



**Frontenac County Council Meeting
October 21, 2015 – 9:00 a.m.
The Kingston Frontenac Rotary Auditorium
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

1. Call to Order

2. Closed Session

3. Adoption of Agenda

- a) **Resolved That** the agenda for the October 21, 2015 meeting of the Council of the County of Frontenac be approved.

4. Disclosure of Pecuniary Interest and General Nature Thereof

5. Adoption of Minutes

10 - 27

- a) Minutes of the Regular Council Meeting Held September 23, 2015
Resolved That the minutes of the regular Council meeting held September 23, 2015 be adopted.

28 - 32

- b) Minutes of the Committee of the Whole Meeting Held October 7, 2015
Resolved That the minutes of the Committee of the Whole meeting held October 21, 2015 be adopted.

6. Deputations and/or Presentations

- a) **Ms. Betty Hunter** and **Mr. Ernest Lapchinski**, Pine Meadows Nursing Home, will address County Council requesting financial support from the County.

7. Proclamations

- a) **GIS Day
November 18, 2015**
Whereas Geography Awareness Week is November 15-21, 2015;

And Whereas National Geographic Information System (GIS) Day is

November 18th, 2015;

And Whereas Geography Awareness Week promotes GIS and geographic literacy;

And Whereas GIS is an important part of geography awareness;

And Whereas the County of Frontenac is committed to expanding GIS awareness throughout the County in order to showcase real-world applications with GIS.

Now Therefore Be It Resolved That the Council of the County of Frontenac hereby proclaims November 18th, 2015 as GIS Day in Frontenac County.

8. Move into Committee of the Whole

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

9. Briefings

- a) **Jannette Amini, Clerk;** will brief Council on Accessibility Activities as of 2015.

10. Unfinished Business

11. Recommend Reports from the Chief Administrative Officer

- a) **Briefing:** Mr. Bruce L. Neville, Nexus Actuarial Consultants Ltd, will brief Council with respect to Report 2015-100, WSIB Schedule 1 versus 2.

- b)
2015-100
Corporate Services
Feasibility Study re transferring to WSIB Schedule 2 from Schedule 1.

Recommendation

That the Council of the County of Frontenac receive this report, Corporate Services – Feasibility Study re transferring to WSIB Schedule 2 from Schedule 1;

And Further That the Council of the County of Frontenac accept the recommendations of Nexus Actuarial Services specifically that

Emergency and Transportation Service, and Corporate Services be transferred to WSIB Schedule 2 effective December 31, 2015;

And Further That the Treasurer be directed to set up a reserve fund to provide for future WSIB claim costs;

And Further That the WSIB Schedule 2 Claims Reserve be built by depositing into the fund each year an amount equal to the Schedule 1 premiums that the County would have paid had they remained in WSIB Schedule 1 for Emergency and Transportation Services and Corporate Services, with any amounts required for departure fees, annual insurance and periodic actuarial assessments being paid from this reserve;

And Further That the WSIB Schedule 1 departure fee, estimated at \$517,195 be funded from the WSIB Schedule 2 Claims Reserve fund, with any excess requirement coming from the County Stabilization fund to be replenished before the WSIB Schedule 2 Claims Reserve (payback period for total departure fee estimated at 1.1 years by Nexus Actuarial Consultants);

And Further that the County purchase Excess Loss Insurance with a minimum retention level of \$500,000 (the County is responsible for the first \$500,000 of costs arising per WSIB incident) and Blanket Accident Insurance with a maximum payable of \$500,000 (to cover the first \$500,000 per WSIB incident);

And Finally That the final Excess Loss and Blanket Accident Insurance levels be brought forth to Corporate Services in December 2015 once the formal quotations are received.

- c) **Briefing:** Mr. Brian Whitehead of Jp2g Consulting will brief Council and respond to questions regarding Report 2015-101, Private Roads Study.

It is anticipated this briefing will last approximately 30 minutes

80

- d) **2015-101**
Planning and Economic Development
Private Roads Study
Recommendation

Resolved That the Council of the County of Frontenac receive the presentation at the October 21st County Council meeting by Jp2g Consultants on the status of the Frontenac County Private Roads Study report.

81 - 91

- e) **2015-102**
Corporate Services -

Reserves and Reserve Funds 2016

Recommendation

That the Council of the County of Frontenac receive this Corporate Services Reserve and Reserve Funds 2016 report;

And Further that Council approve the Reserve and Reserve Funds as presented in Appendix A.

92 - 95

- f) **2015-104**
Planning and Economic Development
Community Improvement Plan No. 5
Recommendation

Resolved That the Council of the County of Frontenac receive the Planning & Economic Development – Community Improvement Project #5 report and the attached report for consideration and discussion;

And Further That Council select the community of Harrowsmith in the Township of South Frontenac as the community for the next Community Improvement Plan in the County, subject to the support of the Council of the Township of South Frontenac and, in the event a project for Harrowsmith cannot proceed, staff report back to County Council with other options for investment in a community improvement area.

96 - 119

12. Information Reports from the Chief Administrative Officer

- a) **2015-105**
Corporate Services
Four Month Attendance Management Report Card
- b) **2015-106**
Corporate Services
Council Remuneration By-law

120 - 122

13. Reports from Council Liaison Appointees

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

14. Reports from External Boards and Committees

- a) Kingston Frontenac Library Board Update - Councillor Vandewal
- b) KFL&A Public Health Board Update - Warden Doyle

- c) RULAC, LSR and Other Updates
- d) Algonquin Land Claim Update - Councillor Inglis
- e) Frontenac County Youth Justice Advisory Committee Update - Councillor Nossal
- f) Housing and Homelessness Committee Update - Deputy Warden Smith
- g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall
- h) Eastern Ontario Warden's Caucus Update - Warden & CAO

15. Reports from Advisory Committees of County Council

16. Continuation of the October 14, 2015 Committee of the Whole Meeting
[October 14, 2015 Committee of the Whole](#)

Council will recess to continue the Committee of the Whole meeting agenda of October 14, 2015.

Council will reconvene at the conclusion of the the Committee of the Whole meeting agenda of October 14, 2015.

17. Return to Council

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

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

123 - 124

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

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

Resolved That the Report of the Committee of the Whole from its meeting held October 7, 2015 be adopted and that the necessary actions or by-laws be enacted.

Report of the Committee of the Whole

a) **2015-071**

Corporate Services

Council Compensation Review

That the salary of the Deputy Warden be increased to 20% higher than that of a Councillor salary effective January 1, 2015; and,

That staff be directed to bring forward a report on meals, mileage (to be in line with the CRA), and expenses for Council; and,

That effective January 1, 2016 the Wardens salary be established at \$22,250, the Deputy Warden salary at \$11,505 and Councillor salaries at \$9,088; and,

That per diems only be paid for attendance at external Boards where the Councillor is representing the County and special Council meetings; and,

That the CPI be applied annually to the base salary; and,

That the base expense account for members of Council be set at \$4000.

2015-097

b) **Corporate Services**

Review of County of Frontenac Procedural By-law 2013-0020

That the Council approve the recommended amendments to By-law No. 2013-0028, as amended outlined in the report, including the addendum; and,

That Section 22.3, Number of Votes be amended "or Committee of the Whole" after the words "present at a Meeting of Council"; and,

That staff be directed to bring forward for adoption a by-law amending by-law 2013-0020, being a by-law for governing the calling, place and proceedings of meetings for the County of Frontenac.

19. Motions, Notice of Which has Been Given

a) **Shared Economic Development with City of Kingston**

Moved by: Councillor Vandewal

Seconded by: Councillor Higgins

Be It Resolved That the Warden and CAO meet with the City of Kingston for discussions on shared economic development and cost savings or what alternatives could be done collaboratively for savings as they are doing a total review of KEDCO.

b) **Present and Future Staffing Needs**

 Moved by: Councillor McDougall

Seconded by: Councillor Vandewal

Be It Resolved That, with the changes in staffing in the Human Resources and Planning and Economic Development Department, staff review the County's present and future needs and make recommendations to Council for the replacement process.

20. Giving Notice of Motion

21. Communications

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

- a) The Land Between: Requesting Councils' Support and They would Like to do a Presentation for Council [Distributed to Council on September 18, 2013]
- b) Municipal Property Assessment Corporation (MPAC): to Heads of Council and CAOs regarding Vice-President Municipal and Stakeholder Relations
[Distributed to Council on September 18, 2015]
- c) Michelle Foxton: regarding Proposed Hartington Subdivision
[Distributed to Council on September 18, 2013]
- d) Tom Neal Jr.: requesting the County of Frontenac provide some form of acknowledgement for his father Tom Neal's recording hold years of service as a member of County Council
[Distributed to Council on September 18, 2015]
- e) KFL&A Board of Health: Minutes of Meeting held June 24 2015
[Distributed to Council on September 25, 2015]
- f) University Hospitals Kingston Foundation: Invitation to attend it Innovative Health Care Presentation
[Distributed to Council on September 25, 2015]
- g) TransCanada: Providing Public Awareness Around the Function, Purpose and Safety of the Pipeline in this Area
[Distributed to Council on September 25, 2015]
- h) KFPL Board: Regular Meeting Minutes for June 24 2015 and Special Board Meeting Minutes from August 25, 2015
[Distributed to Council on September 25, 2015]
- i) Township of South Frontenac: Notice of Public Open House - Class Environmental Assessment Harrowsmith
[Distributed to Council on September 25, 2015]
- j) RULAC: Unconfirmed Minutes of Meeting Held September 9, 2015
[Distributed to Council on September 25, 2015]
- k) Ministry of Citizenship, Immigration and International Trade: Calling for

Nominations for the June Callwood Outstanding Achievement Award for
Voluntarism in Ontario

[Distributed to Council on October 2, 2015]

- l) Enbridge: Providing an Update on Line 9
[Distributed to Council on October 2, 2015]
- m) Angelique Tamblyn: Invitation to the 2016 United Way Warden's BBQ
Kickoff
[Distributed to Council on October 9, 2015]
- n) Frontenac Accessibility Advisory Committee: September 14, 2015
Meeting Minutes
[Distributed to Council on October 9, 2015]

22. Other Business

a) Confirmation of Appointment to Advisory Committees

That Robert Clinton be appointed to the Community Development
Advisory Committee whose term will expire November 30, 2018;

And Further That Ed Shirvert be appointed as the Community
Representative of North Frontenac to the Joint Accessibility Advisory
Committee whose terms shall expire November 30, 2018;

And Further That By-law 2013-0020 be amended accordingly.

