partnering with CFB Kingston



Frontenac Paramedic Services met with the Department of National Defense, CFB Kingston in early November of 2014 to design a real-time Ebola call, that would test the preparedness of both teams and provide valuable learning opportunities.

The event was attended by the KFLA Health Unit, Military Physicians & Medical staff and the FPS task force.

The exercise was very successful and was well received by all parties.

Thank you team!



Emergency Management



Emergency Management: A Collaborative Approach



During 2014, the County of Frontenac's Emergency Management team effectively achieved annual compliance through a collaborative approach with the townships and our emergency management partners. Highlights include:

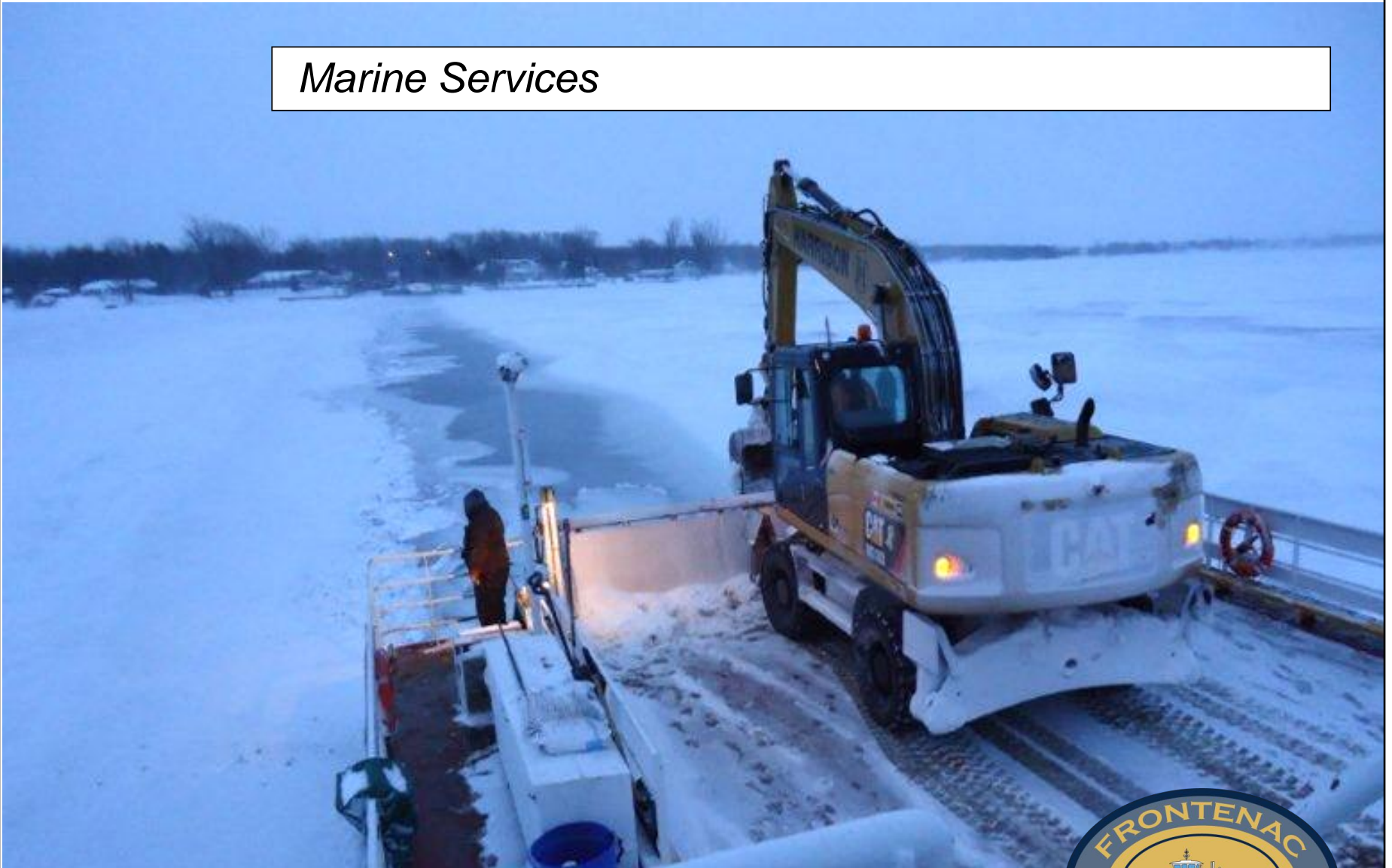
- Hosting and delivering the Ontario Fire Marshall and Emergency Management Basic Emergency Management training in April, which was attended by County and Township staff, as well as representatives from outside agencies.
- Hosting and delivering nine of the Ontario Fire Marshall and Emergency Management's Incident Management courses throughout the year. The training was attended by approximately 135 participants from multiple agencies.
- In June, the Community Control groups from the County and the Townships of South, Central, and Frontenac Islands were provided with the opportunity to participate in presentations from the Limestone District School Board on their "Threat Assessment" & "Hold and Secure Protocols", the Cataraqui Region Conservation Authority's "Source Water Protection", and the Frontenac Emergency Communications group on "Digital Capabilities During Emergencies".
- In June, the County was able to assist three of the Townships in meeting the exercise portion of their Provincial annual compliance requirements. The planned exercise included a collaborative response by the townships and our emergency management partners to multiple simultaneous events which resulted in a declaration of emergency at two levels.
- A successful public education campaign took place during May's "Emergency

Preparedness Week" through newspaper advertisements, educational display, and social media.

- The County assisted the townships with sheltering and reception center planning through facilitating and drafting a Memorandum of Understanding Agreement with the Limestone Board of Education to be used for the designation of board facilities as reception centers or sheltering/evacuation locations. This document was given to the Emergency Management Coordinators of the Townships for their use.
- The Emergency Management team helped ensure emergency management plans met the accreditation requirements of Fairmount Homes.
- The County's Emergency Management Program Committee and County Control Group have been streamlined in preparation for the adoption of an Incident Management Structure and training process in 2015
- A Smart Board was installed in the County Emergency Operations Center in early 2014 as a result of 2013 Federal Joint Emergency Preparedness Program grant funding. This improvement has proven to be an integral part of the communications and collaboration process between the Townships and the County.
- The County's Emergency Information Officer is initiating a collaborative with the Townships on key messaging and communication processes to ensure the messaging remains clear and concise.
- The County's Emergency Management Program Committee established a new process for Hazard Identification and Risk Assessment which includes a more robust weighting towards consequence.

Mark Podgers, Paramedic Supervisor

Marine Services



The Frontenac Howe Islanders' vs. Mother Nature

January 2014 brought the third coldest winter to Eastern Canada in 36 years, according to Environment Canada statistics, and Howe Island was not spared from the "Polar Vortex". Ice covered the Great Lakes to a level of 92%, the highest in 35 years and certainly far more severe than most residents could remember. This, combined with the heavy prolonged snowfall, created a plethora of severe extreme weather warnings and dangerous white out conditions.



increase in unanticipated down time of 2.16 times the previous year as shown in the below graph. The majority of the outage occurred during the week of January 24 with a total of 116 hours of out of service time being logged due to



weather in that week alone, compared to 198 hrs for the year (see graph below).

Once the extreme weather passed, the Ministry of Transportation (ferry owners) began focusing on maintenance work to the vessel and the bubbler system. This included:

Both the County and Township Ferry service was challenged by these conditions, despite crews and external contractors working around the clock in blizzard conditions in attempts to maintain service.


Three excavators and two tri-axle dump trucks were employed to open the track, and the mountains of ice that were trucked to both shores were a testament to the magnitude of the task.

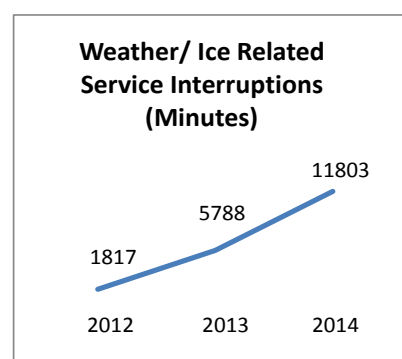
These extreme weather conditions resulted in an

- Annual service of the air compressors by a third party maintenance company.
- Inspection of the bubbler system distribution piping, by an underwater dive team. Repairs were made where the piping was found to be in need.
- Additional dives and work on the distribution piping are anticipated for 2015.

Open Communications

The County of Frontenac was very conscious of the disruption of service to the public.

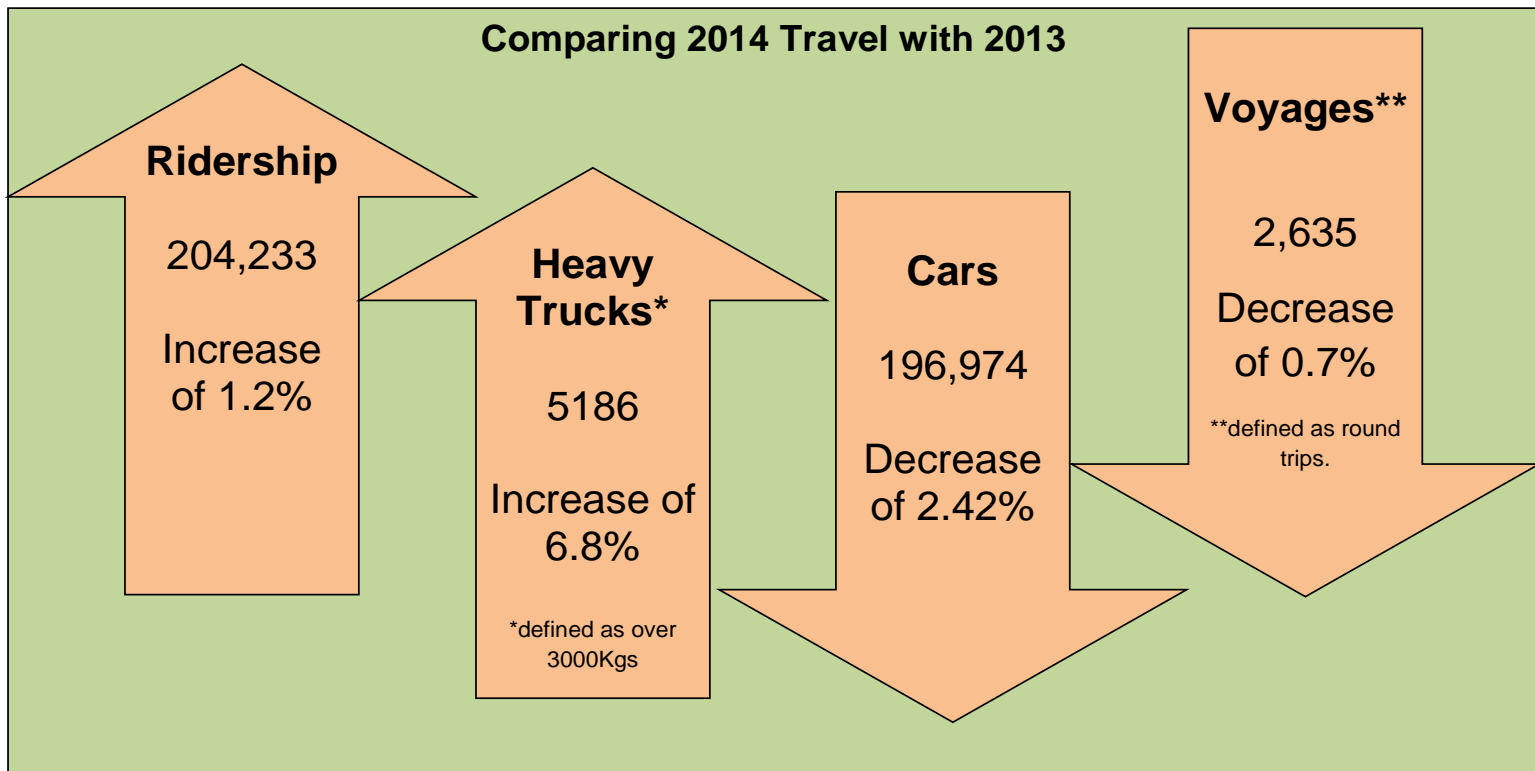
 In order to better share information, a 24hr communication system was implemented that employs both e-mail and Twitter as a way to advise of the ferry status. This notification system has been well received.



Sign up for Ferry Alerts: <http://enews.frontenacounty.ca/>

 Twitter: @HICountyFerry

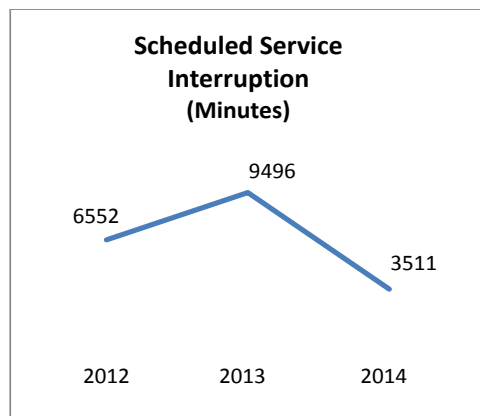
The Frontenac Howe Islander Statistics



Traditional by-weekly maintenance accounts for approximately 3,120 minutes or 52 hours per year. This year an increase of 391 minutes or 6.51 hours was accounted for, mainly due to minor mechanical maintenance for preventative maintenance, however is still below the 9,496 minutes or 158.2 hours in 2013.

In 2014, the largest unscheduled service interruption was due to the vessels' generator needing to be replaced, which resulted in an increase of 320 minutes or 5.33 hours.

The County of Frontenac, Marine Services Division continues to play a vital role in providing transportation on and off Howe Island and looks forward to providing transportation services for 2015.



NOTE: Scheduled Service Interruption is defined as regular by-weekly maintenance and maintenance where prior notice was given where the ferry was fully out of service.

Campbell Dailey
Supervisor
Marine Services





Report 2015-053

INFORMATION REPORT TO COUNCIL

To: Warden and Council of the County of Frontenac

From: Kelly Pender
Chief Administrative Officer

Prepared by: Steven Silver
Interim Administrator of Fairmount

Date Prepared: April 29, 2015

Date of Meeting: May 20, 2015

Re: **Fairmount Home – 2015 1st Quarter Activity Report**

Recommendation

This report is for information only.

Background

The following are some of the highlights from January 1 to March 31, 2015 of which County Council should be aware.

Comment

Ministry of Health & Long-Term Care Resident Quality Inspection (RQI)

The Home underwent its annual “unannounced” RQI. The public version of the report is attached and has been posted in Fairmount for public review. Fairmount received no written work orders, no director referrals, no compliance orders, 9 written notifications and 6 voluntary plans of correction. All recommendations contained in the report have been acted upon by staff. The inspection results are considered excellent within the long term care community.

CUPE Local 2290 Interest Arbitration Award:

The award was issued on April 2, 2015 and calls for 1.75% increase in wages for 2013 and 1.5% increase in 2014. Also awarded was a decrease in the OMERS offset for benefits in Lieu for part-time and casual employees from 6.5% to 3.25%. The award was anticipated in the 2015 budget.

Quality Improvement Plans 2015/16

The Fairmount QIPs have been submitted for 2015. This is the first year that Health Quality Ontario expanded the mandatory program into long term care facilities as a “Provincial effort to deliver high quality, patient-focussed care to the people we serve”. The QIPs will be reviewed by Health Quality Ontario and improvement feedback provided.

First Quarter Management Staffing:

Fairmount Administrator Julie Shillington’s health continues to improve and is expected to return to work this summer. Steven Silver has been contracted 3 days per week beginning March 30th to assist in Julie’s absence.

Long time Director of Care, Mary Lake, retired at the end of March. Emily Shoniker was appointed to this position and is doing an outstanding job.

Volunteer Week

Volunteers were celebrated during the week of April 2 – 11, 2015. A recognition event was held on April 13th. Fairmount currently has a list of 80 active volunteers who contributed a combined total of 6,115.5 hours during 2014.

General Staff Meeting

A general staff was held on May 5th. Warden Doyle, Councillor Inglis and CAO Pender brought greetings.

First Quarter Statistics

Measurable Statistic	Number of Occurrences	Comment
Number of new admissions	12	Began 2015 with 3 empty beds
Number of resident deaths	8	
Number of discharges to other facilities	0	
Number of MOHLTC unusual occurrences	2	Both investigated during RQI – no written orders
Number of public health incidents (outbreaks)	1	Influenza – Jan 6/15
Number of new CUPE grievances	0	
Number of new WSIB Form 7’s	3	Lost time 21 days
Staff Changes: employment ended	3	
retirements	1	
resignations	3	
external hires	2	
internal postings	15	

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Management Team
Fairmount Staff
Frontenac County Staff
Residents
Volunteers

**Ministry of Health
and Long-Term Care**

Ottawa Service Area Office
Performance Improvement and
Compliance Branch
Health System Accountability and
Performance Division
347 Preston Street, 4th Floor
Ottawa ON K1S 3J4

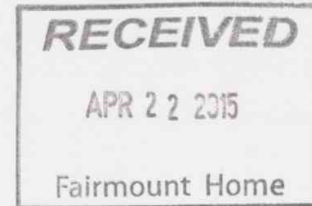
**Ministère de la Santé
et des Soins de longue durée**

Bureau régional de services de Ottawa
Direction de l'amélioration de la performance et
de la conformité
Division de la responsabilisation et de la performance du
système de santé
347, rue Preston, 4^{ième} étage
Ottawa ON K1S 3J4



Telephone/Téléphone: 613-569-5602
1-877-779-5559
Fax/Télocopieur: 613-569-9670

Date: April 17, 2015
To: Administrator
Fairmount Home
President, Residents' Council
President, Family Council



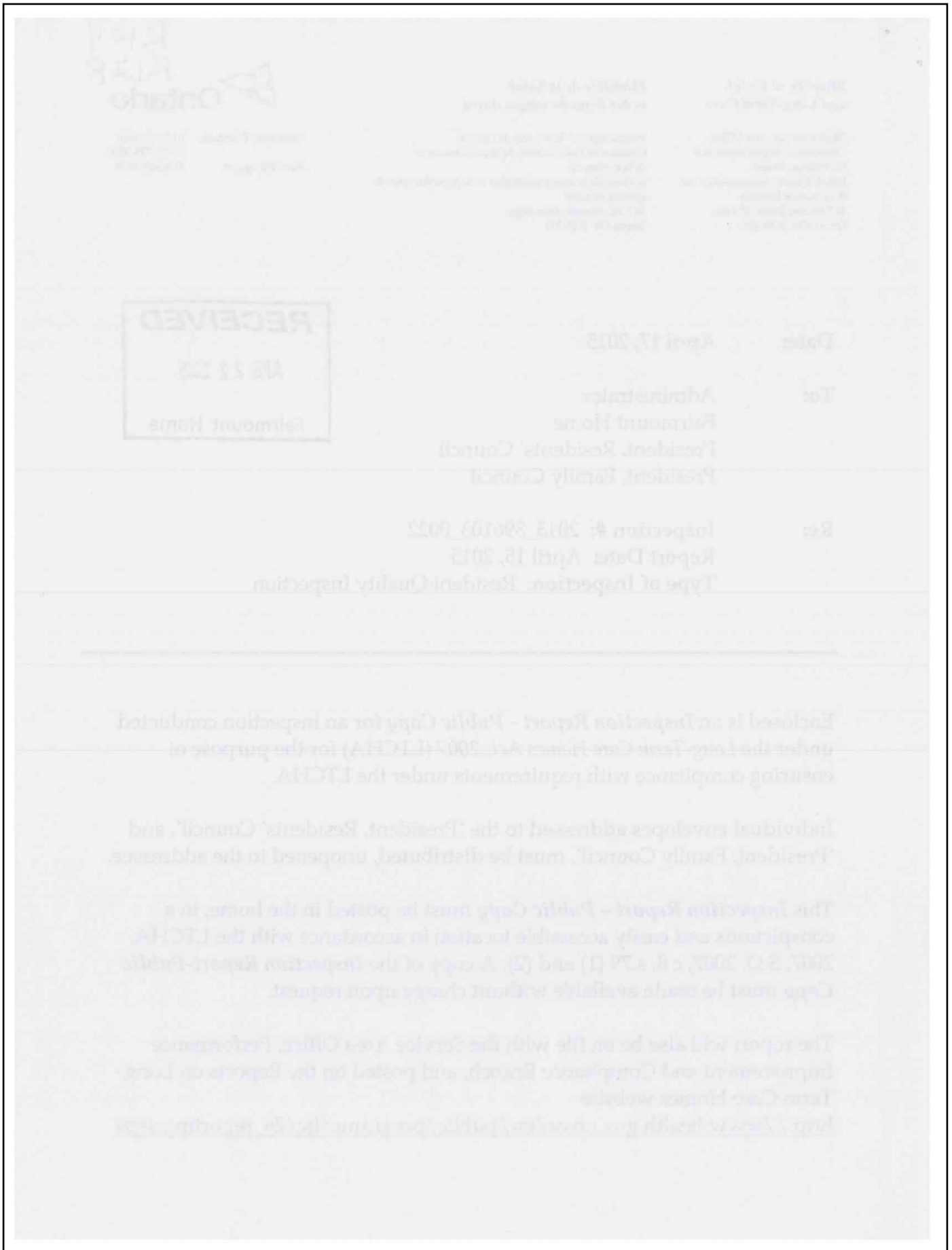
Re: **Inspection #:** 2015_396103_0022
Report Date: April 15, 2015
Type of Inspection: Resident Quality Inspection

Enclosed is an *Inspection Report - Public Copy* for an inspection conducted under the *Long-Term Care Homes Act, 2007* (LTCHA) for the purpose of ensuring compliance with requirements under the LTCHA.