23. Public Question Period

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

a) First and Second Reading

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

b) Third Reading

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

By-Laws

125 - 127

- a) To Amend By-Law Number 2011-0004 (Council Remuneration)
(Proposed By-Law No. 2015-0042)

128

- b) To Amend By-Law 2013-0020 (Appointment to the Community
Development Advisory Committee)
(Proposed By-Law No. 2015-0043)

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|------------------|---|
| 129 - 132 | c) To Amend By-Law 2013-0020 (Comprehensive Review)
(Proposed By-law No. 2015-0044) |
| 133 - 134 | d) To Confirm all Actions and Proceedings of County Council at its
Meeting held on October 21, 2015
(Proposed By-Law No. 2015-0045) |

25. Adjournment



MINUTES OF THE REGULAR MEETING OF COUNCIL
September 23, 2015

A regular meeting of the Council of the County of Frontenac was held in the Kingston Frontenac Rotary Auditorium at the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, September 23, 2015 and was called to order at 9:00 a.m. Regular business commenced at 9:30 a.m.

There was a "Closed Meeting" of the Committee of the Whole from 9:01 a.m. to 9:20 a.m.

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

ALSO
PRESENT:

County:
Kelly Pender, Chief Administrative Officer
Joe Gallivan, Director of Planning and Economic Development
Marian VanBruinessen, Director of Corporate
Services/Treasurer
Steve Silver, Acting Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Anne Marie Young, Manager of Economic Development
Susan Brant, Deputy Treasurer
Emily Shoniker, Director of Care
Tina Banouvong, CMI Documentation Assistant
Alison Vandervelde, Communications Officer

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

1. Call to Order

Warden Doyle called the meeting to order at 9:00 a.m.

2. Closed Session

Motion #: 191-15 Moved By: Councillor McDougall
Seconded By: Deputy Warden Smith

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

1. Adoption of Closed Minutes of Meeting held July 15, 2015 and August 25, 2015;

2. personal matters about an identifiable individual, including municipal or local board employees - as it relates to the employment status of an employee
3. the security of the property of the municipality or local board - as it relates to ongoing security matters.

CARRIED

Motion #: 192-15 Moved By: Councillor Inglis
Seconded By: Councillor Dewey

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

CARRIED

3. Adoption of Agenda

Motion #: 193-15 Moved By: Councillor Vandewal
Seconded By: Councillor McDougall

Resolved That the agenda and addendum for the September 23, 2015 meeting of the Council of the County of Frontenac be approved.

CARRIED

4. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

5. Adoption of Minutes

a) Minutes of County Council Meeting Held July 15, 2015

Motion #: 194-15 Moved By: Deputy Warden Smith
Seconded By: Councillor Inglis

Resolved That the minutes of the regular Council meeting held July 15, 2015 be adopted.

CARRIED

b) Minutes of Special County Council Meeting Held August 25, 2015

Motion #: 195-15 Moved By: Councillor Nossal
Seconded By: Councillor Higgins

Resolved That the minutes of the Special County Council Meeting Held August 25, 2015 be adopted.

CARRIED

6. Deputations and/or Presentations



7. Proclamations

- a) **Kingston, Frontenac Public Library**
Canadian Public Library Month - October 2015
Ontario Public Library Week - October 18 - 24, 2015
[See Communications al)]

Motion #: 196-15 Moved By: Councillor Vandewal
Seconded By: Councillor Dewey

Whereas the public library offers access to information; and

Whereas the public library supports personal growth, economic renewal and quality of life; and

Whereas we recognize that the board and staff of the Kingston Frontenac Public Library provide a vital service to our community;

Therefore Be it Resolved That the Council of the County of Frontenac proclaim the month of October 2015 to be Public Library Month in Frontenac County and encourages every person to use the public library this month and throughout the year;

And Further That the week of October 18 to October 24 be proclaimed as Public Library Week in Frontenac County.

CARRIED

- b) **Recycling Council of Ontario**
Recognize October 19-25, 2015 as Waste Reduction Week in Canada
[See Communications ai)]

Motion #: 197-15 Moved By: Councillor McDougall
Seconded By: Councillor Higgins

Be it Resolved That the Council of the County of Frontenac hereby proclaim the week of October 19 to October 25, 2015 as Waste Reduction Week in Frontenac County.

CARRIED

8. Move into Committee of the Whole

Motion #: 198-15 Moved By: Councillor Nossal
Seconded By: Councillor Dewey

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

CARRIED

9. Briefings

- a) **Mr. Kelly Pender**, Chief Administrative Officer, provided Council with his monthly CAO briefing.
- b) **Ms. Anne Marie Young**, Manager of Economic Development and **Ms. Alison Vandervelde**, Communications Officer, provided Council with a briefing on the success of the 150th Anniversary Celebrations and acknowledged all those who made the event a success.
- c) **Ms. Alison Vandervelde**, Communications Officer and **Ms. Susan Brant**, Deputy Treasurer provided Council with a briefing on the Lean Implementation Frontenac Team (LIFT).
- d) **Ms. Emily Shoniker**, Director of Care and **Ms. Tina Banouvang**, CMI Documentation Assistant, provided Council with a briefing on what the Case Mix Index is as it relates to Fairmount Home and its funding.

10. Unfinished Business



11. Recommend Reports from the Chief Administrative Officer

- a) 2015-081
Corporate Services
2015 Property Tax Claw Back Threshold

Motion #: 199-15 Moved By: Warden Doyle
Seconded By: Councillor Vandewal

Resolved That the Council of the County of Frontenac accept the Corporate Services – 2015 Property Tax Clawback Threshold report;

And Further That a by-law be introduced later in the meeting to establish the percentages by which tax decreases are limited for 2015 in respect of properties in the commercial, industrial and multi-residential classes.

CARRIED

b) 2015-082
Corporate Services
Federal Gas Tax Eligible Projects

Motion #: 200-15 Moved By: Councillor Inglis
Seconded By: Councillor McDougall

That the Council of the County of Frontenac receive the Corporate Services – Federal Gas Tax Eligible Projects report for information;

And Further That a by-law be passed later in the meeting authorizing the Warden and Clerk execute Letters of Understanding with the member municipalities for the distribution of Federal Gas Tax funds for infrastructure, with the understanding that the member municipality will allocate an equivalent amount to reserve to provide for Community Improvement Plans.

CARRIED

Moved by: Councillor Higgins

That the proposed by-law be deferred to the budget deliberations.

WITHDRAWN

**c) 2015-084
Office of the CAO
Frontenac Chief Administrative Officers
Infield Communications “Gap Analysis Study” Report**

Motion #: 201-15 Moved By: Councillor Dewey
Seconded By: Councillor Nossal

That the County of Frontenac accept the recommendation of the member municipalities to be the procurement and funding lead for the Infield Communications “Gap Analysis Study” Report in 2016;

And further That the maximum upset amount of \$35,000 be placed in the 2016 County Budget to be funded by the County Levy above the base service level budget and stability reserve transfer, thereby resulting in a tax levy increase that exceeds the CPI target.

DEFERRED

to the 2016 Budget Deliberations
(See Motion to Defer below which was CARRIED)

Motion to Defer

Motion #: 202-15 Moved By: Warden Doyle
Seconded By: Councillor Higgins

Resolved That Report 2015-084, Frontenac Chief Administrative Officers Infield Communications "Gap Analysis Study" Report be deferred to the 2016 Budget.

CARRIED

d) 2015-085
Office of the CAO
Frontenac Chief Administrative Officers
Shared Information Systems and G.I.S. Report

Motion #: 203-15 Moved By: Councillor Higgins
Seconded By: Councillor Vandewal

That the Warden and Clerk be authorized to sign a Shared Services Agreement with the member municipalities for the provision of joint Information Services and G.I.S.

CARRIED

e) 2015-086
Fairmount Home
Environmental & Dietary Management Contract

Motion #: 204-15 Moved By: Councillor McDougall
Seconded By: Councillor Inglis

That the Council of the County of Frontenac receive the Fairmount Home – Environmental & Dietary Management Contract report for information;

And Further That the County enter into negotiations with Sodexo for a three (3) year contract extension for the provision of Environmental and Dietary management services.

CARRIED

f) **2015-088**
Planning & Economic Development
Economic Development Implementation Plan

Motion #: 205-15 Moved By: Councillor Nossal
Seconded By: Councillor Dewey

Whereas at its April 2015 County Council meeting Council approved in principle the Economic Development Charter and directed staff to work with the volunteers identified at the March 4th and 5th Economic Development Days to develop implementation plans,

including partnership frameworks, timelines and performance measures for consideration by County Council in September 2015; and,

Whereas at a workshop held on June 9, 2015, Council and community stakeholders defined a list of actions to advance economic development in the Frontenacs:

Now Therefore Be It Resolved That the Council of the County of Frontenac endorse the Economic Development Implementation Plan, pending a breakdown of financial implications during the budget presentation;

And Further That staff be directed to leverage the allocated \$500,000 in a funding application to the Rural Economic Development (RED) Program.

CARRIED (7:1)
(See Recorded Vote)

A Recorded Vote was requested by Councillor Vandewal

YEAS: Councillor Higgins, Councillor Inglis, Councillor McDougall, Councillor Dewey, Councillor Nossal, Warden Doyle, Deputy Warden Smith (7)

NAYS: Councillor Vandewal (1)

g) 2015-089
Planning and Economic Development
Canada 150 Infrastructure Program (CIP 150)

Motion #: 206-15 Moved By: Warden Doyle
Seconded By: Councillor Higgins

Whereas in the fall of 2013, County Council approved the K&P Trail Implementation Plan 2013 – Tichborne to Sharbot Lake; and,

Whereas County Council approved \$247,000 of reserves (Investing in Ontario) to be used to apply for the Canada 150 Community Infrastructure Program (CIP);

Therefore Be It Resolved That the Council of the County of Frontenac authorize the Warden and Clerk to execute a contribution agreement through the CIP 150 program with the Federal Economic Development Agency for Southern Ontario for Project #808161 – Expansion of Frontenac Trail for a non-repayable of up to \$247,000;

And Further That Council pass a bylaw later in the meeting to redirect the remaining Investing in Ontario funds to the K&P Trail.

CARRIED

h) 2015-090 Emergency and Transportation Services 2016 Legislated Response Time Performance Plan

Motion #: 207-15 Moved By: Councillor Vandewal
Seconded By: Councillor Inglis

Resolved That the Council of the County of Frontenac accept this Emergency and Transportation Services – 2016 Legislated Response Time Performance Plan report;

And Further That Council direct the Clerk to introduce a by-law later in the meeting adopting the response time standards as outlined in this report.

CARRIED

i) 2015-095
Corporate Services
Mobile Device Management

Motion #: 208-15 Moved By: Councillor McDougall
Seconded By: Councillor Dewey

That the County of Frontenac continue to supply a mobile device to the Warden only;

And Further That all other members of Council access their County issued email through webmail option only.

CARRIED

j) **2015-096**
Planning and Economic Development
Request to Submit Proposal

Motion #: 209-15 Moved By: Councillor Nossal
Seconded By: Warden Doyle

Whereas in the fall of 2009, County Council approved the Frontenac K&P Trail Master Plan which emphasizes the importance of trailheads and staging areas; and,

Whereas the Corporation of South Frontenac is soliciting proposals from qualified individuals to purchase, revitalize and/or restore the failed tax sale property located at Pt Lot 5 - Pt Lot 6 - Pt Lot 7- Pt Lot 8 -Pt Lot 9; Pt Lot 10 W/S Frontenac St and N/S of River PL 35 Pt 1

Now Therefore Be It Resolved That the Council of the County of Frontenac direct staff to submit a proposal to the Corporation of South Frontenac by September 25, 2015

And Further That the proposal contain an offer of a nominal fee in the amount of two (\$2) Dollars with the condition of an environmental assessment.

CARRIED

12. Information Reports from the Chief Administrative Officer

- a) **2015-083
Corporate Services
2015 2nd Quarter Financial Summary**
- b) **2015-091
Fairmount Home
2nd Quarter Activity Report**
- c) **2015-092
Emergency and Transportation Services
Kingston Urban Station Study Report**
- d) **2015-093
Planning and Economic Development
K&P Trail Update**

13. Reports from Council Liaison Appointees

a) Emergency and Transportation Services - Councillor Nossal

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

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

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

c) Corporate Services - Councillor Dewey

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

d) Planning and Economic Development - Councillor McDougall

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

14. Reports from External Boards and Committees

a) Kingston Frontenac Library Board Update - Councillor Vandewal

No update. The next meeting is this evening.

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

No update. The next meeting is this afternoon.

- a) **That** the County of Frontenac lead a celebration for Canada's 150th Anniversary in 2017, at Centennial Park in Harrowsmith, with the help of an organizing committee including all Township Mayors.
- b) **That** any surplus funds remaining from the County's 150th Anniversary Fund be used to start the fund for the 2017 Canada's 150th Anniversary Celebration.
- c) **That** the 150th Anniversary Planning Advisory Committee, having completed its mandate, be hereby disband;

And Further That By-law 2013-0020 be amended accordingly.

CARRIED

16. Return to Council

Motion #: 211-15 Moved By: Councillor Vandewal
Seconded By: Councillor Higgins

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

CARRIED

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

Motion #: 212-15 Moved By: Councillor Dewey
Seconded By: Councillor Nossal

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

CARRIED

18. Motions, Notice of Which has Been Given

- a) Support for the Syrian Refugee Crisis– Call to Action**
[See Communications af)]

Motion #: 213-15 Moved By: Councillor Nossal
Seconded By: Councillor McDougall

Whereas many people have been deeply affected by the disturbing images and stark realities of the Syrian refugee crisis and feel the situation requires compassion and action; and,

Whereas the Association of Municipalities of Ontario (AMO) is challenging all of its member municipalities to donate at least \$100 to aid in the international effort to resettle the Syrian refugees in safe countries; and,

Whereas AMO is hoping to raise at least \$40,000 that will help save two Syrian Refugee families, with more families being saved should a greater amount be raised; and,

Whereas AMO will donate all proceeds to Lifeline Syria, a community based organization seeking to resettle and integrate 1,000 Syrian refugees in Ontario over the next two years, reuniting them with their families:

Therefore Be It Resolved That the Council of the County of Frontenac make a donation to the AMO Support for the Syrian Refugee Crisis – Call to Action campaign in the amount of \$500.

CARRIED AS AMENDED

(See Motion to Amend below which was CARRIED)

Motion to Amend

Motion #: 214-15 Moved By: Deputy Warden Smith
Seconded By: Councillor Inglis

Resolved That the motion be amended to delete \$100 is the Resolve clause and replace with \$500.

CARRIED

Warden Doyle stepped out of the Chair and Deputy Warden Smith assumed the Chair.

b) Appointment to the Kingston Algonquin Limestone Partnership Table (KALPT)

Motion #: 215-15 Moved By: Warden Doyle
Seconded By: Councillor McDougall

That Warden Doyle be appointed to represent the County of Frontenac on the Kingston Algonquin Limestone Partnership Table (KALPT).

CARRIED

Warden Doyle took back the Chair.

19. Giving Notice of Motion



20. Communications

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

- a) AMO's Submission to the Provincial Consultations on the Update of the Long-Term Affordable Housing Strategy
[Distributed to Members of County Council on July 17, 2015]
- b) From Independent Electricity System Operator advising of Public Meeting for proposed renewable energy project Battersea Road.
[Distributed to Members of County Council on July 17, 2015]
- c) From Independent Electricity System Operator advising of Public Meeting for proposed renewable energy project Bur Brook Road.

- [Distributed to Members of County Council on July 17, 2015]

d) From the Kingston & District Agricultural Society requesting funds for the Fall Fair

[Distributed to Members of County Council on July 17, 2015]
- e) From the Ministry of Community Safety & Correctional Services regarding the Ministry's development of a strategy for a safer Ontario.

[Distributed to Members of County Council on July 17, 2015]
- f) From the Premier of Ontario acknowledging the County's resolution regarding the Ontario Imagery Strategy

[Distributed to Members of County Council on July 17, 2015]
- g) From the University Hospitals Kingston Foundation - Because of You 2014-2015.

[Distributed to Members of County Council on July 17, 2015]
- h) From Minister Bill Mauro acknowledging County Council's resolution regarding its support for the Province to extend its aerial imagery strategy.

[Distributed to Members of County Council on July 24, 2015]
- i) From the Ontario Highlands Tourism Organization regarding the Nowhere Campaign.

[Distributed to Members of County Council on July 24, 2015]
- j) From the Town of Amherstburg regarding correspondence to the Ministry of Transport of Council resolution opposing the installation of community mailboxes.

[Distributed to Members of County Council on July 24, 2015]
- k) From the Township of Central Frontenac inviting members of County Council to attend the formal presentation of the OCIF grant for Road 38 Overpass Construction.

[Distributed to Members of County Council on July 24, 2015]
- l) From the Ontario Ministry of Agriculture, Food and Rural Affairs inviting County Council to the announcement of a new opportunity for municipal infrastructure funding.

[Distributed to Members of County Council on July 24, 2015]
- m) From Jannette Amini, Clerk, soliciting Council feedback on the County of Frontenac Procedural By-law review.

[Distributed to Members of County Council on July 24, 2015]
- n) From Randy Pettapiece, MPP, Perth-Wellington requesting Resolution for Fairness in Provincial Infrastructure Funding.

[Distributed to Members of County Council on August 7, 2015]
- o) From Skypower regarding LRP requirement Kingston Solar project.

[Distributed to Members of County Council on August 7, 2015]
- p) From Skypower regarding LRP requirement Loyalist Solar Project.

[Distributed to Members of County Council on August 7, 2015]
- q) From the Township of North Frontenac providing its Industrial Wind Turbine position paper.

[Distributed to Members of County Council on August 7, 2015]

- r) From the Township of South Frontenac advising of Notice of Study Commencement for the undertaking of a Municipal Class EA project in Harrowsmith.
[Distributed to Members of County Council on August 7, 2015]
- s) From Great Lakes & St. Lawrence Cities Initiative re-thank you for paying dues.
[Distributed to Members of County Council on August 14, 2015]
- t) From Pine Meadow Nursing Home Inviting Council to Open House.
[Distributed to Members of County Council on August 14, 2015]
- u) From Positive Change Consulting Engineers of Ontario re - Conflict of Interest guidelines.
[Distributed to Members of County Council on August 14, 2015]
- v) From the Great Lakes & St. Lawrence Cities Initiative acknowledging payment of membership fees.
[Distributed to Members of County Council on August 14, 2015]
- w) From the Ministry of Energy re - 2015 Renewable Energy Development in Ontario.
[Distributed to Members of County Council on August 14, 2015]
- x) From the Municipality of Wawa to the Ministry of Community Safety and Correctional Services regarding the Safer Communities-1000 Officers Partnership.
[Distributed to Members of County Council on August 14, 2015]
- y) From the Premier of Ontario re- proposed deep geologic repository.
[Distributed to Members of County Council on August 14, 2015]
- z) From the Town of Wasaga Beach to the Ministry of Municipal Affairs and Housing regarding Bill 73.
[Distributed to Members of County Council on August 21, 2015]
- aa) Invitation to the 2015 Annual County of Frontenac Golf Tournament.
[Distributed to Members of County Council on August 21, 2015]
- ab) From The Ontario Aggregate Resources Corporation - Annual Report.
[Distributed to Members of County Council on August 28, 2015]
- ac) Draft Minutes from the Kingston Frontenac Housing Corporation May 25, 2015 Meeting
[Distributed to Members of County Council on September 11, 2015]
- ad) From EORN re- Cell Project Information Sheet for Candidate-Others
[Distributed to Members of County Council on September 11, 2015]
- ae) From Ernie Hardeman MPP Oxford - Thanking the Warden for meeting during AMO conference.
[Distributed to Members of County Council on September 11, 2015]
- af) From Gary McNamara, President, AMO asking municipalities to donate in aid of the international effort to resettle Syrian refugees.
[Distributed to Members of County Council on September 11, 2015]
- ag) From The Ontario Aggregate Resources Corporation - Annual Report
[Distributed to Members of County Council on September 11, 2015]