Individual envelopes addressed to the 'President, Residents' Council', and 'President, Family Council', must be distributed, unopened to the addressee.

This *Inspection Report - Public Copy* must be posted in the home, in a conspicuous and easily accessible location in accordance with the LTCHA, 2007, S.O. 2007, c.8, s.79 (1) and (2). A copy of the *Inspection Report-Public Copy* must be made available without charge upon request.

The report will also be on file with the Service Area Office, Performance Improvement and Compliance Branch, and posted on the Reports on Long-Term Care Homes website
http://www.health.gov.on.ca/en/public/programs/ltc/26_reporting.aspx





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**Health System Accountability and
Performance Division
Performance Improvement and
Compliance Branch**

Ottawa Service Area Office
347 Preston St 4th Floor
OTTAWA ON L1K 0E1
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**Division de la responsabilisation et de la
performance du système de santé
Direction de l'amélioration de la
performance et de la conformité**

Public Copy/Copie du public

Report Date(s) / Date(s) du rapport	Inspection No / No de l'inspection	Log # / Registre no	Type of Inspection / Genre d'inspection
Apr 15, 2015	2015_396103_0022	O-001881-15	Resident Quality Inspection

Licensee/Titulaire de permis

THE CORPORATION OF THE COUNTY OF FRONTENAC
2069 Battersea Road Glenburnie ON K0H 1S0

Long-Term Care Home/Foyer de soins de longue durée

FAIRMOUNT HOME FOR THE AGED
2069 Battersea Road R. R. #1 Glenburnie ON K0H 1S0

Name of Inspector(s)/Nom de l'inspecteur ou des inspecteurs

DARLENE MURPHY (103), JESSICA PATTISON (197), WENDY BROWN (602)

Inspection Summary/Résumé de l'inspection



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The purpose of this inspection was to conduct a Resident Quality Inspection inspection.

This inspection was conducted on the following date(s): April 7-10, 13, 2015

Log# O-001600-15 was included with this inspection.

During the course of the inspection, the inspector(s) spoke with Residents, Family members, President of Resident Council, Personal Support Workers (PSW), Registered Practical Nurses (RPN), Registered Nurses (RN), Nurse Practitioners, Dietitian (RD), a Dietary Aide, Food Service Supervisor, RAI Coordinators, Executive Assistant, Manager of Environmental Services, Assistant Director of Care (ADOC), Director of Care (DOC) and Acting Administrator.

The following Inspection Protocols were used during this inspection:

- Accommodation Services - Maintenance
- Continence Care and Bowel Management
- Dining Observation
- Falls Prevention
- Family Council
- Hospitalization and Change in Condition
- Infection Prevention and Control
- Medication
- Minimizing of Restraining
- Nutrition and Hydration
- Prevention of Abuse, Neglect and Retaliation
- Residents' Council
- Responsive Behaviours
- Safe and Secure Home

During the course of this inspection, Non-Compliances were issued.

- 9 WN(s)
- 6 VPC(s)
- 0 CO(s)
- 0 DR(s)
- 0 WAO(s)



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NON-COMPLIANCE / NON - RESPECT DES EXIGENCES

<p>Legend</p> <p>WN – Written Notification VPC – Voluntary Plan of Correction DR – Director Referral CO – Compliance Order WAO – Work and Activity Order</p>	<p>Legendé</p> <p>WN – Avis écrit VPC – Plan de redressement volontaire DR – Aiguillage au directeur CO – Ordre de conformité WAO – Ordres : travaux et activités</p>
<p>Non-compliance with requirements under the Long-Term Care Homes Act, 2007 (LTCHA) was found. (a requirement under the LTCHA includes the requirements contained in the items listed in the definition of "requirement under this Act" in subsection 2(1) of the LTCHA).</p>	<p>Le non-respect des exigences de la Loi de 2007 sur les foyers de soins de longue durée (LFSLD) a été constaté. (une exigence de la loi comprend les exigences qui font partie des éléments énumérés dans la définition de « exigence prévue par la présente loi », au paragraphe 2(1) de la LFSLD.</p>
<p>The following constitutes written notification of non-compliance under paragraph 1 of section 152 of the LTCHA.</p>	<p>Ce qui suit constitue un avis écrit de non-respect aux termes du paragraphe 1 de l'article 152 de la LFSLD.</p>

WN #1: The Licensee has failed to comply with LTCHA, 2007 S.O. 2007, c.8, s. 6. Plan of care

Specifically failed to comply with the following:

s. 6. (7) The licensee shall ensure that the care set out in the plan of care is provided to the resident as specified in the plan. 2007, c. 8, s. 6 (7).

Findings/Faits saillants :



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1. The licensee has failed to ensure the care set out in the plan of care was provided to the resident as specified in the plan.

On an identified date, Resident #6 was being transported by a staff member in a wheelchair without foot pedals. The resident unexpectedly lowered their feet to the ground and as a result sustained a fall out of the wheelchair. The resident was assessed for injuries, returned to the wheelchair and within a short period of time, sustained a second fall.

Resident #6's health care record was reviewed. According to the resident's care plan, the resident could self propel in a wheelchair, and had a chair alarm in place as a fall prevention measure.

S#115 was interviewed and stated she was the Registered staff on duty at the time of the falls. She recalled assessing the resident for injuries following the first fall and within five to ten minutes recalled hearing a bang and found the resident on the floor for a second time. S#115 stated it was at that time she realized, the chair alarm had not sounded following either of the two falls. Upon examination of the alarm, it was noted the volume on the alarm was off/turned down and therefore not operational for the purpose of fall prevention at that time.

The DOC was interviewed and recalls being notified of the two falls. She stated the chair alarm was not functioning because the volume was turned down. The DOC agreed that all equipment used for the purposes of fall prevention needs to be checked on a regular basis to ensure in proper working order. [s. 6. (7)]

Additional Required Actions:

VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance to ensure Resident #6's fall prevention equipment, outlined in the resident plan of care, is in working order when being utilized, to be implemented voluntarily.

WN #2: The Licensee has failed to comply with O.Reg 79/10, s. 8. Policies, etc., to be followed, and records



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Specifically failed to comply with the following:

s. 8. (1) Where the Act or this Regulation requires the licensee of a long-term care home to have, institute or otherwise put in place any plan, policy, protocol, procedure, strategy or system, the licensee is required to ensure that the plan, policy, protocol, procedure, strategy or system,
(a) is in compliance with and is implemented in accordance with applicable requirements under the Act; and O. Reg. 79/10, s. 8 (1).
(b) is complied with. O. Reg. 79/10, s. 8 (1).

Findings/Faits saillants :



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1. The licensee has failed to comply with O. Reg. 79/10, s. 8(1)(b) in that they did not comply with their system to monitor food and fluid intake of residents identified at nutritional risk.

O. Reg. 79/10, s. 68(2)(d) states that every licensee of a long-term care home shall ensure that the organized programs of nutrition care and dietary services and hydration includes (d) a system to monitor and evaluate the food and fluid intake of residents with identified risks related to nutrition and hydration.

Interviews with the Director of Care, the Assistant Director of Care and staff members #S116 and #S121 indicated that resident food and fluid intakes are documented in Point of Care (POC) in Mede-care. It was also confirmed that supplements for residents are documented in POC under nourishments.

Resident's #2, #6 and #29 were all noted to have significant weight changes within the first three months of 2015 and are all receiving nutritional supplements.

Resident's #2, 6 and 29's food and fluid intake documentation was reviewed from March 1 - April 8, 2015 (39 days).

The following intakes were not documented for Resident #2.

- 8 breakfast meals
- 8 lunch meals
- 10 supper meals
- 15 days of supplements

The following intakes were not documented for Resident #6.

- 19 days of supplements

The following intakes were not documented for Resident #29.

- 17 breakfast meals
- 17 lunch meals
- 5 supper meals
- 10 days of supplements [s. 8. (1) (a),s. 8. (1) (b)]



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Additional Required Actions:

VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance to ensure that the home's system to monitor food and fluid intake of residents with identified nutritional risks is complied with, to be implemented voluntarily.

WN #3: The Licensee has failed to comply with O.Reg 79/10, s. 17. Communication and response system

Specifically failed to comply with the following:

- s. 17. (1) Every licensee of a long-term care home shall ensure that the home is equipped with a resident-staff communication and response system that,
- (a) can be easily seen, accessed and used by residents, staff and visitors at all times; O. Reg. 79/10, s. 17 (1).
 - (b) is on at all times; O. Reg. 79/10, s. 17 (1).
 - (c) allows calls to be cancelled only at the point of activation; O. Reg. 79/10, s. 17 (1).
 - (d) is available at each bed, toilet, bath and shower location used by residents; O. Reg. 79/10, s. 17 (1).
 - (e) is available in every area accessible by residents; O. Reg. 79/10, s. 17 (1).
 - (f) clearly indicates when activated where the signal is coming from; and O. Reg. 79/10, s. 17 (1).
 - (g) in the case of a system that uses sound to alert staff, is properly calibrated so that the level of sound is audible to staff. O. Reg. 79/10, s. 17 (1).

Findings/Faits saillants :



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1. The licensee has failed to ensure the resident-staff communication and response system can be easily seen, accessed and used by residents, staff and visitors at all times.

On April 7/8, 2015 during stage one observations, the following was observed:

Room #134- Call bell was on floor behind bed, (197)

Room #126- Call bell in room not within reach when resident in wheelchair, (197)

Room #138- Call bell on floor behind night stand, (197)

Room #143- Call bell was underneath the bed. (197)

On April 10, 2015, the following call bells were found to be inaccessible to residents:

Room #113, #114- the call bells were found on the floor under the resident bed, (103)

Room #116 and #118- the resident's were observed lying in bed; the call bells were noted on top of the dresser well out of reach, (103)

Room #121A and B- both call bells were found on the floor behind the resident dressers, (103)

Room #122- call bell was observed tucked inside of top dresser drawer, (103)

Room #236- resident was observed sitting up in a wheelchair at the end of the bed; call bell was found non functional and pinned to the top of bed, (103)

Room #221-originally found by inspector to be non functioning is now working; the call bell was found behind the dresser on floor; the replacement call bell cord is very short and would not be able to reach beyond the head of the bed. (103)

The ADOC was interviewed and stated the home has received complaints from family in the past related to the inaccessibility of call bells. She stated the home's practice is to have all call bells accessible to all residents at all times despite the resident's ability to utilize it. [s. 17. (1) (a)]



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Additional Required Actions:

VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance to ensure the resident-staff communication and response system can be easily seen, accessed and used by residents, staff and visitors at all times, to be implemented voluntarily.

WN #4: The Licensee has failed to comply with O.Reg 79/10, s. 36. Every licensee of a long-term care home shall ensure that staff use safe transferring and positioning devices or techniques when assisting residents. O. Reg. 79/10, s. 36.

Findings/Faits saillants :



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1. The licensee has failed to ensure staff use safe transferring techniques when assisting residents.

On an identified date, Resident #6 was being transported by a staff member in the hallway. The resident was seated in a wheelchair without foot pedals and the resident was instructed to hold both feet off of the ground. The resident unexpectedly put their feet onto the floor and fell forward out of the wheelchair and sustained injuries.

According to PSW staff, at the time of this incident, the resident was capable of self propelling in a wheelchair and therefore the foot pedals were removed to facilitate the resident's mobility.

Resident #6's care plan, in effect at the time of the fall, was reviewed.

The care plan under "ADL Functional/Rehabilitation Potential" indicated:

-wheelchair to meals or in corridor, staff push wheelchair or resident can wheel self for short distances.

S#115 was interviewed and, on the date of this incident, recalled seeing the resident being transported by a PSW down the hall and noted the resident was holding both feet off the ground. The staff member stated Resident #6 saw her in the hallway, attempted to get her attention and immediately put their feet down. According to S#115, Resident #6 was transported by staff down the hall without foot pedals on a regular basis.

The DOC and ADOC were both interviewed and stated the home would expect all staff to utilize foot pedals when transporting residents to avoid injuries. Both agreed wheelchairs without foot pedals are acceptable for the purpose of residents self propelling and given this resident's status, the transfer without foot pedals was unsafe. [s. 36.]



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Additional Required Actions:

VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance to ensure staff utilize safe transferring techniques for Resident #6, to be implemented voluntarily.

WN #5: The Licensee has failed to comply with O.Reg 79/10, s. 69. Weight changes Every licensee of a long-term care home shall ensure that residents with the following weight changes are assessed using an interdisciplinary approach, and that actions are taken and outcomes are evaluated:

- 1. A change of 5 per cent of body weight, or more, over one month.**
- 2. A change of 7.5 per cent of body weight, or more, over three months.**
- 3. A change of 10 per cent of body weight, or more, over 6 months.**
- 4. Any other weight change that compromises the resident's health status. O. Reg. 79/10, s. 69.**

Findings/Faits saillants :

1. The licensee has failed to comply with O. Reg. 79/10, s. 69 in that specified weight changes were not assessed using an interdisciplinary approach.

Resident #2 is assessed as high nutritional risk, and receives Boost 1.5 twice daily. Upon review of the resident's weight history, it was noted that in January 2015 the resident had a 5.13 per cent weight loss of body weight over one month. It was also noted that the resident has gradually lost approximately 10 kg in the past 12 months. Resident #2's progress notes were reviewed back to January 4, 2015 and no nutritional assessments were found related to the resident's January weight loss. The Registered Dietitian and Food Service Supervisor were unable to provide evidence that an assessment of the resident's January weight loss had occurred.

Resident #6 is assessed as moderate nutritional risk and receives polycose in juice three times daily to increase caloric intake. Upon review of the resident's weight history, it was noted that in March 2015 the resident had a 6.61 per cent weight loss of body weight



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over one month and a 8.48 per cent weight loss of body weight over three months. Resident #6's progress notes were reviewed back to March 3, 2015 and no nutritional assessments were found related to the resident's weight loss. The Registered Dietitian and Food Service Supervisor were unable to provide evidence that an assessment of the resident's March weight loss had occurred.

Resident #29 is assessed as moderate nutritional risk and receives Boost 1.5 three times daily with meals. Upon review of the resident's weight history, it was noted that in January 2015 the resident had a 9.11 per cent weight gain over 3 months. In February 2015 the resident had a 16.16 per cent weight loss of body weight over one month, an 8.53 per cent weight loss over three months and a 10.44 per cent weight loss over six months. Resident #29's progress notes were reviewed back to Jan 1, 2015 and no nutritional assessments were found related to the resident's weight changes. The Registered Dietitian and Food Service Supervisor were unable to provide evidence that an assessment of the resident's January and February weight changes had occurred.

The home's policy "Nutritional Care - Significant Weight Change" last revised October 24, 2014 includes the following instructions:

A resident with significant weight change will be reassessed within 72 hours by nursing, the Dietitian and the Physician and a care plan will be developed and implemented accordingly.

A significant weight change refers to +/- 5% in 1 month, +/- 7.5% in 3 months and +/- 10% in 6 months.

At the same time each month each resident will be weighed, if the resident's weight has changed +/- 5% in 1 month, the resident will be reweighed to confirm the weight change. The Dietitian or Food Service Supervisor will print off monthly weight reports to track significant weight changes.

A Dietary referral will be completed to provide the Dietitian with additional details regarding the resident's condition.

The RN, the Physician/NP and the Dietitian will assess the resident within 72 hours and record their findings and/or recommendations.

Inspector #103 conducted an interview with the ADOC and DOC on April 10, 2015 and both indicated that they would expect a significant weight change to be assessed right away, with a re-weigh first to confirm the weight change.

On April 13, 2015, the ADOC confirmed that referrals were not completed for Resident #2, #6 and #29 related their significant weight changes in 2015. [s. 69. 1.,s. 69. 2.,s. 69.



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3.,s. 69. 4.]

Additional Required Actions:

VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance to ensure that the weight changes specified in O. Reg. 79/10, s. 69 are assessed using an interdisciplinary approach, to be implemented voluntarily.

WN #6: The Licensee has failed to comply with O.Reg 79/10, s. 73. Dining and snack service

Specifically failed to comply with the following:

s. 73. (1) Every licensee of a long-term care home shall ensure that the home has a dining and snack service that includes, at a minimum, the following elements:

4. Monitoring of all residents during meals. O. Reg. 79/10, s. 73 (1).

s. 73. (2) The licensee shall ensure that,

(a) no person simultaneously assists more than two residents who need total assistance with eating or drinking; and O. Reg. 79/10, s. 73 (2).

Findings/Faits saillants :

1. The licensee has failed to comply with O. Reg. 79/10, s. 73(1)4 in that a resident who received tray service was not monitored during a lunch meal.

On April 7, 2015, the lunch meal was observed on an identified unit. Staff on the unit communicated that Resident #41 would be receiving a tray to their room and that it would be sent out after the lunch meal was served in the dining room.

At approximately 1213 hours, the lunch tray for Resident #41 was sent to the resident room. The inspector started observing the resident at 1217 hours and no staff were present. At this time, the resident was observed in bed with the head of the bed elevated to about 45 degrees and appeared to be sliding downward. Resident #41 started to cough at approximately 1220 hours. Inspector entered the room to ensure resident was



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safe and it was noted at this time that the call bell was not within reach. Resident appeared fine and continued to eat. The resident was asked if they liked to eat lunch in their room but the resident was not able to answer the question.