- ah) From the Prime Minister regarding the County's resolution - Deep Geologic Repository.
[Distributed to Members of County Council on September 11, 2015]
- ai) From the Recycling Council of Ontario requesting that Council Support Waste Reductions Week in Ontario.
[Distributed to Members of County Council on September 11, 2015]
- aj) Letter from the Council of South Frontenac Township to Commend County Staffs efforts organizing the 150th Anniversary.
[Distributed to Members of County Council on September 11, 2015]
- ak) Pamphlet from Income Group Inc. regarding Seminar for Council.
[Distributed to Members of County Council on September 11, 2015]
- al) Proclamation letter Ontario Public Lib month county 2015.
[Distributed to Members of County Council on September 11, 2015]
- am) Resolution from the Township of South Frontenac endorsing Council resolution regarding the Gap Analysis Study.
[Distributed to Members of County Council on September 11, 2015]
- an) From The Land Between Requesting Councils Support and They would Like to do a Presentation
[Distributed to Members of County Council on September 18, 2015]
- ao) From the Municipal Property Assessment Corporation (MPAC) to Heads of Council and CAOs regarding Vice-President Municipal and Stakeholder Relations.
[Distributed to Members of County Council on September 18, 2015]
- ap) From Michelle Foxton regarding Proposed Hartington Subdivision
[Distributed to Members of County Council on September 18, 2015]
- aq) From Tom Neal Jr. requesting the County of Frontenac provide some form of acknowledgement for his father Tom Neal's recording hold years of service as a member of County Council
[Distributed to Members of County Council on September 18, 2015]

21. Other Business

a) Change in time of the November 18, 2015 County Council Meeting

Motion #: 216-15 Moved By: Councillor Dewey
Seconded By: Councillor McDougall

Be it Resolved That the start time of the November 18, 2015 County Council meeting be changed from 9:00 a.m. to 1:00 p.m. in order to accommodate the Warden's Reception.

CARRIED

b) Change in Location of the October 14, 2015 Committee of the Whole Council Meeting

Motion #: 217-15 Moved By: Councillor Inglis
Seconded By: Councillor Vandewal

Be it Resolved That the October 14, 2015 Committee of the Whole Council Meeting be held in South Frontenac in the Township of South Frontenac Council Chamber.

CARRIED

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

1. Community Development Advisory Committee (CDAC)
One (1) member of County Council; and
Six (6) Community Representatives
2. Joint Accessibility Advisory Committee (JAAC)
One (1) member of the Community from the Township of Central Frontenac

Motion #: 218-15 Moved By: Councillor Higgins
Seconded By: Deputy Warden Smith

That Barrie Gilbert, Betty Hunter, Tracy John, Wilma Kenny and Darwyn Sproule be appointed as Community Representatives to the Community Development Advisory Committee whose terms shall expire November 30, 2018;

That Councillor Ron Higgins be appointed as the Council Representative to the Community Development Advisory Committee whose terms shall expire November 30, 2018;

That Kurt Halliday be appointed as the Community Representative of Central Frontenac to the Joint Accessibility Advisory Committee whose terms shall expire November 30, 2018;

That By-law 2013-0020, Schedules B-1 and B-6 be amended accordingly.

CARRIED

22. Public Question Period



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

a) First and Second Reading

Motion #: 219-15 Moved By: Councillor Nossal
Seconded By: Councillor Dewey

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

CARRIED

b) Third Reading

Motion #: 220-15 Moved By: Councillor McDougall
Seconded By: Councillor Inglis

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

CARRIED

1. By-Laws

- | | | |
|----|---|--------------------------|
| a) | By-Law to establish the percentages by which tax decreases are limited for the year 2015 in respect of properties in the commercial, industrial and multi-residential classes | [Proposed No. 2015-0035] |
| b) | By-Law to Adopt a 2016 Legislated Land Ambulance Response Time Performance Plan | [Proposed No. 2015-0036] |
| c) | By-Law to Amend By-law No. 2013-0020 (to delete the Sustainability Advisory Committee, Trails Advisory Committee, and the 150th Planning Advisory Committee) | [Proposed No. 2015-0037] |
| d) | By-Law to Amend By-law No. 2013-0010 (to add schedule F – Planning Fees for Easement on County Owned Property) | [Proposed No. 2015-0038] |
| e) | By-Law to Authorize the Re-Distribution of Investing In Ontario Funds | [Proposed No. 2015-0039] |
| f) | By-Law to Authorize Warden and Clerk to Execute Letters of Understanding with the Member Municipalities for the Distribution of Federal Gas Tax funds for Infrastructure. | [Proposed No. 2015-0040] |
| g) | By-Law to Confirm Actions and Proceedings of Council | [Proposed No. 2015-0041] |

24. Adjournment

Motion #: 221-15 Moved By: Councillor Vandewal
Seconded By: Councillor Higgins

That the meeting hereby adjourn at 12:05 p.m.

CARRIED

Denis Doyle, Warden

Jannette Amini, Clerk



**Minutes of the Committee of the Whole Meeting
October 7, 2015**

A meeting of the Committee of the Whole of the County of Frontenac was held in the Kingston Frontenac Rotary Auditorium at the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, October 7, 2015 at 9:00 AM

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

ALSO PRESENT: **County:**
Kelly Pender, Chief Administrative Officer
Marian VanBruinessen, Director of Corporate
Services/Treasurer
Jannette Amini, Manager of Legislative Services/Clerk

1. CALL TO ORDER

The Deputy Warden called the meeting to order at 9:00 a.m.

2. ADOPTION OF AGENDA

Moved By: Councillor Nossal
Seconded By: Councillor Dewey

That the Agenda for the October 7, 2015 Committee of the Whole meeting be approved.

CARRIED

**3. DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE
THEREOF**

There were none.

4. DEPUTATIONS AND/OR PRESENTATIONS



5. REPORTS

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

Moved By: Councillor McDougall
Seconded By: Councillor Inglis

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

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

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

1. **That** the Gazda Consulting Group Report – Council Compensation Study be received;
2. **That** the compensation for Frontenac County Council be established at the 50th percentile for the comparator group;
3. **That** Council selects Option _____ as described in the report for implementation to commence in the year _____;
4. **That** the compensation for the position of Deputy Warden be established at 20% above that of a Councillor;
5. **That** staff be directed to draft a by-law that reflects the report recommendations expenses and per diem for Council consideration;
6. **That** an annual training/seminar allowance for Councillors be established commencing in 2016 in the amount of \$_____;
7. **That** the Council compensation be increased annually based upon the consumer price index;
8. **That** Council confirm that one-third of Council's regular remuneration is to be treated as expenses related to the execution of their duties and the remaining two-thirds of their remuneration as taxable.
9. **That** By-law 2011-0004 Schedule A be amended to reflect this resolution
10. **That** Council compensation be revisited in 2018.

LOST

Moved By: Warden Doyle
Seconded By: Councillor Inglis

Be It Resolved That Councillors salaries remain at the 2015 rate, to be reviewed at a later date;

LOST

And Further That the salary of the Deputy Warden be increased to 20% higher than that of a Councillor salary effective January 1, 2015;

CARRIED AS AMENDED

(See motion to Amend Below which was CARRIED)

And Further That the Council per diem be increased to \$150 per day;

LOST

And Further That staff be directed to bring forward a report on meals, mileage (to be in line with the CRA), and expenses for Council.

CARRIED

Councillor Higgins requested that the motion be separated.

Motion to Amend

Moved By: Warden Doyle
Seconded By: Councillor Dewey

Be It Resolved That the increase in the Deputy Warden Salary be effective January 1, 2015;

CARRIED

And Further That the increase in the per diem rate be effective January 1, 2015.

LOST

Motion to Amend

Moved By: Councillor Higgins
Seconded By: Councillor Vandewal

Be It Resolved That clause 1 be amended to have Councillor Salaries be reviewed at the 2016 Budget deliberations;

And Further That clause 3 included in the staff report for budget deliberations.

LOST

Moved By: Councillor Vandewal
Seconded By: Councillor Higgins

Be It Resolved That effective January 1, 2016 the Wardens salary be established at \$22,250, the Deputy Warden salary at \$11,505 and Councillor salaries at \$9,088;

And Further That per diems only be paid for attendance at external Boards where the Councillor is representing the County and special Council meetings;

And Further That the CPI be applied annually to the base salary;

And Further That the base expense account for members of Council be set at \$4000.

CARRIED

Council recessed at 10:30 a.m.

Council re-convened at 10:47 a.m.

b) **2015-097**
 Corporate Services
 Review of County of Frontenac Procedural By-law 2013-0020

Moved By: Councillor Vandewal
Seconded By: Councillor Higgins

Resolved That the Committee of the Whole receive the Corporate Services –Review of the Procedure By-law report;

And Further That the Committee of the Whole approve the recommended amendments to By-law No. 2013-0028, as amended outlined in the report, including the addendum;

And Further That Section 22.3, Number of Votes be amended to add the words, "or Committee of the Whole" after the words "present at a Meeting of Council";

And Further That staff be directed to bring forward for adoption a by-law amending by-law 2013-0020, being a by-law for governing the calling, place and proceedings of meetings for the County of Frontenac.

CARRIED AS AMENDED

(See motion to Amend below which was CARRIED)

Motion to Amend

Moved By: Councillor Dewey
Seconded By: Warden Doyle

Be It Resolved That Section 22.3, Number of Votes be amended "or Committee of the Whole" after the words "present at a Meeting of Council"

CARRIED

6. RISE AND REPORT

Moved By: Councillor Dewey
Seconded By: Councillor Nossal

That the Committee of the Whole rise.

And Further That the report of the Committee of the Whole Council be forwarded to County Council for Adoption.

CARRIED

7. COMMUNICATIONS

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**8. NOTICE OF MOTION**

Moved By: Councillor McDougall  
Seconded By: Councillor Vandewal

**Be It Resolved That**, with the changes in staffing in the Human Resources and Planning and Economic Development Department, staff review the County's present and future needs and make recommendations to Council for the replacement process.

**CARRIED**

**OTHER BUSINESS**

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PUBLIC QUESTION PERIOD

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**ADJOURNMENT**

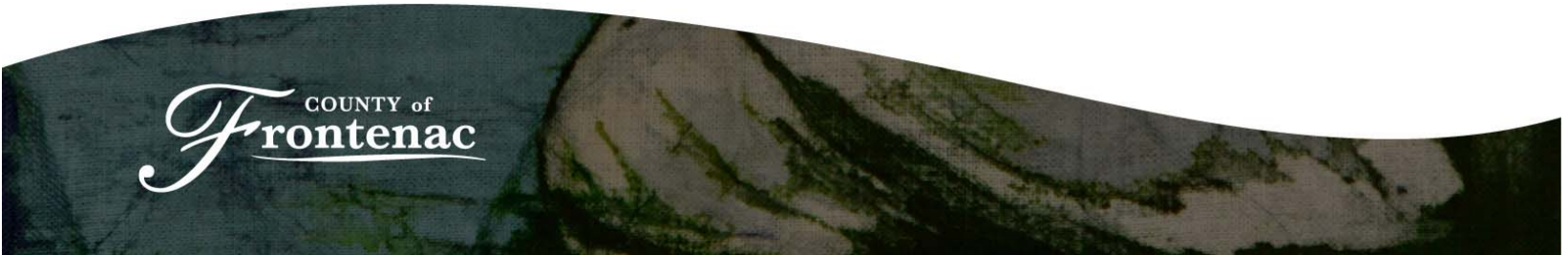
Motion #: Moved By: Councillor Inglis  
Seconded By: Councillor McDougall

**That** the meeting hereby adjourn at 12:04 p.m.

**CARRIED**



## Bringing Accessibility Awareness to your Township



# Celebrating 10 years of Accessibility

June 3, 2015 marked the 10<sup>th</sup> anniversary of the Accessibility for Ontarians with Disabilities Act (AODA).

The AODA set out a clear goal and timeframe to make Ontario accessible by 2025.

Here in the Frontenacs we have made great progress to reach that goal including training staff on accessible customer service, developing accessibility policies and multi-year plans, and making information and websites accessible.



## Joint Frontenac Accessibility Advisory Committee

- Customer Service Policy – “How May I Help You”
- Integrated Accessibility Standards Regulation (IASR) Policy
- Annual Accessibility Plan
- Multi-Year Accessibility Plan
- Advice on redevelopment of the Sydenham Public Library
- Accessibility upgrades to Centennial Park
- Fairmount Home’s Kingston Frontenac Rotary Auditorium



## Joint Frontenac Accessibility Advisory Committee

- South Frontenac Township Museum
- Public School in Sharbot Lake
- maintained expert knowledge on accessibility through attendance at workshops and seminars
- Accessibility Logo and Statement
- Creation of the Frontenac “International Day of Persons with Disabilities Access Award
- Accessibility Awareness Campaign



JA1

## Accessibility Advisory Committee Members Leaders in their Community

- promote accessibility and awareness of accessibility issues throughout the townships through their presence in the community and availability to residents
- have discussions with elections Canada regarding accessibility of polling stations and their related access mainly.

### **Frontenac Accessibility Advisory Committee Members**

Neil Allen, Chair – community representative for South Frontenac  
Francine Arsenault, Vice Chair – community representative at large  
Margaret Knott, community representative for Frontenac Islands  
Kurt Halliday, community representative for Central Frontenac  
Vacant, community representative for North Frontenac  
Councillor John McDougall, Council representative  
Councillor Tom Dewey, Council representative



**Slide 5**

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**JA1**

Jannette Amini, 9/25/2015

# International Day of Persons with Disabilities Access Award

Award was created in 2013 to recognize persons, groups or organizations that have made or are making a significant contribution beyond legislated requirements, towards improving access for persons with disabilities in the Frontenacs



# Accessibility Awareness Campaign

- Promotion of Accessibility will be included as part of the County's Economic Development
- Advertising campaign
- Good news articles in local media
- Greater presence at Township Councils



## What can your Township do

- Create an Accessibility page on your Township website
- Remember accessibility when you are developing public spaces
- Include the Frontenac Accessibility Advisory Committee – They're there to help



# Questions





**Report 2015-100**

**Recommend Report to Council**

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

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

**Prepared by:** Marian VanBruinessen, Director of Corporate Services/Treasurer

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

**Re: Corporate Services – Feasibility Study re transferring to WSIB Schedule 2 from Schedule 1.**

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**Recommendation**

**That** the Council of the County of Frontenac receive this report, Corporate Services – Feasibility Study re transferring to WSIB Schedule 2 from Schedule 1;

**And Further** that the Council of the County of Frontenac accept the recommendations of Nexus Actuarial Services specifically that Emergency and Transportation Service, and Corporate Services be transferred to WSIB Schedule 2 effective December 31, 2015;

**And Further** that the Treasurer be directed to set up a reserve fund to provide for future WSIB claim costs;

**And Further** that the WSIB Schedule 2 Claims Reserve be built by depositing into the fund each year an amount equal to the Schedule 1 premiums that the County would have paid had they remained in WSIB Schedule 1 for Emergency and Transportation Services and Corporate Services, with any amounts required for departure fees, annual insurance and periodic actuarial assessments being paid from this reserve;

**And Further** that the WSIB Schedule 1 departure fee, estimated at \$517,195 be funded from the WSIB Schedule 2 Claims Reserve fund, with any excess requirement coming from the County Stabilization fund to be replenished before the WSIB Schedule 2 Claims Reserve (payback period for total departure fee estimated at 1.1 years by Nexus Actuarial Consultants);

**And Further** that the County purchase Excess Loss Insurance with a minimum retention level of \$500,000 (the County is responsible for the first \$500,000 of costs arising per WSIB incident) and Blanket Accident Insurance with a maximum payable of \$500,000 (to cover the first \$500,000 per WSIB incident);

**And Finally** that the final Excess Loss and Blanket Accident Insurance levels be brought forth to Corporate Services in December 2015 once the formal quotations are received;

**Background**

The *Work Place Safety and Insurance Act* identifies those business activities which fall within Schedule 1 or Schedule 2. Municipalities are listed on Schedule 2, so at some time in the past the County of Frontenac must have requested transfer to a Schedule 1 employer.

Under Schedule 1 each business activity is classified in a rate group. Each year WSIB sets a premium for that rate group and employers are required to submit premiums monthly in accordance with that rate group. In Schedule 1 all Schedule 1 employers are collectively liable for all Schedule 1 claims.

Under the *Act*, Schedule 2 employers are recognized as separate and distinct from all other employers (who fall under Schedule 1). The fundamental distinction is this: while Schedule 1 employers operate under the collective liability insurance principle, Schedule 2 employers do not. They are individually responsible for the full cost of the accident claims filed by their workers. The Workplace Safety and Insurance Board (WSIB) maintains full authority over the Schedule 2 claims entitlement process and bills actual benefit costs plus an annual administration fee to Schedule 2 employers.

County Council authorized a feasibility study to review the option of transferring back to WSIB Schedule 2.

**Comment**

Nexus Actuarial Consultants Ltd. was hired to undertake an analysis of the implications of moving to Schedule 2. A copy of their comprehensive analysis is attached as Appendix A.

The actuaries have evaluated the County's historical claim record related to Loss of Earnings, Health Care benefits, Survivor benefits and Non-Economic Loss benefits, the claim components. Using assumptions as outlined on page 4 they have estimated the cost to move to Schedule 2 from Schedule 1. The cost estimate, on page 10 of the Nexus report, includes the cost of insurance.

Based on an assessment of the County's current contributions under Schedule 1 in comparison to the estimated requirements under Schedule 2, the consultant has identified substantial savings, \$473,296, should the County move to Schedule 2 for all departments, except Fairmount Home.

As outlined, these savings would be used to fund the departure fee, the initial insurance requirements and then build up a reserve fund to provide for future WSIB costs.

The consultant's report is based on sound actuarial principles. However to provide a measure of the sensitivity analysis page 11 of the Nexus report outlines the impact of a 10% change in the various parameters. The resulting additional cost would be \$72,000.

**Comparative municipalities:** Staff undertook a survey of EOWC municipalities now operating under Schedule 2 to understand their experience. They were asked about their comparative savings (deficit) related to the transition and how they staffed to monitor WSIB.

**Renfrew** estimates that it has experienced substantial savings over the years. An analysis in 2013 suggested that Renfrew's WSIB contributions as a Schedule 2 employer are about 57% of the Schedule 1 rates.

**The County of Lennox and Addington** estimates that it has saved over \$1 million since it moved to Schedule 2.

**Northumberland County** has been Schedule 2 for a very long time. It was funding its reserve based on the Schedule 1 contribution rates, but have reduced those contributions a number of times over the past few years as its reserve is more than adequately funded.

**Lanark County** moved to Schedule 2 in 2013 and in 2014 estimated that its Schedule 2 costs were \$320,000 less than the costs that would have been payable under Schedule 1.

**Ongoing monitoring:** The consultant's recommendation as outlined on page 9 of the report includes under 1 c. "Our understanding that the County influences and can control the claims management process for WSIB claims for EMS and the Rest of the County."

The County of Frontenac Occupational Health Nurse actively manages the WSIB claims and maintains statistical data re frequency, severity rates as well as #LT days, length of time from modified to full duties. Equipment and work practices are regularly reviewed to ensure that these best meets the requirements of the work to alleviate the possibility of injury. Employees are involved in ongoing training to mitigate the physical impact of their work. Other municipalities have indicated that their HR department manages WSIB in a similar manner to the County through either a position on staff, or on contract.

**Risk:** Despite the best training and work practices, WSIB claims will continue to occur. The County must ensure that it continues to monitor these cases and diligently facilitates a return to work program

**Insurance:** The consultant recommends that the County purchase Excess Loss insurance with a retention level of \$500,000 (i.e. The County is responsible for the first \$500,000 of costs arising from an incident) and Blanket Accident insurance with a maximum payable of the same amount, \$500,000. The insurance would provide the buffer until the County had sufficiently built its reserves, recommended at \$2.5 million. The consultant has estimated the annual costs of both of these insurance coverages at \$57,919. This amount has been deducted from the total savings to arrive at the net savings of \$473,286.

**Risk:** Currently there is only one insurance provider that provides the Excess liability coverage.

### **Sustainability Implications**

Governance – appropriate allocation of County resources

**Financial Implications**

As outlined in the report it is suggested that the County will experience a reduction in its WSIB costs of approximately \$473,296 which would initially be applied to the departure fee and insurance costs. It is estimated that the departure fee would be recouped within 1.1 years.