Two staff members walked by Resident #41's room at 1221 hours but did not look in to check on the resident. Two more staff members were in the vicinity of the resident's room at 1224 but did not look in to check on the resident. At 1228 hours, staff were portering residents back to their rooms, but again did not look in to check on the resident.

No staff were in the vicinity of the resident's room from 1230 - 1245 hours. At 1245, a staff member did look in the resident's room, but did not enter or ask the resident if they needed/wanted anything else.

At 1256 hours, the resident was noted to have finished the meal, 2 fluids, soup, sandwich and chocolate chip cookies - regular texture. No further staff entered or looked into the room after 1245 hours.

Review of Resident #41's current care plan dated March 27, 2015 states the following:

- the resident is on a minced diet (pureed prn) and at moderate nutritional risk
- resident requires limited assistance, lots of verbal cueing required and may need to be fed if resident will allow it
- staff to assist resident with eating and swallowing at all meals
- chewing difficulty; requires minced texture and pureed prn
- ensure resident is in proper upright position to eat
- monitor any coughing episodes and report to registered staff
- avoid serving foods that have a mixed texture
- provide food items that require little chewing

During a phone interview with the Food Service Supervisor on April 14, 2015, she stated that chocolate chip cookies are not appropriate for a resident on a minced diet and should not have been given to Resident #41.

An interview was conducted with staff member #S124 on April 13, 2015, regarding monitoring of Resident #41 while they are eating in their room. The staff member stated that their process is to look in on the resident approximately every 5 minutes while portering other residents back to their rooms after lunch. She confirmed that staff do not sit in the resident's room.

An interview was conducted with the Director of Care on April 13, 2015, who stated that for resident's at risk of choking, like Resident #41, the expectation would be for staff to sit



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in the room with the resident in order to provide close monitoring. [s. 73. (1) 4.]

2. The licensee has failed to comply with O. Reg. 79/10, s. 73(2)(a) in that a staff member assisted more than two residents at the same time who required total feeding assistance.

On April 13, 2015, the lunch meal was observed on the secure unit, 1 North. Staff member #S124 was observed to be feeding three residents (#19, 20 and 23) their meals.

On this date all three residents required total feeding assistance and did not appear able, nor did they attempt, to feed themselves.

Staff member #S124 was interviewed on April 13, 2015 after the meal and confirmed that she was feeding three residents who required total feeding assistance and that she has also had to do this in the past. She stated that the Registered Practical Nurse on duty is supposed to assist with feeding but did not and the Registered Nurse on duty will sometimes help as well, but was busy with the Doctor.

During an interview with the Director of Care and the Food Service Supervisor on April 13, 2015, both indicated that staff are to feed no more than two residents at a time who require total feeding assistance. [s. 73. (2) (a)]

Additional Required Actions:

VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance to ensure that residents receiving tray service to their rooms are monitored as per their assessed dietary needs and that staff assist no more than two residents who require total feeding assistance, to be implemented voluntarily.

WN #7: The Licensee has failed to comply with LTCHA, 2007 S.O. 2007, c.8, s. 15. Accommodation services



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Specifically failed to comply with the following:

- s. 15. (2) Every licensee of a long-term care home shall ensure that,
- (a) the home, furnishings and equipment are kept clean and sanitary; 2007, c. 8, s. 15 (2).
 - (b) each resident's linen and personal clothing is collected, sorted, cleaned and delivered; and 2007, c. 8, s. 15 (2).
 - (c) the home, furnishings and equipment are maintained in a safe condition and in a good state of repair. 2007, c. 8, s. 15 (2).

Findings/Faits saillants :

1. The licensee has failed to comply with LTCHA, 2007, s. 15 (2) (c) whereby the home, furnishings and equipment were not maintained in a safe condition and good state of repair.

On April 7 and 8, 2015, the following was observed by inspectors:

Rm N102 Wall beneath window in bedroom was scarred, (197)

Rm S105 Large area on wall at end of bed where paint is scarred and numerous gouges in surface through the dry wall, (103)

Rm N116 Scarring on bedroom and bathroom walls, chunks out of drywall on corner upon exiting room, (197)

Rm N121 Scarring on wall, drywall coming off corners exposing metal corner beading, (197)

Rm N126 Chips missing from drywall around door out to hallway, corner bead exposed; door frame to bathroom has paint chipped off, linoleum floor coming apart at the seam, (197)

Rm N134 Large area of scarring on bedroom walls, especially beneath the window, paint chipped, (197)

Rm N136 Scarring on walls, chunks out of drywall, chipped paint, (197)



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Ministère de la Santé et des
Soins de longue durée

Inspection Report under
the Long-Term Care
Homes Act, 2007

Rapport d'inspection sous la
Loi de 2007 sur les foyers de
soins de longue durée

Rm N145 Some areas of drywall missing on corners when entering resident's area of semi-private room - metal corner bead exposed, (197)

Rm N221 Dry wall chipped and scraped (wheelchair level), door protector black scuff marks (wheelchair level), (601)

Rm N235 Small circular area in bathroom where dry wall is not intact/hole beginning; hole in wall behind bedroom door and an area of paint scarring beside dresser, (103)

Rm N238 Wall behind recliner has large area where wall surface is missing, (103)

Rm S239 Paint chipped in dry wall, scraped at wheelchair height. (601)

The following call bells were found to be non functional at the time of this inspection:

Rm N114 Call bell from end of the cord was not working; call bell could be activated from wall button only, (197)

Rm N138 Bathroom call bell detaching from quick release when attempted to activate, (197)

Rm N116 Call bell from end of the cord was not working; call bell could be activated from wall button only, (197)

Rm N236 Call bell from end of the cord was not working; call bell could be activated from wall button only. (103)

The Manager of Environmental Services was interviewed and indicated the home does a complete room cleaning and painting when residents are discharged. Stated otherwise repairs are identified by staff or by himself during room audits. The above noted areas had not been identified for repair at the time of this inspection. According to the Manager of Environmental Services, call bells are not currently audited for functionality at the home level. [s. 15. (2) (c)]



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**WN #8: The Licensee has failed to comply with LTCHA, 2007 S.O. 2007, c.8, s. 79.
Posting of information**

Specifically failed to comply with the following:

- s. 79. (3) The required information for the purposes of subsections (1) and (2) is,
- (a) the Residents' Bill of Rights; 2007, c. 8, s. 79 (3)
 - (b) the long-term care home's mission statement; 2007, c. 8, s. 79 (3)
 - (c) the long-term care home's policy to promote zero tolerance of abuse and neglect of residents; 2007, c. 8, s. 79 (3)
 - (d) an explanation of the duty under section 24 to make mandatory reports; 2007, c. 8, s. 79 (3)
 - (e) the long-term care home's procedure for initiating complaints to the licensee; 2007, c. 8, s. 79 (3)
 - (f) the written procedure, provided by the Director, for making complaints to the Director, together with the name and telephone number of the Director, or the name and telephone number of a person designated by the Director to receive complaints; 2007, c. 8, s. 79 (3)
 - (g) notification of the long-term care home's policy to minimize the restraining of residents, and how a copy of the policy can be obtained; 2007, c. 8, s. 79 (3)
 - (h) the name and telephone number of the licensee; 2007, c. 8, s. 79 (3)
 - (i) an explanation of the measures to be taken in case of fire; 2007, c. 8, s. 79 (3)
 - (j) an explanation of evacuation procedures; 2007, c. 8, s. 79 (3)
 - (k) copies of the inspection reports from the past two years for the long-term care home; 2007, c. 8, s. 79 (3)
 - (l) orders made by an inspector or the Director with respect to the long-term care home that are in effect or that have been made in the last two years; 2007, c. 8, s. 79 (3)
 - (m) decisions of the Appeal Board or Divisional Court that were made under this Act with respect to the long-term care home within the past two years; 2007, c. 8, s. 79 (3)
 - (n) the most recent minutes of the Residents' Council meetings, with the consent of the Residents' Council; 2007, c. 8, s. 79 (3)
 - (o) the most recent minutes of the Family Council meetings, if any, with the consent of the Family Council; 2007, c. 8, s. 79 (3)
 - (p) an explanation of the protections afforded under section 26; 2007, c. 8, s. 79 (3)
 - (q) any other information provided for in the regulations. 2007, c. 8, s. 79 (3)



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Findings/Faits saillants :

1. The licensee has failed to comply with LTCHA, 2007, s. 79 (3)(n) whereby the Resident Council meeting minutes are not posted.

During the review of the information posted by the home, it was determined the home has not been posting the minutes of the Resident Council. The home took action to post the minutes with the consent of the council. [s. 79. (3) (n)]

WN #9: The Licensee has failed to comply with O.Reg 79/10, s. 97. Notification re incidents

Specifically failed to comply with the following:

s. 97. (1) Every licensee of a long-term care home shall ensure that the resident's substitute decision-maker, if any, and any other person specified by the resident,

- (a) are notified immediately upon the licensee becoming aware of an alleged, suspected or witnessed incident of abuse or neglect of the resident that has resulted in a physical injury or pain to the resident or that causes distress to the resident that could potentially be detrimental to the resident's health or well-being;
- and
- (b) are notified within 12 hours upon the licensee becoming aware of any other alleged, suspected or witnessed incident of abuse or neglect of the resident. O. Reg. 79/10, s. 97 (1).

Findings/Faits saillants :



**Ministry of Health and
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1. The licensee has failed to comply with O. Reg 79/10, s. 97 (1)(b) whereby the resident's substitute decision maker was not notified of an alleged incident of resident abuse/neglect.

The following is in regards to log #O-001600-15:

On an identified date, an allegation of resident abuse/neglect was reported to the DOC. The DOC was interviewed and stated at the time of the report, she had reason to believe the information constituted an allegation of resident abuse/neglect. The home immediately investigated the allegation, but failed to contact the resident's Power of Attorney (POA) at any time of the allegation as required by the legislation. [s. 97. (1) (b)]

Issued on this 15th day of April, 2015

Signature of Inspector(s)/Signature de l'inspecteur ou des inspecteurs

Original report signed by the inspector.



REPORT 2015-056

INFORMATION REPORT TO COUNCIL

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: Marian VanBruinessen
Director of Corporate Services/Treasurer

Date prepared: April 30, 2015

Date of meeting: May 20, 2015

Re: **Corporate Services – 2015 1st Quarter Financial Summary**

Recommendation

This report is for information only.

Background

The County of Frontenac Financial Summary for the 1st Quarter of 2015 is attached.

Comment

Most variances are primarily due to timing with additional comments provided below:

Revenue

Requisition on Municipalities: Amounts will be reconciled at year end.

Federal and Provincial Transfers: 2015 funding for Land Ambulance and Ferry are below budget and the 2015 funding information has not yet been provided by the Province. Fairmount funding is slightly over budget due to specific project funding that was brought forward from 2014.

Fees and Service Charges: Ferry ticket sales are under budget in the first quarter of 2015 which accounts for most of the variance. This is most often made up during the summer months.

Other Income: Variance is primarily due to timing. Anticipated revenue for Microfit projects has not yet been received and invoicing for County service to the Township for the first quarter is not processed until April.

City of Kingston Contribution: City of Kingston contributions will be reconciled at year end.

Expenses

Salaries and Benefits: Land Ambulance continues to incur additional expense related to Ebola training and implementation, Phase 2. Frontenac Paramedic Service (FPS) is a “designated service” under the Chief Medical Officer of Health’s Directive #2, re Ebola, for paramedic services. It should be noted that the County applied to the Province for funding to offset the costs it incurred in 2014, but no funding has yet been confirmed.

Fairmount is slightly under budget overall in salaries and benefits, but it should be noted that overtime exceeds budget by \$7,600 at the end of the first quarter. Management is reviewing and looking at strategies to mitigate this over expenditure during the rest of the year.

Materials: Timing accounts for most of the variance. It should be noted that under Land Ambulance there is an additional \$25,497 in Ebola expense that was not budgeted in 2015. Again the application for provincial funding to offset some of the 2014 costs might offset this unanticipated expense.

Contracted Service: Timing accounts for variance as projects are not yet all underway. It should be noted that the Land ambulance base maintenance contracts are over budget at the end of the 1st quarter, due to the unanticipated requirement to replace garage doors at Station 3.

Rent and Financing: These expenses are on budget.

External Transfers: These are processed at year end.

Sustainability Implications

Within *Directions for Our Future*, the vision statement associated with Capacity Building and Governance states that “Government decision-making processes are clear, forward thinking and focused on the longer term”. By reviewing quarterly financial statements, Council can assure itself that the direction given through the 2015 budget is being carried out. At the same time, this information is being shared publicly.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team

**County of Frontenac
2015 First Quarter Variance**

	2015	2015		2015	
	BUDGET	BUDGET	ACTUALS	VARIANCE	VARIANCE
	BUDGET	1st QTR	1st QTR	1st QTR	1st QTR
	\$	\$	\$	\$	%
Operating Revenue					
Taxation and User charges					
Taxation from other governments	70,000	0	0	0	
User charges	3,205,297	897,333	853,930	-43,403	-4.84%
Payments in lieu of taxes	42,805	0	0	0	
Grants					
Federal and Provincial	14,386,939	3,640,503	3,564,772	-75,731	-2.08%
Other					
Provincial Offences Net Revenue	198,623	49,656	32,225	-17,431	-35.10%
Investment Income	140,000	35,000	26,108	-8,892	-25.41%
Other	190,289	46,949	21,069	-25,880	-55.12%
Total	18,233,953	4,669,441	4,498,104	-171,337	-3.67%
Transfer from Obligatory reserve	1,095,185	0	0	0	
Transfer from reserves	612,749	0	0	0	
Total Operating Revenue and Reserve Transfer	19,941,887	4,669,441	4,498,104	-171,337	-3.67%
Operating Expense					
Salaries & benefits	23,941,536	5,853,543	5,879,252	25,709	0.44%
Materials	2,886,807	528,129	503,232	-24,897	-4.71%
Contracted Service	7,996,766	1,951,593	1,753,697	-197,896	-10.14%
Rent and Financing	225,134	59,221	59,288	67	0.11%
External Transfers	150,300	0	0	0	
Depreciation	1,538,526	373,952	376,890	2,938	0.79%
Total Operating Expense	36,739,069	8,766,438	8,572,359	-194,079	-2.21%
Reserve Transfers	1,054,175	18,148	11,250	-6,898	-38.01%
Total Operating Expense with Reserve transfers	37,793,244	8,784,586	8,583,609	-200,977	-2.29%
NET MUNICIPAL CONTRIBUTION	17,851,357	4,115,145	4,085,505	-29,640	-0.72%
less depreciation (non-cash)	1,538,526	373,952	376,890	2,938	0.79%
<u>NET MUNICIPAL CONTRIBUTION less depreciation</u>	<u>16,312,831</u>	<u>3,741,193</u>	<u>3,708,615</u>	<u>-32,578</u>	<u>-0.87%</u>
Other Municipal Contribution	-7,926,238	-1,981,559	-1,967,407	14,152	-0.71%
<u>County Contribution</u>	<u>8,386,593</u>	<u>1,759,634</u>	<u>1,741,208</u>	<u>-18,426</u>	<u>-1.05%</u>
<u>NET CAPITAL EXPENSE</u>	<u>586,156</u>	<u>0</u>	<u>34,678</u>	<u>34,678</u>	
Other Municipal Contribution	-526,655	0	-25,786	-25,786	
<u>County Contribution</u>	<u>59,501</u>	<u>0</u>	<u>8,892</u>	<u>8,892</u>	
<u>NET CONTRIBUTION TO DEBENTURE</u>	<u>210,295</u>	<u>83,823</u>	<u>53,341</u>	<u>-30,482</u>	<u>-36.36%</u>
Requisition	8,656,389	1,843,457	1,803,441	-40,016	-2.17%

**County of Frontenac – Fairmount Home
2015 First Quarter Variance**

	2015	2015	ACTUALS 1st QTR	2015	VARIANCE 1st QTR
	BUDGET	BUDGET		VARIANCE	
	\$	\$		\$	
Operating Revenue					
Taxation and User charges					
User charges	2,940,333	735,083	733,558	-1,525	-0.21%
Grants					
Federal and Provincial	5,344,080	1,336,020	1,353,309	17,289	1.29%
Other					
Other	86,468	21,617	16,029	-5,588	-25.85%
Total	8,370,881	2,092,720	2,102,896	10,176	0.49%
Transfer from reserves	92,434	0	0	0	
Total Operating Revenue and Reserve Transfer	8,463,315	2,092,720	2,102,896	10,176	0.49%
Operating Expense					
Salaries & benefits	8,815,689	2,100,591	2,090,333	-10,258	-0.49%
Materials	939,383	243,438	239,930	-3,508	-1.44%
Contracted Service	1,202,551	338,912	321,982	-16,930	-5.00%
Depreciation	520,766	130,191	132,935	2,744	2.11%
Total Operating Expense	11,478,389	2,813,132	2,785,180	-27,952	-0.99%
Reserve Transfers	111,592	18,148	0	-18,148	-100.00%
Total Operating Expense with Reserve transfers	11,589,981	2,831,280	2,785,180	-46,100	-1.63%
NET MUNICIPAL CONTRIBUTION	3,126,666	738,560	682,284	-56,276	-7.62%
less depreciation (non-cash)	520,766	130,191	132,935	2,744	2.11%
<u>NET MUNICIPAL CONTRIBUTION less depreciation</u>	<u>2,605,900</u>	<u>608,369</u>	<u>549,349</u>	<u>-59,020</u>	<u>-9.70%</u>
Other Municipal Contribution	-1,722,648	-430,662	-439,489	-8,827	2.05%
<u>County Contribution</u>	<u>883,252</u>	<u>177,707</u>	<u>109,860</u>	<u>-67,847</u>	<u>-38.18%</u>
<u>NET CAPITAL EXPENSE</u>	<u>206,525</u>	<u>0</u>	<u>25,786</u>	<u>25,786</u>	
Other Municipal Contribution	-197,480	0	-25,786	-25,786	
<u>County Contribution</u>	<u>9,045</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<u>NET CONTRIBUTION TO DEBENTURE</u>	<u>210,295</u>	<u>83,823</u>	<u>53,341</u>	<u>-30,482</u>	<u>-36.36%</u>
Requisition	1,102,592	261,530	163,201	-98,329	-37.60%