After the departure fee is recouped, in 1.1 years, the savings will be allocated to a WSIB Schedule 2 Claims Reserve, until such time as it reaches a reasonable balance, estimated at \$2.5 million. As the reserve is being built the funds belong to the County and as such any revenue generated from these funds accrue to the County.

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

Bruce Neville, Nexus Actuarial Consultants Ltd.  
Bonnie Carter, Occupational Health Nurse

**NEXUS ACTUARIAL CONSULTANTS LTD.**

July 9, 2015

Susan Brant  
Deputy Treasurer  
County of Frontenac  
2069 Battersea Road  
Glenburnie, ON  
K0H 1S0

Dear Ms. Brant:

**RE: Feasibility Study of County of Frontenac transferring to WSIB Schedule 2 (self-insured) from Schedule 1 (insured) as at December 31, 2014 – Final Report**

The County of Frontenac ("County") retained Nexus Actuarial Consultants to conduct a study of the County's workplace injury claims, as filed with the Workplace Safety and Insurance Board (WSIB). The primary purpose of the study is to determine the feasibility of the County transferring to WSIB Schedule 2 (self-insured) versus remaining in WSIB Schedule 1 (insured).

**Terms of Engagement**

The components of the study include:

1. Current WSIB environment and outlook for the future;
2. Consequences of Schedule 1 versus Schedule 2;
3. Analyses of the County's WSIB performance: costs, frequency, use of the WSIB Second Injury & Enhancement Fund (SIEF) and experience rating;
4. Estimate the County's WSIB costs under Schedule 2, separately for Fairmount home for Long Term Care (LTC), Emergency Medical Services (EMS) and the Rest of the County (Ferry and Management);
5. Review the Departure Fee Assessment for Transferring to Schedule 2;
6. Projections of the County's WSIB Expenditures under both Schedules; and
7. Draw conclusions and make specific recommendations for each of the three groups on the feasibility of transfer as well as on the purchase of insurance;

The separate analysis of WSIB claims costs and injury counts to December 31, 2014 for Fairmount LTC, EMS and the rest of the County (Management and Ferry) are contained in this valuation report.

This report also summarizes the results for the County.

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Suite 205 – 4597 Kingston Road, Toronto, Ontario M1E 2P3  
TEL/FAX: (416) 410-0881 CELL: (416) 579-9977  
John.Neal@NexusEnabled.com

**Current WSIB Environment and Outlook for the Future**

Local governments are covered under the WSIB legislation as WSIB Schedule 2 employers (self-insured). The fact that Frontenac County is currently in WSIB Schedule 1 (insured) means that at some point in the past the County requested a transfer to WSIB Schedule 1. In WSIB Schedule 1, all Schedule 1 employers are collectively liable for all Schedule 1 claims. Since the WSIB has a significant Schedule 1 unfunded liability (\$8.1 billion), employers transferring from WSIB Schedule 1 back to WSIB Schedule 2 must pay a Departure Premium for their allocated portion of the Schedule 1 unfunded liability. The Departure Premium is based upon the WSIB Schedule 1 unfunded liability and the County's portion of the total Schedule 1 premiums (\$84.548 billion) since January 1, 1958.

The WSIB determined that the County's portion of the premiums at December 31, 2013 is 0.0000997.

At December 31, 2013, the WSIB unfunded liability was \$10,638,000,000, so the County's Schedule 1 Departure Premium was determined as \$1,060,609.

At December 31, 2014, the WSIB unfunded liability is estimated at \$8,086,000,000, so the County's Schedule 1 Departure Premium is estimated as \$806,174.

**Consequence of WSIB Schedule 1 and Schedule 2**

All full time, part time, temporary and casual employees of the County are covered for benefits in the event of a workplace injury under the Workplace Safety and Insurance Act, 1997. The County is currently an employer under Schedule 1 of the Act. Therefore, it is insured and pays WSIB premiums based upon its insured earnings. If the County transfers to WSIB Schedule 2 it will become self-insured for new WSIB claims occurring on or after the date of transfer. Self-insured local governments are responsible for the entire risk of its own WSIB claims and are individually liable for reimbursing the WSIB for all costs relating to its worker's WSIB claims. Although self-insured WSIB employers may purchase insurance to cover part of their self-insured risk, full insurance coverage is not available.

In addition, the Public Sector Accounting Board (PSAB) recommendations, which the Province of Ontario requires local governments to comply with, require that WSIB liabilities for self-insured employers be evaluated and reported on their financial statements. If the County transfers to WSIB Schedule 2, it will need to do triennial valuations of its WSIB claims, in order to comply with the PSAB recommendations. We have performed a PSAB compliant valuation of the County's past WSIB claims, as if the County had always been in WSIB Schedule 2, and determined the Schedule 2 one year costs for each of the 3 groups. A PSAB compliant valuation requires management assumptions and one of the most important is the valuation discount rate.

The County has obtained WSIB cost relief through the WSIB's Second Injury and Enhancement Fund (SIEF) for many of its claims in the past. In WSIB Schedule 2 there is no SIEF fund so the County would pay the full claims costs plus WSIB administration fees and physician fee charges. The SIEF cost relief was added back into Frontenac's WSIB claims costs before the analysis was performed

**Analysis of the County's WSIB Performance**

Analysis of the County's WSIB performance is shown separately for each of the 3 components – Fairmount LTC, EMS and the Rest of County - in the Appendices.

**Discount Rate**

We suggest using a basket of Ontario Municipal Bonds to build a current yield curve using the smooth curve for CICA valuations (Corporate AA bonds) as a base.

We also suggest:

- Basing a projected yield curve on the shape of current yield curve and using a mean term of 18 years and CPI + 2.75% (3.00% for 2013).
- Blending the short term forecast with the expected long-term experience over 15 years.

Appendices F1 and F2 include a table and a chart showing the short term forecast, expected long term experience and blended yields by duration of mean term.

- Applying these suggestions to the cash flow produces an average discount rate of 4.25%. Thus we suggest adopting an average discount rate of 4.25%.

**Management Assumptions**

For each key actuarial assumption, the County is required to establish its best estimate of expected long-term experience and short-term forecasts. The key actuarial assumptions established for this valuation are:

- 1) **Expected future WSIB payments per lost time injury**, relative to an average “customized” Schedule 1 employer, by benefit type (see Appendices A1 to A4 for details):

The relative percentages are set after comparing the actual experience (after adding second injury cost relief back into the totals) for the 3 components of the County – Fairmount LTC, EMS, and Rest of County over the five years 2010 to 2014, to the adjusted Schedule 1 experience.

The “customization” is that the Loss of Earnings (LOE) cost per lost time injury (LTI) will phase down to 50% of an average Schedule 1 LTI by the fifth year following the year of injury. This customization is done to recognize that the LOE experience of the average Schedule 2 government board or agency is much better than the LOE experience of the average Schedule 1 employer, since most workers with a permanent disability return to work at the same government board or agency.

The percentages are the projected relative percentages for 2015 new claims, based upon the 2010-2014 experience at this December 31, 2012 valuation.

| Projected Relative Percentages of customized Schedule 1 for New 2015 Claims |               |            |                 |                                  |
|-----------------------------------------------------------------------------|---------------|------------|-----------------|----------------------------------|
| Rest of County                                                              | Fairmount LTC | EMS        | Frontenac - All | Benefit                          |
| 15%                                                                         | 125%          | 40%        | 90%             | Loss of Earnings (LOE) benefits  |
| 15%                                                                         | 20%           | 15%        | 15%             | Health Care benefits             |
| 15%                                                                         | 81%           | 30%        | 59%             | Survivor benefits                |
| <u>15%</u>                                                                  | <u>30%</u>    | <u>30%</u> | <u>30%</u>      | Non Economic Loss (NEL) benefits |
| <b>15%</b>                                                                  | <b>81%</b>    | <b>30%</b> | <b>59%</b>      | <b>Weighted Average</b>          |

The selected percentages for the 2015 new Claims for Loss of Earnings, Health Care and NELs are 3 year averages for the Fairmount LTC and EMS and 5 year average for the Rest of County. The volatility of the actual to expected payments can be seen in the tables on the right in Appendices A1, A2, A3 and A4.

Because the past fatality experience is not indicative of the future for a municipality of any size, the expected future survivor benefit payments per lost time injury for new claims is set at the weighted average of the other benefit percentages.

- 2) **Gross Annual Interest Rate**

4.25%                      Future cost of long term debt<sup>1</sup> (gross discount rate).

- 3) **Net Annual Discount Rates**

Net annual discount rates are the projected gross annual interest rate in excess of projected annual price inflation. For example, when the projected long term debt rate is 4.25% and the

<sup>1</sup>See prior section of this report on the Discount Rate.

projected annual rate of increase in Survivor benefits is 2.00%, the net discount rate is 2.25%.

|        |                                                                                                                        |
|--------|------------------------------------------------------------------------------------------------------------------------|
| 1.75%  | Future cost of Loss of Earnings (LOE) benefits – blend of true LOE, Future Economic Loss (FEL) and Worker Pension (WP) |
| -1.75% | Future cost of Health Care benefits                                                                                    |
| 2.25%  | Future cost of fully indexed survivor benefits and 100% FEL awards;                                                    |
| 3.75%  | Future cost of Non Economic Loss (NEL) awards.                                                                         |

#### **4) WSIB Administration Rate**

The WSIB administration rate at this valuation is set to cover projected future WSIB administration fee and physician fee charges on 2015 and later new claims. The administration rate is set at 38%, which reflects:

|     |                                         |
|-----|-----------------------------------------|
| 36% | for Schedule 2 administration fees; and |
| 2%  | for physician fees.                     |

The WSIB Schedule 2 administration fees reflect the recent increase in WSIB administration fee charges.

- 5) **2015's Preliminary Estimates of Lost Time Claim Counts** are set at 11 for the Fairmount LTC, 13 for EMS and 0 for the Rest of the County. See Appendices E1 to E4.

#### **6) Mean Term of Future Payments**

The Mean Term of the future payments for the County's existing WSIB claims is 9 years.

Schedule 2 actuarial losses at the triennial valuations in the future will be amortized over the mean term.

**Actuarial Cost Methods**

As WSIB benefits are an event driven, pre early retirement benefit, PSAB's PS 3250 requires obligations for workplace injuries that occurred on or before the valuation date to be fully recognized and annual expenses that include the total cost of the year's new claims.