**County of Frontenac – Land Ambulance
2015 First Quarter Variance**

	2015	2015	2015	2015	2015
	BUDGET	BUDGET	ACTUALS	VARIANCE	VARIANCE
	\$	1st QTR	1st QTR	1st QTR	1st QTR
Operating Revenue					
Taxation and User charges					
Grants					
Federal and Provincial	8,157,905	2,104,576	2,052,777	-51,799	-2.46%
Other					
Financing					
Other	0	0	36	36	
Total	8,157,905	2,104,576	2,052,813	-51,763	-2.46%
Transfer from reserves	20,000	0	0	0	
Total Operating Revenue and Reserve Transfer	8,177,905	2,104,576	2,052,813	-51,763	-2.46%
Operating Expense					
Salaries & benefits	12,822,823	3,178,450	3,235,854	57,404	1.81%
Materials	922,974	230,824	212,652	-18,172	-7.87%
Contracted Service	1,443,655	420,497	341,796	-78,701	-18.72%
Rent and Financing	224,884	59,221	59,288	67	0.11%
Depreciation	640,529	160,132	155,628	-4,504	-2.81%
Total Operating Expense	16,054,865	4,049,124	4,005,218	-43,906	-1.08%
Reserve Transfers	641,242	0	0	0	
Total Operating Expense with Reserve transfers	16,696,107	4,049,124	4,005,218	-43,906	-1.08%
NET MUNICIPAL CONTRIBUTION	8,518,202	1,944,548	1,952,405	7,857	0.40%
less depreciation (non-cash)	640,529	160,132	155,628	-4,504	-2.81%
<u>NET MUNICIPAL CONTRIBUTION less depreciation</u>	<u>7,877,673</u>	<u>1,784,416</u>	<u>1,796,777</u>	<u>12,361</u>	<u>0.69%</u>
Other Municipal Contribution	-6,203,589	-1,550,897	-1,527,918	22,979	-1.48%
<u>County Contribution</u>	<u>1,674,084</u>	<u>233,519</u>	<u>268,859</u>	<u>35,340</u>	<u>15.13%</u>
<u>NET CAPITAL EXPENSE</u>	<u>339,883</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Other Municipal Contribution	-329,175	0	0	0	
<u>County Contribution</u>	<u>10,708</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Requisition	1,684,792	233,519	268,859	35,340	15.13%



Report 2015-057

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: May 6, 2015

Date of meeting: May 20, 2015

Re: **Corporate Services – Monthly Absenteeism Report Card – April**

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	1395.00
February	772.02	832.00	1333.00
March	531.75	716.22	915.50
April	358.25	859.20	1140.75
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	
Annual Total	11519.26	16040.01	

B. Total Hours of Absenteeism for Emergency & Transportation Services

Month	2013	2014	2015
January	1484.42	2150.50	950.90
February	1168.11	1574.25	1463.50
March	1309.87	1207.41	1760.26
April	1980.88	1432.59	1264.00
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	
Annual Total	21913.19	18923.37	

C. Total Hours of Absenteeism for Corporate Services

Month	2013	2014	2015
Jan	63.25	16.87	15.00
Feb	22.50	94.00	22.50
March	82.00	7.50	90.00
April	44.50	22.50	123.58
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	
Annual Total	977.08	399.54	

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
2014	10,343.08	584,263.90	291,941.00
2015 accumulated	8132.96	164,569.54	88,132.99
January	456.45	28,158.30	27,507.74
February	438.38	41,360.92	22,063.45
March	2638.30	52,564.59	15,444.70
April	4599.83	42,485.73	23,117.10

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

2015	Corporate Services	Emergency & Transportation Services	Fairmount
	\$	\$	\$
January	0	21,773.57	21,614.08
February	0	34,279.58	15,461.03
March	0	45,470.97	11,773.28
April	0	40,538.18	18,684.18
May	0		

June	0		
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Sustainability Implications

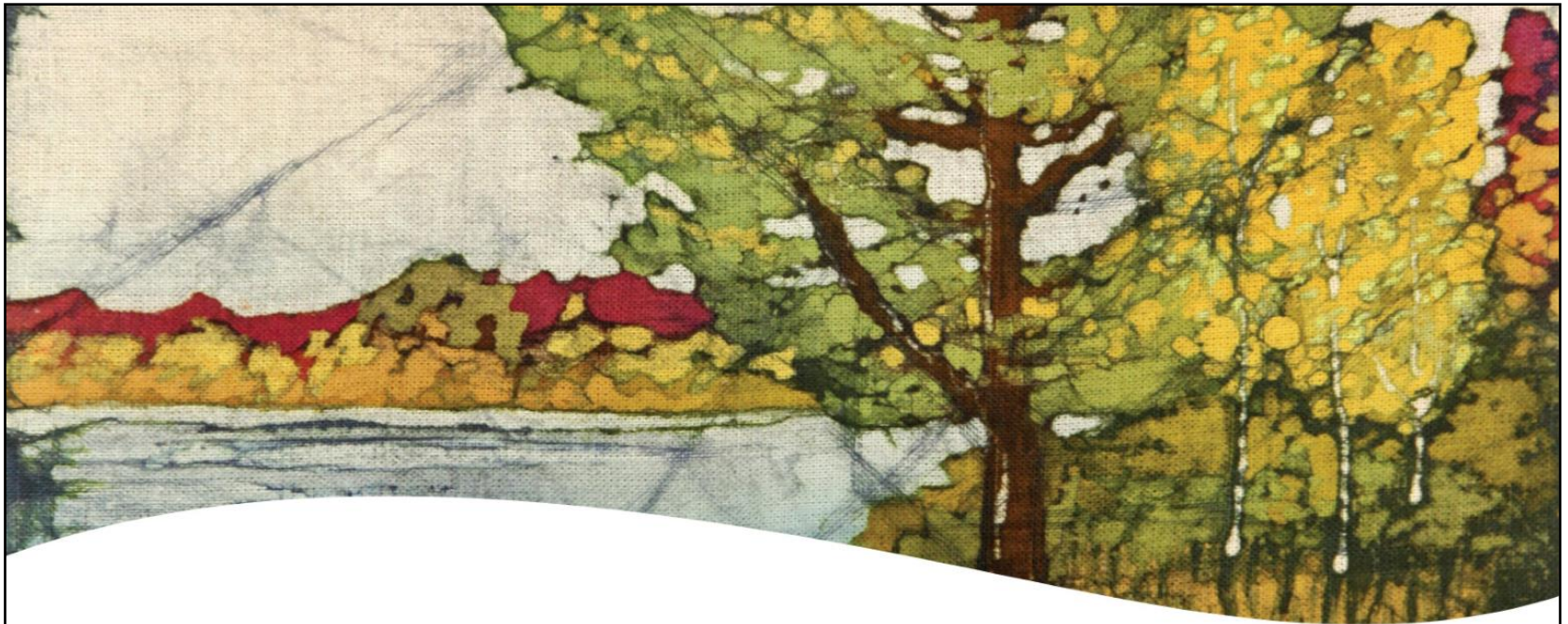
Working together to identify and reduce absenteeism and maintain key policies and best practices consistently will create a renewed awareness in the overall improvement required in this area.

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



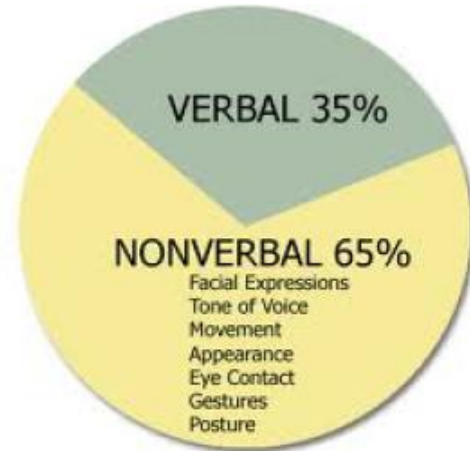
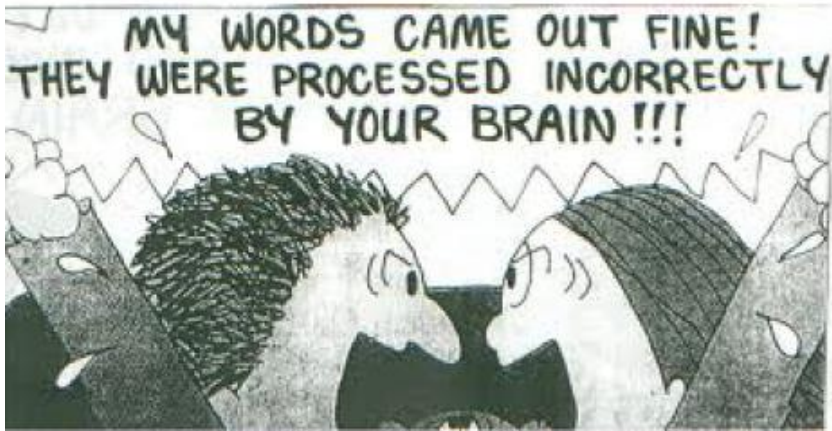
Economic Development Implementation Plan Discussion

May 20, 2015

Frontenac
COUNTY of

For Our Discussion

- The Charter – an overview
 - Discussion
- Implementation – a scenario
 - Discussion
- Governance – a suggestion
 - Discussion



***“If language is not correct,
then what is said is not what is meant;
if what is said is not what is meant,
then what ought to be done remains undone”***

Confucius

An Economic Development Charter for the Frontenacs



AGENDA ITEM #a)

Opening Statements

We believe a strong economy is essential for vibrant, enduring communities, for the happiness, health, and satisfaction of our residents, and for the security of our citizens as well as our businesses, organizations and local governments.

We value collaboration and pledge to work together to develop, gather support for, implement and measure the themes in this Charter.

We share a Vision of an economy that is rooted in the character of the Frontenacs and its people: welcoming, natural, healthy, clean, tranquil, entrepreneurial, and rural by choice and conviction.

We agree that success in bringing the Vision to life will come from proactive implementation of initiatives developed within the inter-related themes outlined in this Charter.



Activities

	Trips and Trails	Local Food and Beverage	Recreation Lifestyle
<i>Describe scope of priority</i>	<ul style="list-style-type: none"> • Providing safe community linkages for recreation, active transportation and tourism will provide opportunities for business and assessment growth. 	<ul style="list-style-type: none"> • Food and beverage products that are grown, processed and sold locally, regionally and internationally will reinforce the character and reputation of the Frontenacs, while providing local jobs and support for tourism. 	<ul style="list-style-type: none"> • Promotion of the Frontenacs lifestyle, with access to the natural beauty and amenities of the Frontenacs will appeal to families and businesses. • The recreation lifestyle will be complemented by a “connected” community.

Activities

	Trips and Trails	Local Food and Beverage	Recreation Lifestyle
<i>Describe “why” of priority</i>	<ul style="list-style-type: none"> The geography of the Frontenacs is vast and beautiful. Lifestyle and recreation opportunities will be supported by the successful implementation of a trips and trails strategy. 	<ul style="list-style-type: none"> The unique geography and environment of the Frontenacs offers the opportunity to provide a rich and diverse range of product offerings for residents and visitors. Will take advantage of a growing demand for local, healthy food options. 	<ul style="list-style-type: none"> Youth and families that yearn for a rural lifestyle with access to nature, connection to trails and opportunities to work from home will help provide balance to our economy.

Activities

	Trips and Trails	Local Food and Beverage	Recreation Lifestyle
<i>Describe general definition of success</i>	<ul style="list-style-type: none"> • Assessment growth in proximity to trails • Business growth in trips and trails support industries i.e., B&B's, outfitters, restaurants. 	<ul style="list-style-type: none"> • Growth in value added agriculture, agri-business, specialty products and artisan foods • Development of breweries, distilleries and wineries. • Ensuring the required supports are in place. 	<ul style="list-style-type: none"> • Attraction of families and retention of our youth. • Growth in home based businesses.

Demographics

	Seniors	Families and Youth
Describe scope of priority	<ul style="list-style-type: none"> Ensuring that seniors can remain in their home and transition to independent living options will strengthen the fabric of our communities. The health and quality of life of our seniors is important to our community. 	<ul style="list-style-type: none"> The demography of the Frontenacs needs a balance that includes youth and families. The themes of recreation lifestyle, trips and trails will be the key to the attraction and retention of people that crave the natural beauty and attributes of the Frontenacs.
Describe “why” of priority	<ul style="list-style-type: none"> Seniors are a vibrant and diverse component of our communities. From the newly retired, to the active senior promoting an “aging-in-place” strategy as an economic development and planning framework will improve our communities. 	<ul style="list-style-type: none"> A diverse population for the Frontenacs will ensure our economy is broadly based.
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Implementation Tools

We recognize that by focusing on these themes, local jobs will be the outcome. We will leverage the power of these themes by utilizing a **coordinated approach to infrastructure, access to grants opportunities, business loans and counseling and regional marketing.**

Scenario: what if we wanted to become...

The “Carrot Cake Capital of the World”

- Farmers grow tons of carrots – sell carrots
- Existing bakery buys carrots – makes best carrot cake in the world! – becomes famous
- More bakeries start – more people are hired – more farmers grow carrots
- Cold storage built – new trucking company start-up
- Carrot Festival – Carrot Cake Tours
- Increased tourism – more accommodations – more restaurants – increased sales & profits for local businesses – positive economic impact!

Principles

In all that we do in the name of economic development in the Frontenacs, we will live by a set principles that balance the economy, environment, social and cultural interest of our communities.

These principles are summarized as follows:

Principles

- **Be prepared** – plan, balance risk and take advantage of opportunities
- **Work collaboratively** – as a community of communities and across political boundaries
- **Be accountable** – listen to our citizens and making tough decision and correcting course when required
- **Communicate effectively** – ensure quality, timely communications with our stakeholders and be clear in our intent
- **Recognize the rural lifestyle** – our economy is a reflection of our rural communities



“However beautiful the strategy, you should occasionally look at the results”

Sir Winston Churchill

Measurement

We will track our progress and report back to our communities every year. We will identify where we have excelled or fallen short, celebrating or refining our work as we track progress using these indicators

- Increased food and beverage business and supporting infrastructure
- More people living and working in the Frontenacs
- More youth in our communities
- Decreased poverty rates
- More seniors staying and arriving
- Increased partnerships
- Increased sense of community pride
- Success in our schools
- More diverse/larger tax base
- Increased year round tourism
- Increased permanent population
- Use of technology to track businesses and data
- Diversity in demographics – age and race
- More kilometers of trails and related facilities
- More opportunities for self-employment
- Ability to adapt to change

Governance: Current Committees

150th

- To assist County Council with the provision of suitable community-wide celebrations of the County's 150th Anniversary.
- To report periodically to County Council and to produce an annual work plan for adoption by Council.

Trails

- To provide input and suggestions regarding the execution of the *Implementation Plan for the Frontenac K&P Trail*,
- To provide input and suggestions regarding other trails initiatives throughout the County including the Townships of North, Central, South Frontenac and Frontenac Islands, and,
- To report periodically to County Council on progress on the committee's work.

Sustainability

- To provide input and suggestions regarding the implementation of *Directions for Our Future*, in particular to help meet the "*Commitment Towards a Sustainable Future*" and the "*Community Input*" elements.

Accessibility

- To assist the County and Township Councils in the County of Frontenac in enabling persons with disabilities to have equal access to all opportunities within the County, including,
- Advise Council in each year on preparation, implementation and effectiveness of its Accessibility Plan
- Review selected Site Plans and drawings described in section 41 of the Planning Act in a timely fashion in terms of how they address the accessibility needs of the disabled
- Work with Council and the community at large to identify and address the needs of the disabled community
- Perform such other functions as specified by Council or through legislation

Seniors Housing

- To engage and consult with the local citizens to ensure local issues are brought forward to the Task Force;
- Provide information and advice to Council on seniors housing;
- Provide advice regarding the implementation of the Municipal Housing Strategy for the City of Kingston and the County of Frontenac with respect to the need for more affordable housing options for seniors living in the Frontenacs;
- Provide advice regarding the *Seniors Housing Pilot Project Study* carried out by the County of Frontenac in 2012 which provided detailed research and background information to assist in developing seniors housing pilot projects;
- Provide advice regarding the draft County Official Plan regarding the regional housing policies that support new seniors housing projects;



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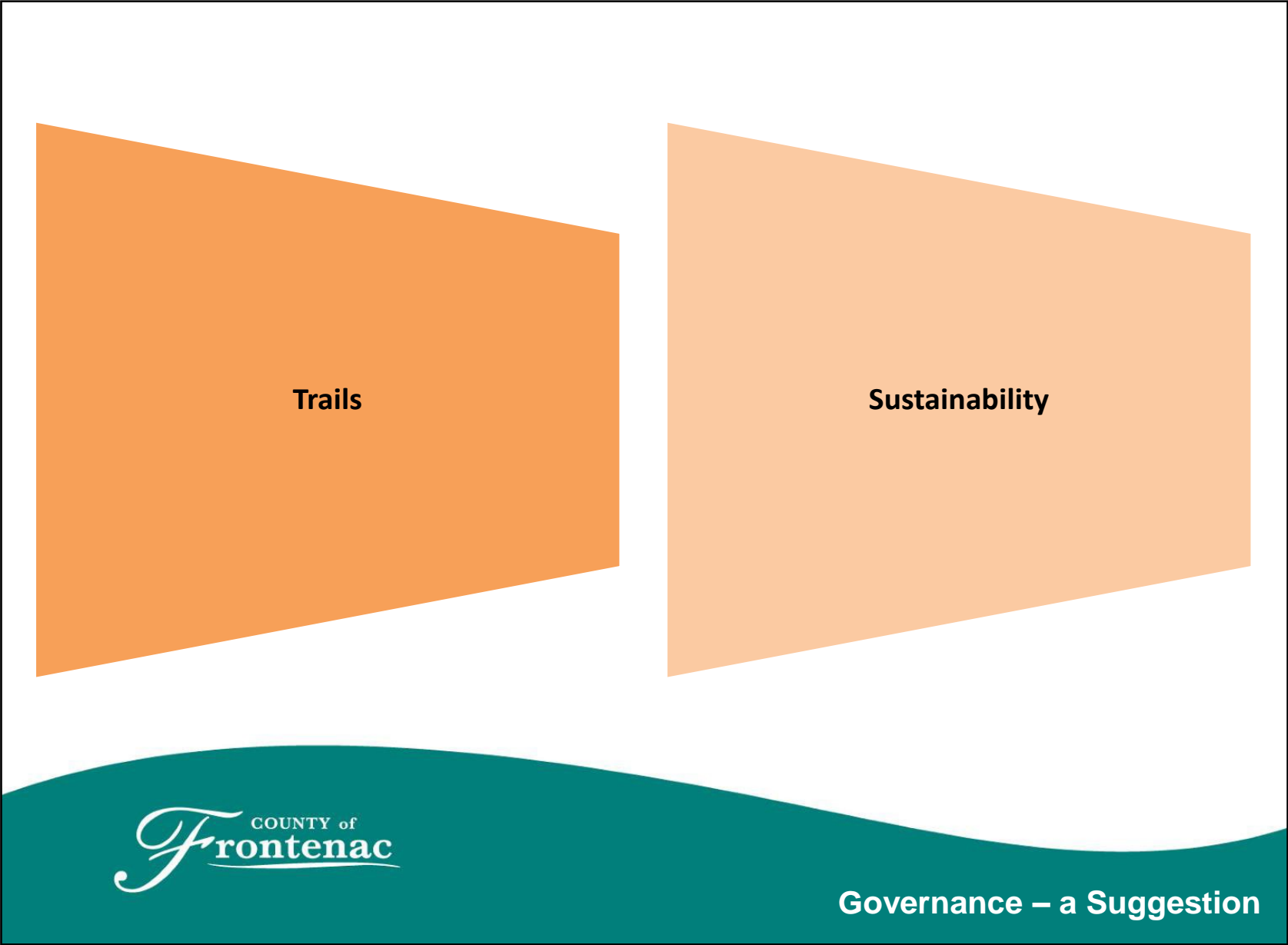
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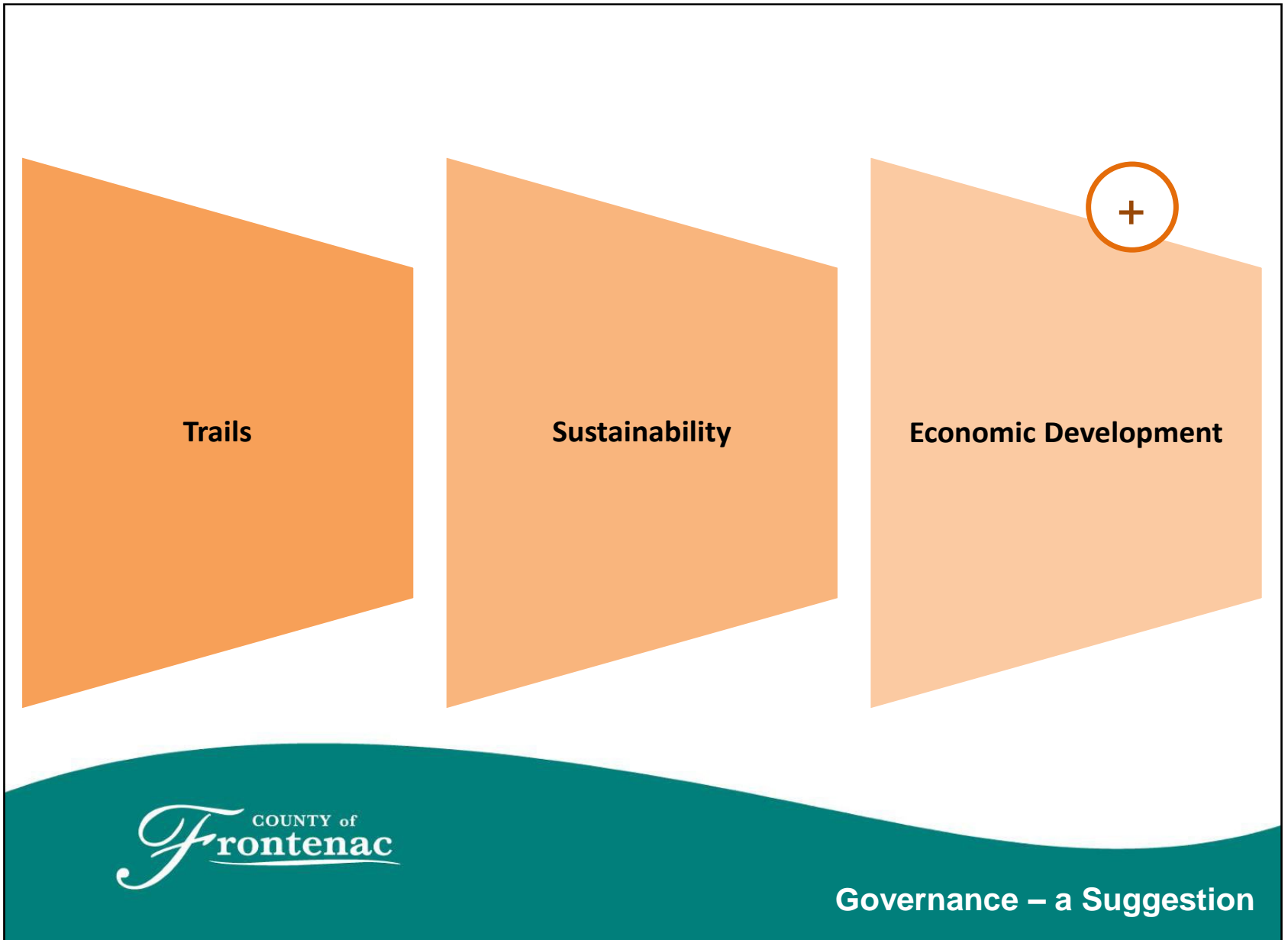
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Possible Reorganization