Our method for evaluating the County's existing claims accrued benefit obligations is based upon:

**1) Average customized Schedule 1 WSIB claims payment experience for the years 2010-2014, where we adjusted:**

- For price inflation;
- For claims volumes;
- To recognize that LOE payments on 1990+ claims cease at age 65 but continue for life on pre 1990 claims;
- To reflect local governments' lower LOE claim's experience on 1990 and later claims that reduces to 50% of Schedule 1 LOE by the 5<sup>th</sup> year following the year of injury;
- To allow for the trend in all WSIB benefits by loading the 2010 to 2014 five year average benefits in 2015 dollars, by benefit type, to bring them to the 2014 level of benefits, in 2015 dollars. The loadings of the 2010 to 2014 average benefits by benefit type are as follows:
  - 4.4%            Loss of Earnings (LOE) benefits
  - 10.9%          Health Care benefits
  - 10.3%          Survivor benefits
  - 28.5%          Non-Economic Loss (NEL) benefits
  - **6.7%**           **Weighted Average**

**2) A comparison of the County's 2010 to 2014 WSIB claims payment experience with the experience for an average employer with the same WSIB claim count history:**

- We review the experience for each of the five years 2010 to 2014 individually (Appendix A), look at the three year and five year averages, and then use judgment to suggest the projected relationships to be included in the management assumptions. **We note that the suggested relationships will change over time as future experience emerges.**

**Valuation Results**

The following tables summarize the valuation results:

**Actuarial Liabilities**

Since the County is currently in WSIB Schedule 1 it has no WSIB liabilities to be evaluated and reported on its financial statements.

**One Year of New Claims' Costs (Service Costs) for Schedule 2**

The estimated costs for new injuries are:

| Frontenac County WSIB Schedule 2 One Year Costs for 2015 |               |            |                        |                                   |
|----------------------------------------------------------|---------------|------------|------------------------|-----------------------------------|
| Rest of County                                           | Fairmount LTC | EMS        | Frontenac County - All | Benefit                           |
| \$ -                                                     | \$ 213,523    | \$ 93,518  | \$ 307,042             | Benefit Obligations               |
| \$ -                                                     | \$ 81,139     | \$ 35,537  | \$ 116,676             | Admin and Phys Fee Obligations    |
| \$ -                                                     | \$ 294,662    | \$ 129,055 | \$ 423,717             | <b>Total</b>                      |
|                                                          |               |            |                        |                                   |
| 0                                                        | 11            | 13         | 24                     | Est. 2015 New Lost Time Injuries  |
| \$ 2.423                                                 | \$ 6.472      | \$ 9.161   | \$ 18.056              | Est. 2015 Payroll in Millions     |
| 0.00%                                                    | 4.55%         | 1.41%      | 2.35%                  | Est. 1 Year Costs as % of Payroll |
|                                                          |               |            |                        |                                   |

The estimated cost of 2015 new injuries, if the County is in WSIB Schedule 2, is 2.35% of estimated 2015 gross payroll of \$18.056 million.

### Feasibility Study Results

| Schedule 1                                                                                        | Rest of County<br>(Management & Ferry) | Fairmount LTC | EMS          | Frontenac<br>County - All Sum |
|---------------------------------------------------------------------------------------------------|----------------------------------------|---------------|--------------|-------------------------------|
| 2015 Projected WSIB Insured Earnings                                                              | \$ 2,422,995                           | \$ 6,472,379  | \$ 9,160,813 | \$ 18,056,187                 |
| 2015 WSIB Schedule 1 Weighted Average Premium Rate                                                | \$ 3.49                                | \$ 3.29       | \$ 6.46      | \$ 4.92                       |
| 2015 Projected WSIB Schedule 1 Premiums                                                           | \$ 84,472                              | \$ 212,941    | \$ 591,789   | \$ 889,201                    |
| 2015 Estimated WSIB Schedule 1 NEER Surcharge (Refund)                                            | \$ (3,000)                             | \$ 24,000     | \$ (13,000)  | \$ 8,000                      |
| 2015 Projected Net Schedule 1 Costs                                                               | \$ 81,472                              | \$ 236,941    | \$ 578,789   | \$ 897,201                    |
| <b>Schedule 2</b>                                                                                 |                                        |               |              |                               |
| 2015 Estimated Schedule 2 Cost of Claims plus Admin                                               | \$ -                                   | \$ 294,662    | \$ 129,055   | \$ 423,717                    |
| 2015 Estimated Schedule 2 Cost of Excess Loss Insurance<br>(\$0.40/\$100 for \$500,000 retention) | \$ 9,692                               | \$ 25,890     | \$ 36,643    | \$ 72,225                     |
| 2015 Estimated Sch 2 Cost of Blanket Accident Insurance<br>(\$0.10/\$100 for \$500,000 maximum)   | \$ 2,423                               | \$ 6,472      | \$ 9,161     | \$ 18,056                     |
| 2015 Estimated Net Schedule 2 Costs                                                               | \$ 12,115                              | \$ 327,024    | \$ 174,859   | \$ 513,998                    |
| <b>Estimated Schedule 2 Annual Savings</b>                                                        |                                        |               |              |                               |
| 2015 Estimated Savings in Schedule 2                                                              | \$ 69,357                              | \$ (90,083)   | \$ 403,929   | \$ 383,203                    |
| Estimated WSIB Schedule 1 Departure Fee                                                           | \$ 108,182                             | \$ 288,979    | \$ 409,013   | \$ 806,174                    |
| Years to recover departure fee                                                                    | \$ 2                                   | N/A           | \$ 1         | 2.1                           |

### Consideration of Transferring Rest of County, Fairmount and EMS to WSIB Schedule 2

We have reviewed the WSIB claims experience and one year costs of the three components of Frontenac (Fairmount LTC, EMS and Rest of County) to December 31, 2014, to consider whether the County as a whole or any of its parts should consider transferring to WSIB Schedule 2.

#### Schedule 1 versus Schedule 2

| 2015 One Year Costs for Frontenac County               |                |               |            |         |            |
|--------------------------------------------------------|----------------|---------------|------------|---------|------------|
|                                                        | Rest of County | Fairmount LTC | EMS        | All Sum |            |
| Schedule 1                                             | \$ 81,472      | \$ 236,941    | \$ 578,789 | \$      | \$ 897,201 |
| Schedule 2 (Including Insurance)                       | \$ 12,115      | \$ 327,024    | \$ 174,859 | \$      | \$ 513,998 |
| <b>Total One Year costs as a percentage of payroll</b> |                |               |            |         |            |
| Schedule 1                                             | 2.24% / 5.11%  | 3.29%         | 6.46%      |         | 4.92%      |
| Schedule 2                                             | 0.00%          | 4.55%         | 1.41%      |         | 2.35%      |
| <b>Payrolls</b>                                        |                |               |            |         |            |
| Estimated 2015 WSIB Insurable Earnings (\$ millions)   | \$ 2.423       | \$ 6.472      | \$ 9.161   | \$      | \$ 18.056  |

It can be seen from the above table that the County as a whole and 2 of the 3 components of Frontenac have significantly lower 2015 One Year costs in Schedule 2 than they would have in Schedule 1. The claims payment experience for Fairmount LTC has been improving as shown in Appendix A3. The above results use the 3 year average experience 2012 to 2014. Using the 1 year 2014 experience, Fairmount LTC's 2015 one year costs (including insurance) in Schedule 2 are estimated at \$253,000 (compared to \$327,024 using the 3 year experience).

Overall, the 2015 Schedule 2 One Year Costs for Frontenac (including purchasing insurance) is estimated at \$513,998 versus an estimated \$897,201 if the County remains in Schedule 1.

**Recommendations**

We recommend that the County:

1. Transfer the EMS and Rest of County components to WSIB Schedule 2, with 2 separate Schedule 2 firm numbers, based upon the facts that:
  - a. The significantly lower estimated annual cost for the 2 components in WSIB Schedule 2 versus what is currently being paid in WSIB Schedule 1;
  - b. Our understanding that the County is ultimately responsible for the liabilities of both EMS and the Rest of the County; and
  - c. Our understanding that the County influences and can control the claims management process for WSIB claims for EMS and the Rest of the County;
2. Leave Fairmount in WSIB Schedule 1, until this component's WSIB claims cost experience improves further;
3. Purchase both Excess Loss insurance for the 2 components with a retention level of, say \$500,000 (the County is responsible for the first \$500,000 of costs arising from any WSIB incident<sup>2</sup>) and Blanket Accident insurance with a maximum payable of the same amount (\$500,000);
4. Establish a WSIB Schedule 2 Claims Reserve Fund for the 2 components;
5. Build the WSIB Claims Reserve Fund by depositing into the fund each year an amount equal to the Schedule 1 premium that the County would have paid for the 2 components had they remained in WSIB Schedule 1;
6. Pay out of the reserve fund<sup>3</sup>:
  - a. WSIB Schedule 2 invoices for WSIB claims, physician fees and admin fees; and
  - b. Excess Loss insurance and Blanket Accident insurance premiums;
7. Continue to build the WSIB Claims Reserve Fund by this suggested method until the reserve fund reaches \$2.5 million<sup>4</sup>;
8. Re-evaluate the need to continue to purchase both Excess Loss insurance and Blanket Accident insurance, once the WSIB Claims Reserve Fund reaches \$2.5 million.

---

<sup>2</sup> Excess loss insurance usually covers the costs (above the retention level) of multiple WSIB claims arising out of one WSIB incident.

<sup>3</sup> Because of the difficulty with taking payments out of a reserve fund (i.e. may require council approval) we suggest that the County establish a budget for the current year equivalent to the estimated Schedule 1 premium in an operating account, pay the WSIB Schedule 2 invoices and insurance premiums from the operating account and transfer the net amount at the end of the year to the WSIB Claims Reserve Fund.

<sup>4</sup> WSIB catastrophic claims (multiple claims from one WSIB incident, severe burn cases or injuries resulting in a paraplegic or quadriplegic person) can cost \$2-3 million. Although such incidents are rare, especially for local governments, they can and do occur, hence the need for insurance.