Trails

Sustainability

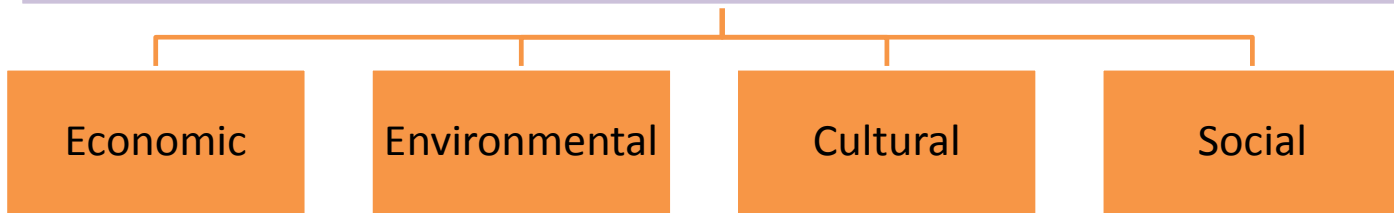
Economic Development

Community Development Committee



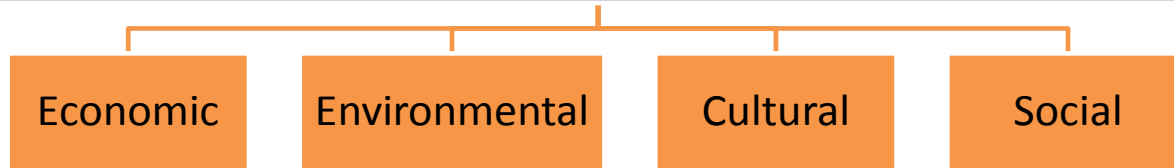
Governance – a Suggestion

Community Development Committee



Four Councillors; one to represent each Township
Four Community Members; one to represent each pillar

Community Development Committee



Draft Mandate:

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

Approach:

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



Governance – a Suggestion

Community Development Committee

- Presented to the Sustainability & the Trails Advisory Committees
- Both have supported the structure in principle and recommendations stating such have been forwarded to County Council for their consideration

Next Steps: Implementation

- What does implementation look like?
- An honest assessment of existing conditions
- Examination of all the available “tools” and an analysis of how they can be used to achieve goals
- Measurement

Assessment & Tools

- **ASSESSMENT**

- Infrastructure
- Business Support
- Marketing
- Target audiences
- Current economics
- Environmental impacts
- Social/Cultural Context

- **TOOLS**

- Governance
- Partners
- Supporting reports
- Planning tools
- Grant opportunities
- Existing data
- Research
- Market/Brand development

Measurement

- Establish current state
- 6-10 metrics per activity
- Identify leading, lagging and co-incident indicators
- Set targets
- Measure, report, adjust
- Assign responsibilities



Thank you





REPORT 2015-048

RECOMMEND REPORT

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender
Chief Administrative Officer

Prepared by: Anne Marie Young
Manager of Economic Development

Date prepared: April 7, 2015

Date of meeting: April 15, 2015

Re: **Planning & Economic Development – Economic Development Implementation Plan Update**

Recommendation

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

AND WHEREAS, the County held a series of meetings on March 4th and 5th 2015 to develop an economic development charter and focus our efforts in order to maximize impact;

AND WHEREAS, the results of the economic development charter included:

Three activities:

- Trips and Trails
- Local Food and Beverage
- Recreation Lifestyle; and

Two demographic targets:

- Seniors
- Families and Youth

AND WHEREAS, developing partnerships and community engagement are integral to the economic development process;

NOW THEREFORE BE IT RESOLVED THAT Council approve in principle the economic development charter and direct staff to work with the volunteers identified at the March 4th and 5th event to develop implementation plans, including partnership frameworks, timelines and performance measures for consideration by County Council in September 2015.

Background

In April 2014 County Council approved its Strategic Plan which included the following goal for economic development:

Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County.

At its September 2014 meeting, County Council approved an implementation plan proposed by staff that included meeting with partner agencies to develop a framework for regional economic development, the preparation of an Economic Development Charter and using the following principles to guide Economic Development:

- The County role is as a partner, facilitator and where appropriate supporting infrastructure investment
- By developing partnerships with agencies that are already working on the ground we will be able leverage resources
- The County will support EOWC and Provincial economic development initiatives
- Results should be measured and reported
- Results need to be examined and evaluated for success over the short-term, medium-term and long-term
- Community consultation needs to be regular, substantive and sustained.

In addition, after a comprehensive review of reserve funds, County Council allocated \$500,000 to the economic development goal, with the plan for allocating the spending to be determined through a priority setting exercise.

Comment

A priority setting exercise was executed during sessions held the March 4 & 5 Economic Development Days. Approximately 40 people attended. Kathy Wood of Natural Capital Resources facilitated the sessions.

On March 4th we:

- Looked at the big picture
- Scoped the ‘themes’
- ‘Invested’ to set priorities

On March 5th we:

- Developed Principles
- Outlined Measures of Success
- Test drove & signed the Charter

The County of Frontenac Economic Development Days Follow-Up Report is attached as Appendix A to this report.

Next steps will include two meetings which are to be held on June 9 and 11, 2015, 10:00 am to 2:00 pm each day – where volunteers, who signed up for a theme of interest, will be brought back to further develop the implementation plans, including partnership frameworks, timelines and performance measures for consideration by County Council in September 2015.

Sustainability Implications

In all that we do in the name of economic development in the Frontenacs, we will live by a set principles that balance the economy, environment, social and cultural interest of our communities.

Financial Implications

\$500,000 has been allocated from reserve funds to further the economic development goal.

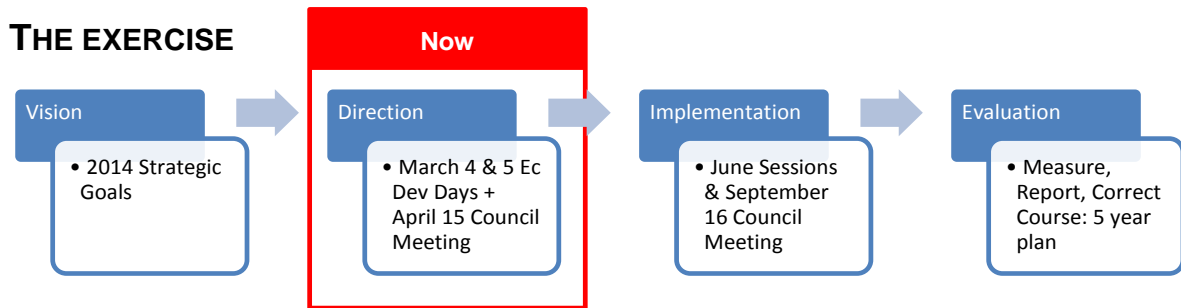
Organizations, Departments and Individuals Consulted and/or Affected

Kelly Pender, CAO
Joe Gallivan, Director of Planning and Economic Development
Alison Vandervelde, Communications Officer
Attendees of the Frontenac Economic Development Days

Frontenac's Economic Development Days



THE FOLLOW-UP REPORT



During its 2014 Strategic Planning exercise, County Council identified three strategic goals for priority focus over the 2014-18 Council term:

1. Meeting the Aging Tsunami Challenge for Frontenac Seniors.
2. Meet the emerging “post landfill” Solid Waste Management challenge for Frontenac residents.
3. Respect for the taxpayer and focused economic development:
 - Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority, Council will develop a long term financial plan that is sustainable.
 - Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County.

In a review of reserve funds, County Council allocated \$500,000 to the economic development goal, with the plan for allocating the spending to be determined through a priority setting exercise.

At its September 2014 meeting, County Council approved an implementation plan that included meeting with partner agencies to develop a framework for regional economic development and the preparation of an Economic Development Charter.

In an effort to bring all the “players” to the table, break down silos and start identifying the enormous leaps we could achieve if we combined forces, the March 4 & 5 Economic Development Days were born.

On March 4th we:

- Looked at the big picture
- Scoped the ‘themes’
- ‘Invested’ to set priorities

On March 5th we:

- Developed Principles
- Outlined Measures of Success
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Frontenacs Economic Development Days
The Follow-up Report

EXECUTIVE SUMMARY
An Economic Development Charter for the Frontenacs

March 5, 2015

We believe a strong economy is essential for vibrant, enduring communities, for the happiness, health, and satisfaction of our residents, and for the security of our citizens as well as our businesses, organizations and local governments.

We value collaboration and pledge to work together to develop, gather support for, implement and measure the themes in this Charter.

We share a Vision of an economy that is rooted in the character of the Frontenacs and its people: welcoming, natural, healthy, clean, tranquil, entrepreneurial, and rural by choice and conviction.

We agree that success in bringing the Vision to life will come from proactive implementation of initiatives developed within the inter-related themes outlined in this Charter.

We pledge that the Frontenacs will be a stronger by focusing on the following themes:

	Activities		
	Trips and Trails	Local Food and Beverage	Recreation Lifestyle
Describe scope of priority	<ul style="list-style-type: none"> Providing safe community linkages for recreation, active transportation and tourism will provide opportunities for business and assessment growth. 	<ul style="list-style-type: none"> Food and beverage products that are grown, processed and sold locally, regionally and internationally will reinforce the character and reputation of the Frontenacs, while providing local jobs and support for tourism. 	<ul style="list-style-type: none"> Promotion of the Frontenacs lifestyle, with access to the natural beauty and amenities of the Frontenacs will appeal to families and businesses. The recreation lifestyle will be complemented by a “connected” community.
Describe “why” of priority	<ul style="list-style-type: none"> The geography of the Frontenacs is vast and beautiful. Lifestyle and recreation opportunities will be supported by the successful implementation of a trips and trails strategy. 	<ul style="list-style-type: none"> The unique geography and environment of the Frontenacs offers the opportunity to provide a rich and diverse range of product offerings for residents and visitors. Will take advantage of a growing demand for local, healthy food options. 	<ul style="list-style-type: none"> Youth and families that yearn for a rural lifestyle with access to nature, connection to trails and opportunities to work from home will help provide balance to our economy.
Describe general definition of success	<ul style="list-style-type: none"> Assessment growth in proximity to trails Business growth in trips and trails support industries i.e., B&B’s, outfitters, restaurants. 	<ul style="list-style-type: none"> Growth in value added agriculture, agri-business, specialty products and artisan foods Development of breweries, distilleries and wineries. Ensuring the required supports are in place. 	<ul style="list-style-type: none"> Attraction of families and retention of our youth. Growth in home based businesses.

	Demographics	
	Seniors	Families and Youth
Describe scope of priority	<ul style="list-style-type: none"> Ensuring that seniors can remain in their home and transition to independent living options will strengthen the fabric of our communities. The health and quality of life of our seniors is important to our community. 	<ul style="list-style-type: none"> The demography of the Frontenacs needs a balance that includes youth and families. The themes of recreation lifestyle, trips and trails will be the key to the attraction and retention of people that crave the natural beauty and attributes of the Frontenacs.
Describe “why” of priority	<ul style="list-style-type: none"> Seniors are a vibrant and diverse component of our communities. From the newly retired, to the active senior promoting an “aging-in-place” strategy as an economic development and planning framework will improve our communities. 	<ul style="list-style-type: none"> A diverse population for the Frontenacs will ensure our economy is broadly based.
Describe general definition of success	<ul style="list-style-type: none"> Improved “aging-in-place” options. Improved transportation and access for seniors. Private sector involvement in providing seniors solutions. 	<ul style="list-style-type: none"> Demographic growth in the 0 to 40 age groups.

Implementation Tools

We recognize that by focusing on these themes, local jobs will be the outcome. We will leverage the power of these themes by utilizing a **coordinated approach to infrastructure, access to grants opportunities, business loans and counseling and regional marketing.**

Principles

In all that we do in the name of economic development in the Frontenacs, we will live by a set principles that balance the economy, environment, social and cultural interest of our communities.

These principles are summarized as follows:

- **Be prepared** – plan, balance risk and take advantage of opportunities
- **Work collaboratively** – as a community of communities and across political boundaries
- **Be accountable** – listen to our citizens and making tough decision and correcting course when required
- **Communicate effectively** – ensure quality, timely communications with our stakeholders and be clear in our intent
- **Recognize the rural lifestyle** – our economy is a reflection of our rural communities

Measurement

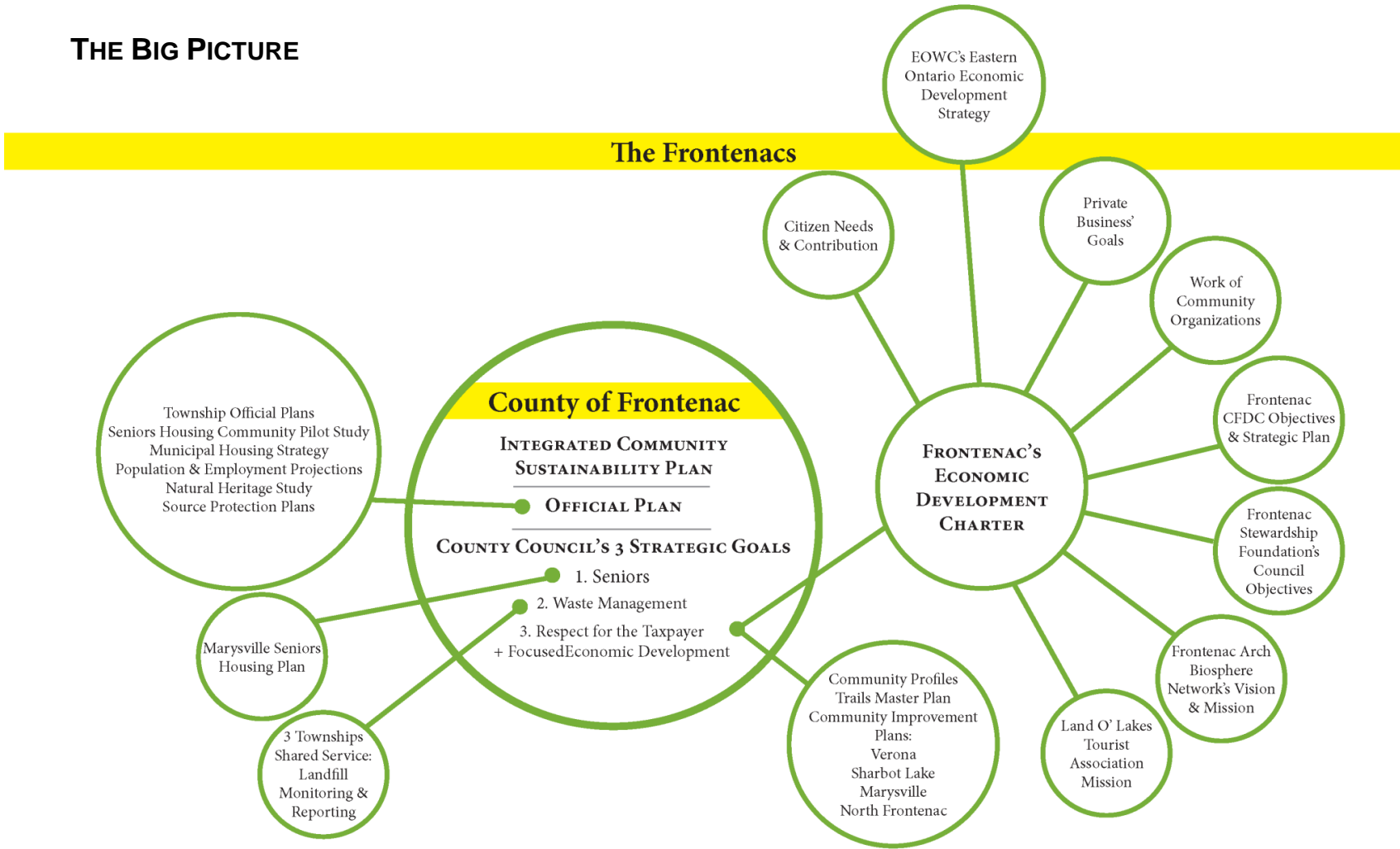
We will track our progress and report back to our communities every year. We will identify where we have excelled or fallen short, celebrating or refining our work as we track progress using these indicators:

- Increased food and beverage business and supporting infrastructure
- More people living and working in the Frontenacs
- More youth in our communities
- Decreased poverty rates
- More seniors staying and arriving
- Increased partnerships
- Increased sense of community pride
- Success in our schools
- More diverse/larger tax base
- Increased year round tourism
- Increased permanent population
- Use of technology to track businesses and data
- Diversity in demographics – age and race
- More kilometers of trails and related facilities
- More opportunities for self-employment
- Ability to adapt to change

Signed as individuals, this 5th day of March 2015

_____	_____	_____
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THE BIG PICTURE



Frontenacs Economic Development Days
The Follow-up Report

THE HONEYCOMB DIAGRAM

Revised after March 5th to reflect the group's input, this visual has become known as the "Honeycomb Diagram". It incorporates the high-level themes of economic development that can combine to create a prosperous future for the Frontenacs.



Frontenacs Economic Development Days
The Follow-up Report

THE DEMOGRAPHIC THEMES

1 | Seniors

Scope & Importance

- Seniors are an active and passionate market contributing positively to the economic development of the Frontenacs
- Seniors should be supported to maintain a good quality of life in their own homes and through services provided locally beyond the loss of their independence
- Supporting seniors requires businesses and creates jobs
- The theme should be renamed to just “Seniors”, as “Seniors Issues” has a negative connotation

Considerations

- A substantial investment in infrastructure is required to meet housing, transportation, medical and social needs of seniors (part of the municipal government role)
- Needs depend on the wealth and health of seniors, however we must prioritize a good quality of life for all seniors, including meeting their social and cultural needs (including recreational, volunteer, health & wellness, intergenerational programming and on-going education opportunities)
- Need the data that supports a focus on attracting seniors as a good strategy to make sure it more than a short term boost and not a long term drain
- Some issues identified are not “economic development”, and the County has already allocated dollars to seniors issues separately (housing & transportation)

Implementation Ideas

- High-end tailored services (i.e., shrimp delivery)
- Community network – one-stop shopping for information needs (integrate with Community Services)
- Private / public partnerships to develop infrastructure

THE DEMOGRAPHIC THEMES

2 | Families & Youth

Scope & Importance

- Growing the population of the Frontenacs by attracting youth and families will strengthen the fabric of our communities and make our economy more resilient
- Many in this demographic would be attracted to the “work from home, kayak on your lunch” lifestyle the Frontenacs has to offer – need to develop that sense of place and market the Frontenacs under one cohesive “brand” umbrella

Considerations

- Need to create opportunities for jobs (that pay a living wage), housing (including rentals), financing for entrepreneurs, social connections for adults and support services for children and youth
- Transportation might be a hurdle for youth who are considering the rural lifestyle
- There is a potential gap between employer and employee needs/wants.

Implementation Ideas

- As in a neighbouring county, register post-secondary bound youth for an e-newsletter that focuses on the economic development health and successes of the region to entice them to return home upon graduation.

THE ACTIVITY THEMES

1 | Trips & Trails

Scope & Importance

- Embraces and showcases Frontenac's vast geography and beautiful natural features
- Links into our region's best kept secret – our recreation lifestyle – and is a piece of the foundation that will create local jobs through the development of the tourism sector
- A natural cornerstone of the Frontenac “brand” on which to base a regional marketing initiative

Considerations

- Need to understand which markets we are targeting – Ontario, Canadian, American and European are all important.
- As the K&P Trail development finishes, the County's Trails Advisory Committee has the opportunity to broaden its scope

Implementation Ideas

- Develop:
 - a collaborative regional marketing initiative that reaches beyond the geographic boundaries of the County, and focuses on signature trail loops
 - packages with restaurants, B&Bs, etc
 - guided tours and all-season tours
 - geocaching program along trails
- Encourage local events to use the trails (i.e., charity walks/runs)
- Promote the trails as a venue for photographers to capture stunning landscape and wildlife images
- Explore use of personal housing (i.e., VRBO, Air BnB) to fill infrastructure gaps

THE ACTIVITY THEMES

2 | Local Food / Beverage & Value Added Production

Scope & Importance

- Production of all types of food, including veg, fruit, meat, dairy, and grain + value-added products like wine, beer, and specialty and artisan foods
- May include large-scale operations, but the focus is on small-scale operations that are suited to the geography of the Frontenacs
- Includes producers who sell directly to Frontenac residents and visitors, and those who deliver to restaurants and other retailers in the region
- Does not include operations that compromise the integrity of the environment.
- Contributes to the creation of jobs
- Seniors could be an under-tapped market for quality goods
- This is really a community-to-community industry

Considerations

- Substantial investments are required to grow business, especially when market viability is unknown
- Meeting regulations on food products is costly to the point of being prohibitive (i.e., traceability programs costing in the tens of thousands of dollars)
- The industry does not always provide living wages / profitability
- Need for some local infrastructure (i.e., food hubs and abattoirs) and efficient transportation options

Implementation Ideas

- Develop programs to help businesses with management and marketing
- Open up the commercial kitchens in municipally-owned community halls to producers for processing
- Set up a Food Hub as a central location for processing, storage, distribution, which will allow individual producers to expand operation without investing in costly overhead
- Need to develop a Frontenac-wide “brand” around local food and beverage to encourage the individual consumer to increase purchases from local producers, creating a stronger, more reliable market for producers
- Inventory existing producers
- Develop an app to promote Frontenac food and beverage

THE ACTIVITY THEMES

3 | Recreation Lifestyle

Scope & Importance

- All aspects of our natural environment contribute to recreation lifestyle, which includes cycling, hiking, swimming, boating, fishing, ATV'ing, snowmobiling, hunting, trapping, bird watching, photography, camping, dark sky gazing, etc
- Includes appealing to both visitors and residents
- It's our best kept secret, and the foundation of the Frontenac 'sense of place'
- Does not encompass building new facilities, like gyms

Considerations

- Need to ensure broadband and cell service is in place throughout our region
- Continued requirement for infrastructure (parking lots, privies)
- Our natural features are not money makers – need the businesses in place and to create packages to create opportunities for revenue in the County

Implementation Ideas

- Develop an app for cycling routes
- Develop a brand to attract people and businesses

THE OTHER THEMES

Community Engagement

- Developing grass roots support
- Finding the spark of the people
- Breaking down barriers
- Pre-requisite for all economic development
- Listening, not hearing
- Forming communities of interest; facilitating their shared interest
- Bring the thinkers and doers together
- Matching funds with community fundraising
- How to encourage people to continue to work
- Immigrant community
- How NB are festivals and events
- 50% of assessment is waterfront – community development is key

Regional Marketing

- Need a Regional Brand
- Audience = internal + visitors
- Buy-in from all stake holders
- Getting all municipalities to work collectively
- Multiple levels of communications: signage, apps, website, web marketing, direct marketing, promotions, campaigns
- High investment, but if not spent, costly consequences
- Working with organizations outside of the Frontenacs to promote economic development opportunities
- Include Frontenac Arch, LOLTA, RTO 9: The Great Waterway
- Includes Kingston, Military

THE OTHER THEMES

Local Jobs

- Is woven into the foundation of the other themes:
 - Developing the infrastructure that we need (bridges, seniors' complexes, etc) will create jobs.
 - Within Recreation Lifestyle/Trips & Trails, there are opportunities to keep money from bleeding out of the community (staycations), a "repatriation" of resources.
 - Local Food is entrepreneurship at its best.
 - Within Community Building, Education & Skills Development, there lots of possibilities for jobs, including those intergenerational links/knowledge transfer between seniors and youth. Also can be translated into that knowledge-based/creative economy.
- "Local" means within the County, and within a manageable distance for the employee
- Year-round and seasonal employment are both important
- Lack of relevant workforce; employer needs don't always match employee's – a bigger, more diverse workforce is needed
- Does not mean the City of Kingston, does not mean depending on a single large employer that could easily leave the community
- Transportation is not always available
- Beyond pay & job availability, need to look at lifestyle as a factor influencing jobs
- Need supports to help small businesses turn short-term positions into longer-term positions
- Promote Frontenac's Sense of Place and people will find /create jobs once they're here
- Need to ensure we pay attention to succession planning and give preference to employing local people.

Coordination, Infrastructure & Grant Opportunities

- Overlaps with all other themes
- Opportunity for County & TWPs to coordinate grants

THE OTHER THEMES

Business Loans, Start-ups, Retention

- Should be expanded to include business counselling/training
- start up and retention expanded to include expansion
- business counselling will enable more private investment (banks)
- Home grown Loan
- Rate comparable with or better than traditional lenders
- Streamlined application / prequalify
- Flexible arrangements
- Preference for supporting business in keeping with the vision of the County

Community Building, Education & Skills Development

- Access to tool box for success
- Support financially/promoted
- Done by experts (other agencies)
- Common goal for success
- Work with schools / educating public & external stakeholders
- Creating a partnership to support apprenticeship
- Assisting with matching and mentoring people
- Dealing with paperwork to encourage small businesses to be involved
- Engaging stakeholders, with goal of reaching consensus on strategic next steps

IMPLEMENTATION TOOLS

In Place:

- Community Improvement Plans
 - Verona - 2011
 - Sharbot Lake - 2012
 - Marysville - 2013
 - NF Township - 2015

- Business Retention and Expansion
 - Regional Local Food BR+E 2013
 - County BR+E 2007

- First Impressions Community Exchange
 - Marysville
 - Plevna
 - Arden

- Trail Master Plan
 - Implementation Plan for K&P Trail 2009
 - Implementation Plan for K&P Trail 2013 (Tichborne to Sharbot Lake)
 - Draft County Trails Concept Plan – 2014

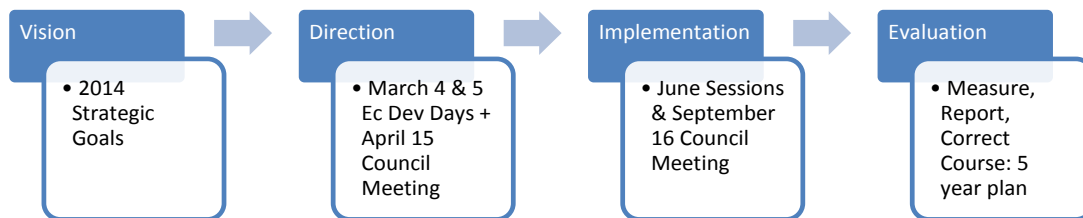
- Towards a Strategy for Sustainable Tourism for the County of Frontenac 2011 - FAB

Others to be aware of:

- Downtown Revitalization - OMAFRA
- Community Immigrant Retention in Rural Ontario - OMAFRA
- Healthy Rural Communities Tool Kit - A Guide for Rural Municipalities
- Municipal Planning and Financial Tools for Economic Development - MAH
- Case studies of other communities

NEXT STEPS

Economic Development and Revenue Generation					
ED1	Meet with partner agencies to develop a "framework" for regional economic development	CAO & Mgr of Ec Dev	Internal	100% Complete	Feb 2015
ED2	Prepare an Economic Development Charter	Partners & Mgr of Ec Dev	Internal	100% Complete	March 2015
ED3	Review by Council – Council decision Point		Internal	Complete	March 2015
ED4	Develop Partnership Agreements	CAO & Mgr of Ec Dev	TBD	% Complete	Fall 2015
ED5	Measure & Report	Mgr of Ec Dev	TBD	TBD	Ongoing



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

And Whereas, the County held a series of meetings on March 4th and 5th 2015 to develop an economic development charter and focus our efforts in order to maximize impact;

And Whereas, the results of the economic development charter included:

Three activities:

- Trips and Trails
- Local Food and Beverage
- Recreation Lifestyle; and

Two demographic targets:

- Seniors
- Families and Youth

And Whereas, developing partnerships and community engagement are integral to the economic development process;

Now therefore, Council approve in principle the economic development charter and direct staff to work with the volunteers identified at the March 4th and 5th event to develop implementation plans, including partnership frameworks, timelines and performance measures for consideration by County Council in September 2015.

EVALUATION SURVEY RESULTS

Following the March 4th & 5th Economic Development Days, participants were asked to complete a short evaluation survey. Fourteen responses were received, and full survey results are included here.

Not all participants signed the charter, but it is felt any dissatisfaction with the document was a result of individual perception that it was either too specific, or not specific enough. Over the course of the sessions, and through the anonymous survey, there was no indication that participants thought the charter would lead the region in the *wrong* direction. As Question 4 in the evaluation survey indicates, most respondents felt the individual pieces of the charter were 'just right'.

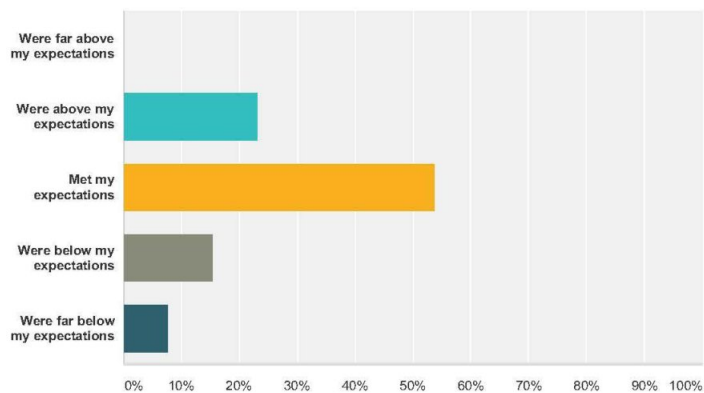
Though a majority of respondents indicated they were in favour of meeting again to review a 'final' version of the charter (question 5), staff suggest another meeting on the charter would not be beneficial at this time. In a group of 30+, it will be impossible to reach total consensus on wordsmithing.

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

Q1 In general, the March 4 & 5 Economic Development Days:

Answered: 13 Skipped: 1



Answer Choices	Responses
Were far above my expectations	0.00% 0
Were above my expectations	23.08% 3
Met my expectations	53.85% 7
Were below my expectations	15.38% 2
Were far below my expectations	7.69% 1
Total	13

#	Comments:	Date
1	90% excellent; 10% not so great because of lack of refinement of ideas.	3/15/2015 2:12 PM
2	It reminded me of my children talking about what they wanted for Christmas. At no point was there any conversation about how to make things happen. I don't think a conversation about culture and lifestyle in a room filled with like minded people is even relevant to the broader population. To add to that, I did not hear anyone say "this is what the people in the area need or would like to see". Having a room filled with people that can and want to make things happen, then coming up with a plan is what I was expecting. I left rather confused why the meeting had even taken place. Who doesn't want more jobs, tourism and business setting up in the area? We all want the same things, the rest just seem to be semantics. Actions speak louder than words. Whats the meeting on getting stuff done? thats the one I want to attend and I'll work for you when I show up.	3/13/2015 1:52 PM
3	Had hoped for more brainstorming beyond the Tourism or Food and Beverage themes. Felt I was being lead to a foregone conclusion more than once during the event. Getting people talking about it is still better than doing nothing and for that we should celebrate.	3/13/2015 9:38 AM
4	Thought that the whole exercise was extremely well done	3/13/2015 9:30 AM
5	The Ec Dev days were fantastic on the organizational side, but I felt it left County Council more confused about who was doing what already in the Ec Dev sector if Frontenac.	3/13/2015 9:13 AM

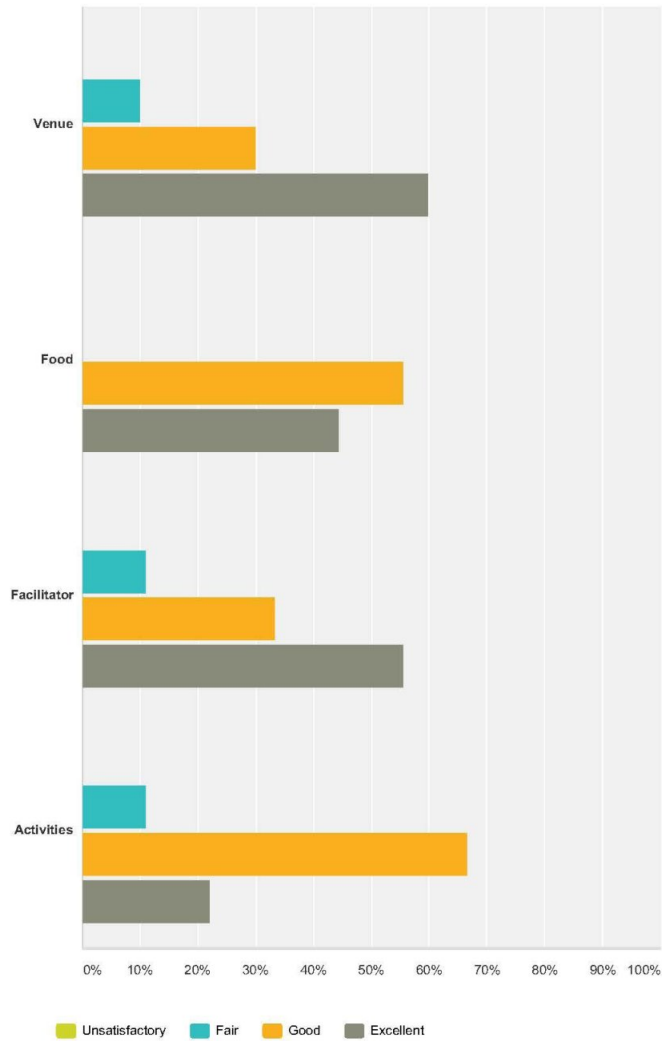
1 / 11

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

Q2 Please rate the following aspects of the March 4th session

Answered: 10 Skipped: 4



2 / 11

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

	Unsatisfactory	Fair	Good	Excellent	Total
Venue	0.00% 0	10.00% 1	30.00% 3	60.00% 6	10
Food	0.00% 0	0.00% 0	55.56% 5	44.44% 4	9
Facilitator	0.00% 0	11.11% 1	33.33% 3	55.56% 5	9
Activities	0.00% 0	11.11% 1	66.67% 6	22.22% 2	9

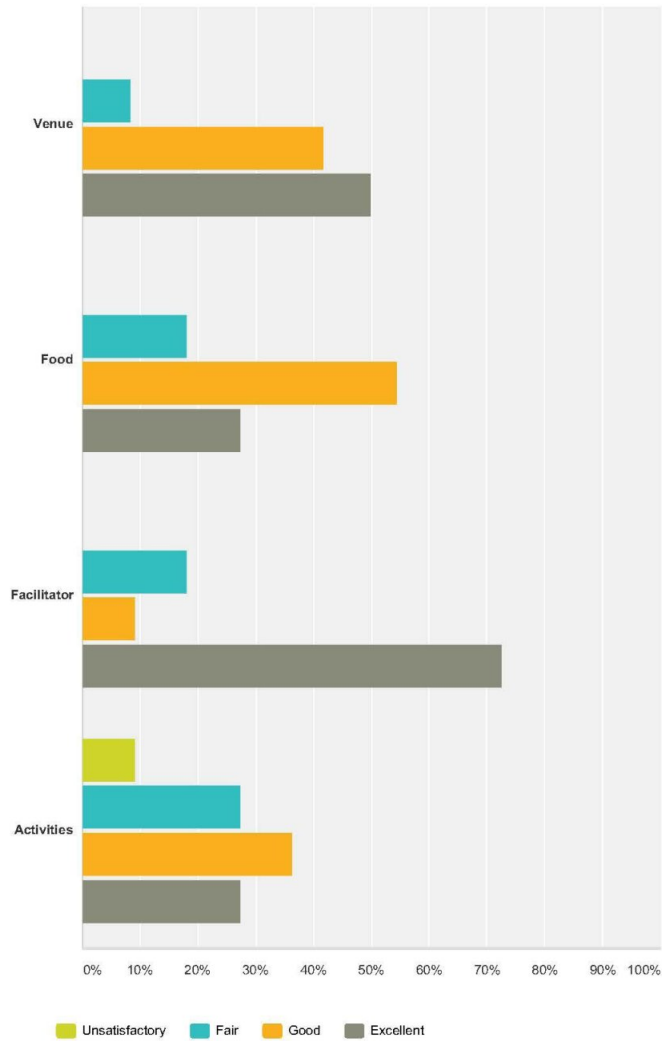
#	Comments:	Date
1	I did not attend the March 4 session	3/16/2015 4:22 PM
2	did not need to be there county auditorium would have been fine	3/16/2015 10:34 AM
3	Did not attend	3/13/2015 1:52 PM
4	Was not in attendance for the March 4th activities	3/13/2015 11:11 AM
5	N.A.	3/13/2015 9:45 AM
6	ice breakers are a necessary evil, but on day one we didn't even do introductions, so on day 2 I was still finding out who was in the room. We missed out hearing the feedback from the other groups. The overall agenda was overly optimistic. I liked the idea of back to back sessions and keeping the momentum.	3/13/2015 9:38 AM
7	the thoughtfulness regarding diet was very kind and much appreciated	3/13/2015 9:30 AM

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

Q3 Please rate the following aspects of the March 5th session

Answered: 12 Skipped: 2



4 / 11

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

	Unsatisfactory	Fair	Good	Excellent	Total
Venue	0.00% 0	8.33% 1	41.67% 5	50.00% 6	12
Food	0.00% 0	18.18% 2	54.55% 6	27.27% 3	11
Facilitator	0.00% 0	18.18% 2	9.09% 1	72.73% 8	11
Activities	9.09% 1	27.27% 3	36.36% 4	27.27% 3	11

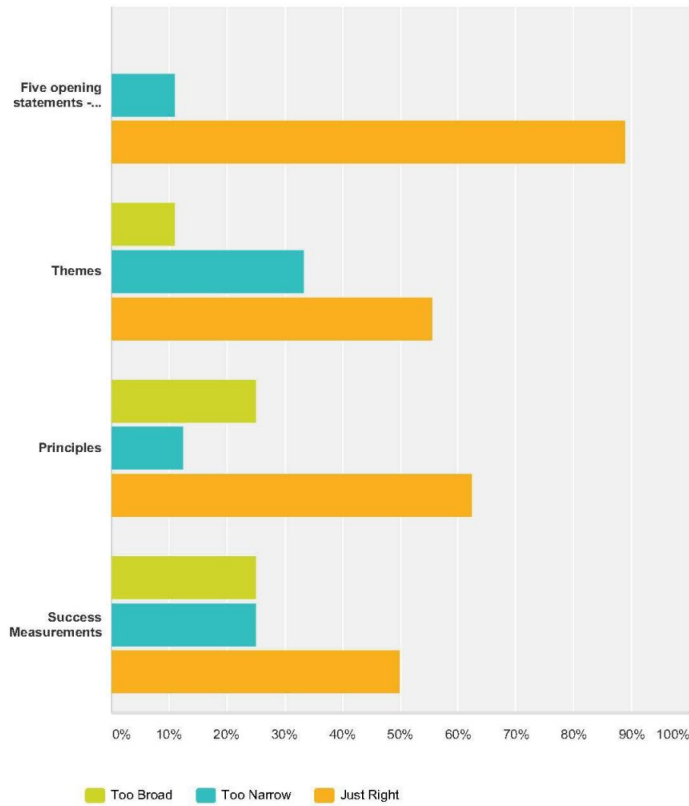
#	Comments:	Date
1	I felt at a disadvantage not having been at the March 4 session. Without knowing what had already been discussed it was hard to know what was relevant for me to contribute.	3/16/2015 4:22 PM
2	I appreciated the efficiency of the pacing of both sessions. The renovated auditorium at Fairmount is an amazing transformation from what it was like before -- well done!	3/15/2015 4:33 PM
3	Did not attend	3/15/2015 2:14 PM
4	Dragons Den was interesting, but we could have had one mock up and spent the time focused on nailing down the charter. We never actually had uninterrupted time to read the charter before we were asked to sign. the purpose of bringing more people in after the first day was never really clear to either them or those who were there for both, this created confusion. Not sure how the invitees where selected, or why some groups seemed over represented.	3/13/2015 9:38 AM
5	again the thoughtfulness regarding diet was very kind and much appreciated	3/13/2015 9:30 AM
6	There appeared to be a disjunct in continuity between the two days, possibly due to the increase in participants and their lack of 'complete' orientation to the content of the first day's session.	3/13/2015 9:14 AM

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

Q4 How do you feel about the individual aspects of the charter?

Answered: 9 Skipped: 5



	Too Broad	Too Narrow	Just Right	Total
Five opening statements -- believe // value // share // agree // pledge	0.00% 0	11.11% 1	88.89% 8	9
Themes	11.11% 1	33.33% 3	55.56% 5	9
Principles	25.00% 2	12.50% 1	62.50% 5	8
Success Measurements	25.00% 2	25.00% 2	50.00% 4	8

6 / 11

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

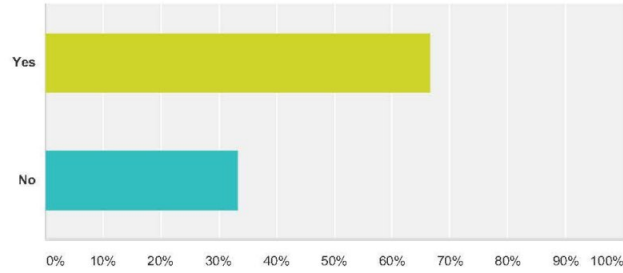
#	Comments:	Date
1	By "themes", do you mean the items listed under "activities" in the charter? I answered as if that were the case. These are important strategic themes for the Frontenacs, but are not comprehensive of full scope of possibilities. With regard to the success measurements, they are neither too broad nor too narrow, but they need to be refined and considered as a group (no way to indicate this above). For example, one of them is "more seniors staying and arriving", another relates to youth, and still another to diversity. These goals could be seen as overlapping or contradictory, so further elaboration would help. Also, how will "success in our schools" and "ability to adapt to change" be measured?	3/16/2015 4:22 PM
2	i think will be hard to evaluate success	3/16/2015 10:34 AM
3	I think that the charter appears to limit the focus for economic development to those three themes to the exclusion of others. I think some of the success measures will be hard to quantify -- eg. increase partnerships and increased sense of community. I fully support increased success in our schools, but I don't see activities to work on that in the activities section.	3/15/2015 4:33 PM
4	I was not part of drafting the Charter	3/15/2015 2:14 PM
5	Themes, principles, and success measurements need more refinement. Since themes drive the whole process, these are most important.	3/15/2015 2:12 PM
6	All sounded fine. How do we make it happen?	3/13/2015 1:52 PM
7	Don't remember enough of the exact wording to comment.	3/13/2015 9:45 AM
8	I am not sure that everyone clearly understood how the charter was to be applied. The dragons den process may have lead to thinking that a select group will interpret it and apply it as they see fit to award the funds. If this is the case just (unlike provincial funding decisions which we are never sure about) the process needs clarity and transparency so that everyone has clear definitions by which their proposals will be awarded. Seems to set up competition rather than collaboration.	3/13/2015 9:38 AM
9	This is hard to answer - it seemed as if the distillation of the discussion points into the body of the charter were not entirely accurate and that there were some surprising features that were not expected - I don't have a copy of the charter to refer to so I cannot be any more specific that this ...	3/13/2015 9:14 AM

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

Q5 Would you like to meet again as a group within the next month to review a 'final' version of the charter?

Answered: 12 Skipped: 2



Answer Choices	Responses	Count
Yes	66.67%	8
No	33.33%	4
Total		12

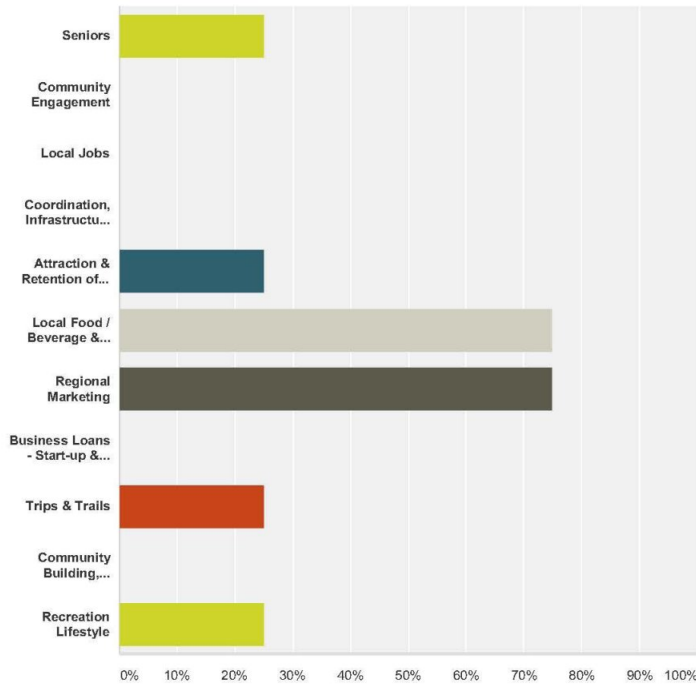
#	Comments:	Date
1	i think if the group finds this benefical then yes defenatly would need final review	3/16/2015 10:34 AM
2	I would like to see the charter reviewed by a larger group of people active in the four pillars in the Frontenacs before it is described as final.	3/15/2015 4:33 PM
3	Not sure	3/15/2015 2:14 PM
4	Also need more explanation/discussion of what the Charter is, and what will be done with it.	3/15/2015 2:12 PM
5	We need to continue dialogue, to better understand each others' personal defintion of E.D.	3/13/2015 9:45 AM
6	Timing is probably difficult, and it shouldn't be just who can make it, something would be lost. With all the feedback an edited version that considers the feedback should be issued in draft. Ultimatlley it is County Council who have to make a decision. Ideally with the support of the Townships.... may need to take a roadshow to Township Councils before the final adoption by County. We need to find ways to pull us together not sparring for dollars	3/13/2015 9:38 AM
7	I think that many left the final session with a need to discuss the charter further ...	3/13/2015 9:14 AM
8	Highly Recommend.	3/13/2015 9:13 AM

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

Q6 At the end of March 5th, you were given the opportunity to sign up as being interested in continuing the conversation on individual themes. If you did not sign up for any themes, but would like to, please indicate your interests below and include your full name. Or, if you'd rather not identify yourself here, please feel free to email Anne Marie, Alison, Kelly or Joe.

Answered: 4 Skipped: 10



Answer Choices	Responses
Seniors	25.00% 1
Community Engagement	0.00% 0
Local Jobs	0.00% 0

9 / 11

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey

Coordination, Infrastructure & Grant Opportunities	0.00%	0
Attraction & Retention of Families & Youth	25.00%	1
Local Food / Beverage & Value Added Production	75.00%	3
Regional Marketing	75.00%	3
Business Loans - Start-up & Retention	0.00%	0
Trips & Trails	25.00%	1
Community Building, Education & Skills Development	0.00%	0
Recreation Lifestyle	25.00%	1
Total Respondents: 4		

#	Name:	Date
1	Gord Rodgers	3/15/2015 2:12 PM
2	Michael McKenzie	3/13/2015 1:52 PM
3	marcel Giroux	3/13/2015 9:45 AM
4	Tracy John	3/13/2015 9:30 AM

March 4 & 5 Ec Dev Days Evaluation Survey

SurveyMonkey


Q7 If you have any other comments, please share them with us here:

Answered: 7 Skipped: 7

#	Responses	Date
1	Great initiative to get everyone together and I look forward to the ongoing related work.	3/16/2015 4:22 PM
2	Overall an excellent chance to provide input from the community. I liked the mix of staff, politicians, and community members. BUT - more refinement is needed on themes, principles, and success measures before I can feel comfortable signing a charter.	3/15/2015 2:12 PM
3	I like the direction the charter is going. But we already know our strengths and all want the same thing. Would have loved to see the meeting where we talk about what is achievable and how we can get there.	3/13/2015 1:52 PM
4	Very good day. It was great to see representatives from all municipalities looking forward to working together to enhance economic development throughout the Frontenac's.	3/13/2015 11:11 AM
5	This is a huge and constant problem. Every step helps, however small. Just have to keep walking.	3/13/2015 9:45 AM
6	Thank you for asking	3/13/2015 9:38 AM
7	I thought it was a very positive and productive two days. I sincerely hope that this is the beginning of a new and exciting way forward for Frontenac County	3/13/2015 9:30 AM

11 / 11

APPENDIX: MARCH 4TH & 5TH SLIDE DECKS



Implementation of
Economic
Development
in
The Frontenacs

at
Delta Hotel and Frontenac County offices
Kingston, Ontario
March 4 and 5, 2015

1

Our Agenda for Today and Tomorrow

<p>Today, starting at 2 pm...</p> <ul style="list-style-type: none">• Welcome and introduction• What’s happening in economic development these days?• Icebreaker• Review of themes and pre-event survey results• <i>Concentration break</i>• Scoping the themes• <i>“Working dinner”</i>• Recap on day’s discussions• Dessert and <i>“Investing”</i> in Themes• Adjournment: 8:15 pm latest	<p>Tomorrow, starting at 9 am...</p> <ul style="list-style-type: none">• Introduction and recap• Icebreaker• Charter: what’s in it?• Principles (for application in decision-making)• <i>Concentration Break</i>• Measuring success• Presentation of draft charter• Dragon’s Den – Part One• <i>“Working lunch”</i>• Dragon’s Den – Part Two• Return to Charter and Wrap Up at 2:30 pm latest
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2

Goal 3

k

Respect for the taxpayer and focused economic development:

- Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority, Council will develop a long term financial plan that is sustainable.
- Council agrees to prioritize support to the economic development objective of employment/revenue generation; and to support continued efforts to rationalize costs across the Townships and County.

3

Economic Development & Revenue Generation

“ The implementation of the strategy should be undertaken with **a sense of urgency** – opportunities and stakeholders **ready to move** the effort forward ”

It is time for action.

4

Economic Development & Revenue Generation

How do we move forward?

Principles proposed to guide Economic Development:

- The County role is as a partner, facilitator and where appropriate supporting infrastructure investment
- By developing partnerships with agencies that are already working on the ground we will be able leverage resources
- The County will support EOWC and Provincial economic development initiatives
- Results should be measured and reported
- Results need to be examined and evaluated for success over the short-term, medium-term and long-term
- Community consultation needs to be regular, substantive and sustained.

5

Ec Dev & Revenue Generation

What needs to be done?

ID	Task	Assigned	Resources	Measured	Completed
ED1	Meet with partner agencies to develop a framework for regional economic development	County Staff: CAO & Ec Dev Mgr	Internal	% Complete	March 2015
ED2	Prepare an Economic Development Charter	Partners & Ec Dev Mgr	Internal	% Complete	March 2015
ED3	Review by Council -- Council Decision Point --		Internal	Complete	March 2015
ED4	Develop Partnership Agreements	County Staff: CAO & Ec Dev Mgr	TBD	TBD	Fall 2015
ED5	Measure & Report	Ec Dev Mgr	TBD	TBD	Ongoing

6

Coming out of today...

- Understanding that we are guiding development and implementation of a plan for the Frontenacs, not a plan for Frontenac County
- Aspire to conclude meeting with agreement on an Economic Development Charter that reflects the discussions we have today
- Intend to engage you thoroughly in days' activities and encourage you to express interest in ongoing involvement

7

Ground Rules

- Attention in the room, not on electronics please
- Respect for views of others; let's hear from everyone
- Think about what's good for the entire area
- Aiming for consensus as we go along but minority perspectives permitted and will be noted
- Recipe cards --- use them at any time to capture ideas; we will update you at key points in the proceedings and bring all ideas to the table before we're done
- Post-it notes --- use them to make notes to yourself, pass on notes to others, to the organizers
- Participate! Lots of opportunity for input and interaction with colleagues
- Have some fun!

8



Global Trends 2015

(identified by World Economic Forum)

<p>12 Global Trends:</p> <ul style="list-style-type: none">• Aging population• Climate change• Environmental degradation• Growing middle class in emerging economies• Increasing national sentiment• Increasing polarization of societies• Rise of hyper-connectivity• Rising geographic mobility• Rising income disparity• Shifts in power• Urbanization• Weakening of international governance	<p>Three of Particular Concern – North America:</p> <ul style="list-style-type: none">• Increasing income inequality (education and training seen as only solution)• Geopolitical shifts --- is China or the U.S. the world's foremost economic power?• Adapting to climate change<ul style="list-style-type: none">– Agreement in U.S. unlikely in next 18 months <p>(Ontario has just released its Climate Change Discussion Paper; also new independent national "eco-fiscal" commission)</p>
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10

Global Risks 2015

(identified by World Economic Forum)

Top 10 Risks in terms of *likelihood*:

1. Interstate conflict
2. Extreme weather events*
3. Failure of national governance
4. State collapse or crisis
5. Unemployment or underemployment
6. Natural catastrophes
7. Failure of climate change adaptation*
8. Water crises*
9. Data fraud or theft
10. Cyber attacks

Top 10 Risks in terms of *impact*:

1. Water crises*
2. Spread of infectious diseases
3. Weapons of mass destruction
4. Interstate conflict
5. Failure of climate change adaptation*
6. Energy price shock
7. Critical information infrastructure breakdown
8. Fiscal crises
9. Unemployment or underemployment
10. Biodiversity loss and ecosystem collapse*

* Emphasized in Ontario's Climate Change Discussion Paper; also notes economic opportunities as compatible with environmental protection and refers to Rural Ontario

Practice of Economic Development

job creation **wealth** *assets* **quality of life**

promotion *serviced sites* **planning**

business attraction **Growth** **productivity**

restructuring **clusters** **creative**

innovation **Infrastructure** **workforce**

diversification **technology** business climate

sense of place **resilience** **demographics**

Source: International Economic Development Council

12

Getting a Strategy Implemented

“Studies have found that two-thirds to three-quarters of large organizations struggle to implement their strategies.”

Harvard Business Review, March 2015

Why?

- Inability to work well ‘horizontally’
- Inability to change quickly in response to external changes
- Confusion between frequency and clarity of communications
- Performance culture overpowers candour and collaboration
- Over-emphasis on top-down; need those ‘on the ground’

13



Review of Themes

10 Themes:

- Business Loans – Start-up & Retention
- Community Building, Education & Skills Development
- Coordination, Infrastructure and Grant Opportunities
- Community Engagement
- Local food/beverage & Value Added Production
- Local Jobs
- Recreation Lifestyle
- Regional Marketing
- Seniors Issues
- Trips & Trails

15



Q1. Words We Most Want Associated With The Frontenacs

Words Most Associated with The Frontenacs

- Welcoming (91%)
- Natural (87%)
- Healthy (69%)
- Clean (65%)
- Rural (61%)
- Tranquil (56%)
- Entrepreneurial (44%)

- Words "in the middle"
- Safe (39%)
 - Creative (35%)
 - Fun (35%)
 - Respectful (35%)
 - Innovative (30%)
 - Quality-minded (30%)
 - Spacious (30%)
 - Skilled (22%)

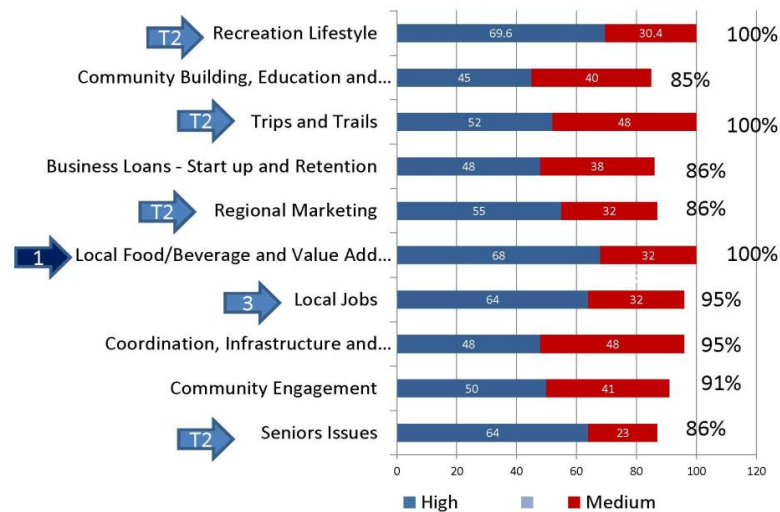
- Suggestions
- Authentic
 - Protectors
 - Resourceful
 - Unique
 - Family/youth oriented
 - Wholesome
 - Interesting

Words Least Associated with The Frontenacs

- Fast-paced (0%)
- Wise (4%)
- High-tech (9%)
- Industrious (9%)
- Helpful (13%)
- Prosperous (17%)
- Professional (17%)
- Efficient (17%)
- Generous (17%)

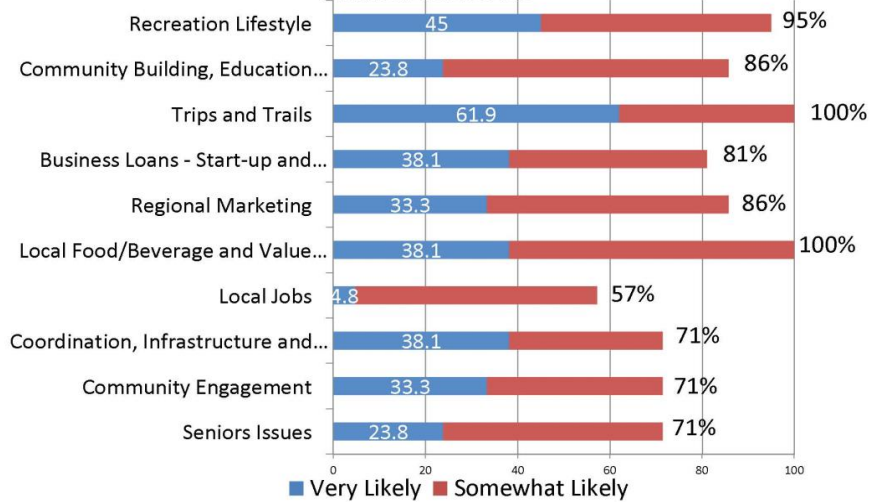
17

Q2 and Q3. Relative Importance of Themes



18

Q4. Likelihood of Finding Partners, Finances...



19

Q 6. CATALYSTs for ACTION on themes

	County	Townships	Other Community Agencies	Private Sector	Public/Citizens
Seniors Issues	19 (90.5%)	12 (57.1%)	12 (57.1%)	8 (38.1%)	5 (23.8%)
Community Engagement	11 (52.4%)	18 (85.7%)	3 (14.3%)	0 (0.0%)	11 (52.4%)
Coordination, Infrastructure and Grant Opportunities	18 (90.0%)	8 (40.0%)	9 (45.0%)	3 (15.0%)	1 (5.0%)
Local Jobs	6 (28.6%)	7 (33.3%)	11 (52.4%)	16 (76.2%)	3 (14.3%)
Local Food/Beverage and Value Added Production	6 (28.6%)	4 (19.0%)	11 (52.4%)	13 (61.9%)	6 (28.6%)
Regional Marketing	16 (80.0%)	5 (25.0%)	8 (40.0%)	5 (25.0%)	0 (0.0%)
Business Loans - Start-up and Retention	7 (33.3%)	1 (4.8%)	18 (85.7%)	7 (33.3%)	0 (0.0%)
Trips and Trails	16 (80.0%)	14 (70.0%)	8 (40.0%)	6 (30.0%)	7 (35.0%)
Community Building, Education and Skills Development	7 (33.3%)	7 (33.3%)	13 (61.9%)	5 (23.8%)	11 (52.4%)
Recreation Lifestyle	7 (33.3%)	15 (71.4%)	6 (28.6%)	7 (33.3%)	10 (47.6%)

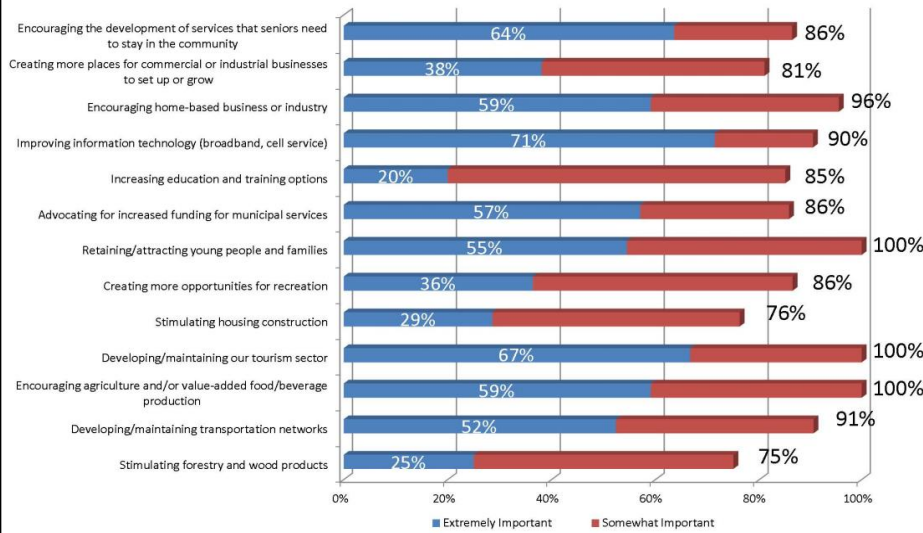
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Q7. ALLOCATING money to themes

	Yes	No	Don't know/ can't say	Total Responses
Seniors Issues	82.4%	5.9%	11.8%	17
Community Engagement	60.0%	33.3%	6.7%	15
Coordination, Infrastructure and Grant Opportunities	82.4%	17.6%	0.0%	17
Local Jobs	50.0%	31.2%	18.8%	16
Local Food/Beverage and Value Added Production	87.5%	12.5%	0.0%	16
Regional Marketing	82.4%	5.9%	11.8%	17
Business Loans - Start-up and Retention	50.0%	37.5%	12.5%	16
Trips and Trails	82.4%	17.6%	0.0%	17
Community Building, Education and Skills Development	60.0%	26.7%	13.3%	15
Recreation Lifestyle	71.4%	14.3%	14.3%	14

21

Q8. IMPORTANCE of potential actions



22

Q9. ONE 'MOST IMPORTANT' RECOMMENDATION for ACTION

- Collaborate and coordinate; work together/get rid of silos
- Work in partnerships (including City of Kingston)
- Leverage collective resources
- Build on.... existing strengths, assets (not what we wish we had); 'natural'
- All-age friendly; special attention on seniors' needs
- Support for businesses, including farming
- County support.... Engage, measure success at township level
- Keep sustainability in mind
- Focus on just a couple of major initiatives (1 to 3)
- Let's see what people have to say (today)....

23



Scoping the Themes

- How do we interpret the theme's title?
- What's in/what's out?
- Small group discussions
- Plenary session to consolidate results
- Seek consensus on definition of each theme

25

“Working Dinner”

- Discuss the themes over dinner
- Recap after the main course...
- Over dessert:
 - Each table will receive \$100
 - By consensus, table must decide which themes to invest in/how to distribute \$100 among “jars”
 - Maximum of \$40 can be invested in any one theme
 - Tally will be taken and results announced as prelude to Tuesday's discussions

26

Recap on Day's Discussions

27


"Investing" in Themes... Results!

28



See you in the morning!
9 am at Frontenac County Fairmount Home

29



**Implementation of
Economic
Development
in
*The Frontenacs***

at
Delta Hotel and Frontenac County offices
Kingston, Ontario
March 4 and 5, 2015

1

Our Agenda for Today

Starting at 9 am...

- Introduction and recap of yesterday's work
- Icebreaker
- Charter: what's in it?
- Principles (for application in decision-making)
- *Concentration Break*
- Measuring success
- Presentation of draft charter
- Dragon's Den – Part One
- "Working lunch"
- Dragon's Den – Part Two
- Return to Charter and Wrap Up at **2:30 pm latest**

2

Introduction and Recap

- Self-introductions
- Purpose/Deliverables
 - Charter for the Frontenacs
 - Structural options for moving forward
 - Implementation ideas associated with themes
- Ground rules

3

Recap of yesterday's work

- Overview of origins of Economic Development Vision as part of County's strategic plan
 - 3 Major Goals... ED goal is for the Frontenacs
 - \$500,000 set-aside; not allocated; only one source of financial support
- Reviewed global trends, risks and keys to successful implementation
- Reviewed results of pre-event survey
- Scoped 10 Themes and discussed 5 in some detail
 - Highlights
 - Group "investment" decisions
 - Generally correct?

4

Recap of Yesterday's Work

- “Most important” themes
 - Local food/beverage and value added production
 - Recreation lifestyle, Trips & Trails, Regional Marketing , Seniors
 - Local jobs
- At end of day, when asked to invest \$100....

5

Investing in ‘themes’



Community Engagement

- Developing grass roots support
- Finding the spark of the people
- Breaking down barriers
- Pre-requisite for all economic development
- Listening, not hearing
- Forming communities of interest; facilitating their shared interest
- Bring the thinkers and doers together
- Matching funds with community fundraising
- How to encourage people to continue to work
- Immigrant community
- How NB are festivals and events
- 50% of assessment is waterfront – community development is key

Regional Marketing

- Need a Regional Brand
- Audience = internal + visitors
- Buy-in from all stake holders
- Getting all municipalities to work collectively
- Multiple levels of communications: signage, apps, website, web marketing, direct marketing, promotions, campaigns
- High investment, but if not spent, costly consequences
- Working with org's outside of the Frontenacs to promote ec. Dev. opportunities
- Include Frontenac Arch, LOLTA, RTO 9: The Great Waterway
- Includes Kingston, Military

Business Loans, Start-ups, Retention

- Should be expanded to include business counselling/training
- start up and retention expanded to include expansion
- business counselling will enable more private investment (banks)
- Home grown Loan
- Rate comparable with or better than traditional lenders
- Streamlined application / prequalify
- Flexible arrangements
- Preference for supporting business in keeping with the vision of the County

Community Building, Education & Skills Development

- Access to tool box for success
- Support financially/promoted
- Done by experts (other agencies)
- Common goal for success
- Work with schools / educating public & external stakeholders
- Creating a partnership to support apprenticeship
- Assisting with matching and mentoring people
- Dealing with paperwork to encourage small businesses to be involved
- Engaging stakeholders, with goal of reaching consensus on strategic next steps

Coordination, Infrastructure & Grant Opportunities

- Overlaps with all other themes
- Opportunity for County & TWP's to coordinate grant opps?

Additional Suggested Theme

Arts, Culture & Heritage

- Knowledge economy discussion is missing
- Focus needed for home-based businesses
- Seniors Classes – adult learning
- Combine with lake communities for educational issues ie science, lake management... could tie in with Local Queens/SLC Info
- Promote an environmental focus on economy
- Bring bright experienced people together = an incubator
- Resource based tourism (i.e. Costa Rica)
- Twist to 'Lodge' life outside of fishing (focus on Europeans)
- Tourism for knowledge industry

Additional Suggested Theme

Attraction & Retention of young people / families

- Create opps for:
 - jobs/entrepreneurship
 - housing (incl. rentals)
 - financing for businesses
 - a good place to live
 - social connections
 - family services / services for children and youth

Recap of yesterday's work

Highlights:

- Lots of opportunity in the Frontenacs!
- Multiple types of infrastructure required (physical, technology, financial)
- Strong desire to build on existing assets
- Acknowledgement that we have some gaps
- Seniors: a key target group; all ages matter
- Many connections/linkages across themes

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Coming out of today...

- Understanding that we are guiding development and implementation of a plan for the Frontenacs, not a plan for Frontenac County
- Aspire to conclude meeting with agreement on an Economic Development Charter that reflects the discussions of the group
- Intend to engage you thoroughly in day's activities and encourage you to express interest in ongoing involvement

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Ground Rules

- Attention in the room, not on electronics please
- Respect for views of others; let's hear from everyone
- Think about what's good for the entire area
- Aiming for consensus as we go along but minority perspectives permitted and will be noted
- Recipe cards --- use them at any time to capture ideas; we will update you at key points in the proceedings and bring all ideas to the table when we're done
- Post-it notes --- use them to make notes to yourself; pass on notes to others, to the organizers
- Participate! Lots of opportunity for input and interaction with colleagues
- Have some fun!

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Economic Development Charter for the Frontenacs

Purposes

- Statement of intent
- Expression of commitment and support
- Tool linking strategy and policy to community action
- Guiding document for implementation
- Stimulates broader community engagement
- Prompts collaboration

Content

- Vision Statement(s)
- Principles/Guidelines
- Action Goals (usually linked to priorities)
- How Success is Measured
- Who is Committed to the Charter

Breaking new ground with this use of a Charter

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Principles

- Statement of *how* we will operate in implementation phase
- Often used explicitly as “filters” for decision-making
 - **Leverage resources** (all types)
 - **Be prepared** (do work in advance to increase prospects for success)
 - Work **collaboratively, in partnerships** (may be different from theme to theme)
 - **Recognize character** of the Frontenacs (e.g. community of communities)
 - **Consideration based on facts**/do our homework
 - Think/make decisions over **multiple timeframes** (short, medium, long-term); want to assure that we have a ‘project pipeline’
 - Recognize and balance **risk and reward**
 - Make the **difficult choices**; be prepared to act if we get off track
 - Be **accountable** (measure and report) and **transparent**
 - Evaluate based on **“economic development plus...”**

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Frontenacs Economic Development Days
The Follow-up Report

52

Measuring Our Success

- Small group discussions
- Key Questions:
 - How would the Frontenacs be different (than today) if we implement successfully?
 - What are the top three ways you would measure success?
 - Think “across themes”. Think about the Vision as a whole.
 - Think implementation process as well as specific initiatives.
- Full group discussion
 - Full list
 - ‘Top 3’ list

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Draft Economic Development Charter

- What we’ve heard so far....

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Dragon's Den – Part One

- Goal is to test process embodied in Charter
- In table groups...
 - Random selection of dragons
 - Assignment of a theme; designate presenter(s)
 - Brainstorm ideas for implementation projects within that theme
 - Capture all the ideas and discuss so everyone at the table knows what they mean
 - Choose one idea, and using template provided, develop your pitch for investment by the Dragons

21

“Working Lunch”

- Continue to develop your pitch and plan brief (5 minute maximum) presentation
- Dragons and Pitchmasters will have similar templates
- NOT evaluating presentation skills or detail of content
- ARE evaluating if pitch is consistent with Charter

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Dragon's Den – Part Two

- 5 minutes to make your pitch to the Dragons
- 2 minutes after pitch for Dragons' questions
- Following all pitches, Dragons will 'huddle' before making their investment decisions
- Meanwhile... pitch teams critique process and Charter "fit"
- Investment decisions announced
- Group discussion of reasons for investment decisions (in relation to Charter)

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Economic Charter for the Frontenacs

- Opportunity to:
 - Signal your support
 - Sign up for no more than two areas of interest
 - All themes open for sign-up
 - Let us know about others that should be invited to participate (remember the post-it notes?)
 - Keep in mind:
 - Governance model 'default' is community-based task force... but other options would be considered (e.g. expert advisory panel, staff support/secretariat)

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Next Steps?

- Distill information from these meetings into a supporting document to 'back up' Charter
- Prepare update report for presentation to County Council (focused on Charter and overall implementation plan; request that staff be directed to support next steps in implementation)
- Communicate with you (keep you in touch); discuss how you can help advance the implementation process; consider ongoing forms of communication.
- Anything else?

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BY-LAW NO. 2015-0023

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to authorize the execution of an Agreement with the Canadian Union of Public Employees, Local 109 – Ferry Operators

WHEREAS the Canadian Union of Public Employees has been designated by the Labour Relations Board as the bargaining agent to represent the unionized ferry operators of the County of Frontenac; and,

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

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

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

NOW THEREFORE THE CORPORATION OF THE COUNTY OF FRONTENAC hereby enacts as follows:

1. **THAT** the Warden and Clerk are hereby authorized to execute a Collective Agreement with the Canadian Union of Public Employees, Local 109 – Ferry Operators.
2. **THAT** the agreement shall be attached to and form part of this by-law.
3. **THAT** this By-law shall come into force and take effect as of the final passing thereof.

Read a first and second time this 20th day of May, 2015.

Read a third time and finally passed this 20th day of May, 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk

BY-LAW NO. 2015-0024

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

Being a By-Law to Adopt a Reserve Fund Policy

WHEREAS Section 290(2) of the *Municipal Act, 2001* provides a municipality's budget shall set out the amounts the municipality intends to raise to be paid into the municipality's reserves and an estimate of expenses to be paid out of its reserves, and

WHEREAS Section 417(1) of the *Municipal Act, 2001* provides that every municipality and local board, as defined in the *Municipal Affairs Act*, and any other body exercising a power with respect to municipal affairs under any Act in unorganized territory may in each year provide in its budget for the establishment or maintenance of a reserve fund for any purpose for which it has authority to spend money.

WHEREAS Section 417(4) of the *Municipal Act, 2001* provides that a municipality may by by-law provide that the money raised for a reserve fund established under subsection (1) may be spent, pledged or applied to a purpose other than that for which the fund was established, and

AND WHEREAS the Council of the County of Frontenac deems it expedient to pass a Reserve Fund policy;

NOW THEREFORE the Council of the Corporation of the County of Frontenac authorizes the following:

1. **THAT** Council hereby adopts the Reserve Fund Policy for the County of Frontenac attached hereto as Schedule "A" to this by-law.
2. **THAT** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 20th day of May, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 20th day of May, 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk

BY-LAW NO. 2015-0025

OF

THE CORPORATION OF THE COUNTY OF FRONTENAC

being a by-law to confirm all actions and proceedings of County Council at its meeting held on May 20, 2015

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

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

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

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

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the County of Frontenac hereby enacts as follows:

1. **THAT** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on May 20, 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 May 20, 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 May 20, 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 20th day of May 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 20th day of May 2015.

The Corporation of the County of Frontenac

Denis Doyle, Warden

Jannette Amini, Clerk