**Recommended Transfer of EMS and Rest of County to WSIB Schedule 2**

**Schedule 1 Vs Schedule 2 excluding Fairmount**

| Schedule 1                                                                                     | Rest of County<br>(Management & Ferry) | Fairmount LTC | EMS          | Frontenac<br>County -<br>Excluding<br>Fairmount |
|------------------------------------------------------------------------------------------------|----------------------------------------|---------------|--------------|-------------------------------------------------|
| 2015 Projected WSIB Insured Earnings                                                           | \$ 2,422,995                           |               | \$ 9,160,813 | \$ 11,583,808                                   |
| 2015 WSIB Schedule 1 Weighted Average Premium Rate                                             | \$ 3.49                                |               | \$ 6.46      | \$ 5.84                                         |
| 2015 Projected WSIB Schedule 1 Premiums                                                        | \$ 84,472                              |               | \$ 591,789   | \$ 676,260                                      |
| 2015 Estimated WSIB Schedule 1 NEER Surcharge (Refund)                                         | \$ (3,000)                             |               | \$ (13,000)  | \$ (16,000)                                     |
| 2015 Projected Net Schedule 1 Costs                                                            | \$ 81,472                              |               | \$ 578,789   | \$ 660,260                                      |
| <b>Schedule 2</b>                                                                              |                                        |               |              | \$ -                                            |
| 2015 Estimated Schedule 2 Cost of Claims plus Admin                                            | \$ -                                   |               | \$ 129,055   | \$ 129,055                                      |
| 2015 Estimated Schedule 2 Cost of Excess Loss Insurance (\$0.40/\$100 for \$500,000 retention) | \$ 9,692                               |               | \$ 36,643    | \$ 46,335                                       |
| 2015 Estimated Sch 2 Cost of Blanket Accident Insurance (\$0.10/\$100 for \$500,000 maximum)   | \$ 2,423                               |               | \$ 9,161     | \$ 11,584                                       |
| 2015 Estimated Net Schedule 2 Costs                                                            | \$ 12,115                              |               | \$ 174,859   | \$ 186,974                                      |
| <b>Estimated Schedule 2 Annual Savings</b>                                                     |                                        |               |              | <b>0</b>                                        |
| 2015 Estimated Savings in Schedule 2                                                           | \$ 69,357                              |               | \$ 403,929   | \$ 473,286                                      |
| Estimated WSIB Schedule 1 Departure Fee                                                        | \$ 108,182                             |               | \$ 409,013   | \$ 517,195                                      |
| Years to recover departure fee                                                                 | 1.6                                    |               | 1.0          | 1.1                                             |

**Schedule 1 versus Schedule 2**

| <b>2015 One Year Costs for Frontenac County excluding Fairmount</b> |                |               |            |                        |
|---------------------------------------------------------------------|----------------|---------------|------------|------------------------|
|                                                                     | Rest of County | Fairmount LTC | EMS        | Sum of 2<br>Components |
| Schedule 1                                                          | \$ 81,472      | \$ -          | \$ 578,789 | \$ 660,260             |
| Schedule 2 (Including Insurance)                                    | \$ 12,115      | \$ -          | \$ 174,859 | \$ 186,974             |
| <b>Total One Year costs as a percentage of payroll</b>              |                |               |            |                        |
| Schedule 1                                                          | 2.24% / 5.11%  |               | 6.46%      | 5.84%                  |
| Schedule 2                                                          | 0.00%          |               | 1.41%      | 1.61%                  |
| <b>Payrolls</b>                                                     |                |               |            |                        |
| Estimated 2015 WSIB Insurable Earnings (\$ millions)                | \$ 2.423       |               | \$ 9.161   | \$ 11.584              |

### Sensitivity Analysis

It is important to note that the valuation results are sensitive to the management assumptions, as shown in the following table:

| Sensitivity Analyses                                                            | 2015 One Year Costs | Difference  | %    |
|---------------------------------------------------------------------------------|---------------------|-------------|------|
| <b>"Expected future WSIB payments per lost time injury" for existing claims</b> |                     |             |      |
| Current Scenario -                                                              |                     |             |      |
| Rest of County - 15% LOE, 15% HC, 15% SVR, 15% NEL for 15% Total                |                     |             |      |
| Fairmount LTC - 125% LOE, 20% HC, 81% SVR, 30% NEL for 81% Total                | \$ 423,717          |             |      |
| EMS - 40% LOE, 15% HC, 30 SVR, 30% NEL for 30% Total                            |                     |             |      |
| ALL - 90% LOE, 15% HC, 59% SVR, 30% NEL for 59% Total                           |                     |             |      |
| Current Scenario Plus 10%                                                       |                     |             |      |
| Rest of County - 25% LOE, 25% HC, 25% SVR, 25% NEL for 25% Total                |                     |             |      |
| Fairmount LTC - 135% LOE, 30% HC, 91% SVR, 40% NEL for 91% Total                | \$ 495,815          | \$ 72,098   | 17%  |
| EMS - 50% LOE, 25% HC, 40% SVR, 40% NEL for 40% Total                           |                     |             |      |
| ALL - 100% LOE, 25% HC, 69% SVR, 40% NEL for 69% Total                          |                     |             |      |
| <b>Estimated Past Lost Time Injuries</b>                                        |                     |             |      |
| Set 2007 and earlier LTIs to 8 for both LTC to 1980 and EMS to 2004             | \$ 423,717          |             |      |
| Set 2007 and earlier LTIs to 4 for both LTC to 1980 and EMS to 2004             | \$ 528,591          | \$ 104,874  | 25%  |
| Set 2007 and earlier LTIs to 12 for both LTC to 1980 and EMS to 2004            | \$ 360,001          | \$ (63,716) | -15% |
| <b>Discount Rate</b>                                                            |                     |             |      |
| 4.25%                                                                           | \$ 423,717          |             |      |
| 3.25%                                                                           | \$ 453,785          | \$ 30,068   | 7%   |

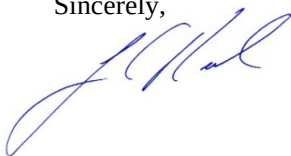
Adding 10% to each of the relative to Schedule 1 factors (i.e. LOE increases from 90% to 100%, for the County ALL etc.) would increase the one year costs of new claims by \$72,000 (17%).

If the estimated past lost time injuries were set at 4 for all prior years, rather than the 8, the one year costs would increase by \$105,000 (25%), and the annual savings would reduce to an estimated \$278,000 from the current estimate of \$383,000.

Similarly, decreasing the discount rate from 4.25% to 3.25% would increase the one year costs of new claims by \$30,000 (7%).

In my opinion, these results comply with our understanding of the PSAB recommendations.

Sincerely,



John Neal, F.C.I.A.  
Principal

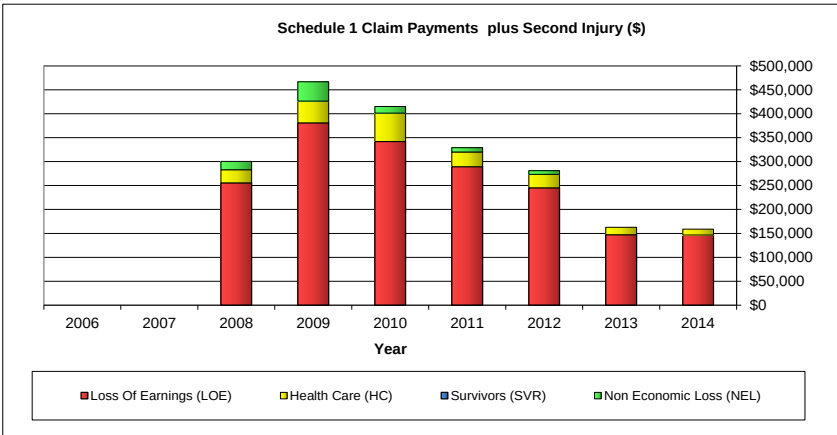
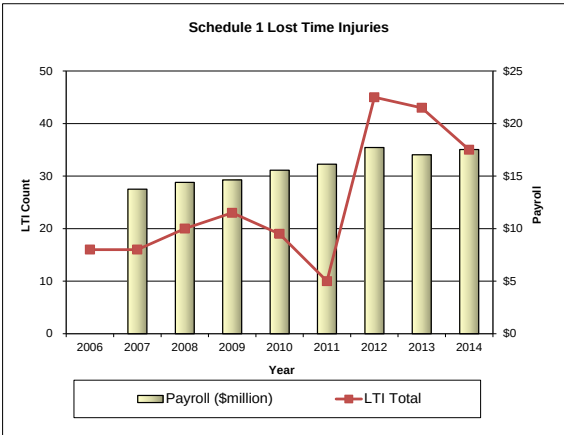
Appendix A1 - Data Summary - Frontenac County - All

As at December 31, 2014

| Lost Time Injuries (LTI) |        |               |           |                     |
|--------------------------|--------|---------------|-----------|---------------------|
| Year                     | Fatals | Earnings Loss | LTI Total | Payroll (\$million) |
| * 2014                   | 0      | 35            | 35        | \$17.5              |
| *** 2013                 | 0      | 43            | 43        | \$17.0              |
| **** 2012                | 0      | 45            | 45        | \$17.7              |
| 2011                     | 0      | 10            | 10        | \$16.1              |
| 2010                     | 0      | 19            | 19        | \$15.6              |
| 2009                     | 0      | 23            | 23        | \$14.6              |
| 2008                     | 0      | 20            | 20        | \$14.4              |
| ** 2007                  | 0      | 16            | 16        | \$13.8              |
| ** 2006                  | 0      | 16            | 16        |                     |
| ** 2005                  | 0      | 17            | 17        |                     |
| ** 2004                  | 0      | 17            | 17        |                     |
| ** 2003                  | 0      | 8             | 8         |                     |
| ** 2002                  | 0      | 8             | 8         |                     |

\* 2014 LTIs are estimated from the Claims Cost Summary to August 31, 2014  
\*\* Estimated  
\*\*\* Includes 29 minor (1-4 days) disease claims in March 2013 at Fairmount  
\*\*\*\* Includes 18 minor (1-4 days) disease claims in March 2012 at Fairmount

| Schedule 1 Actual Claim Payments (\$) with Second Injury Cost Relief Added In |                        |                  |                 |                         |                        | WSIB Admin & Phys. Fees                                                                                      | Total Payments For WSIB |
|-------------------------------------------------------------------------------|------------------------|------------------|-----------------|-------------------------|------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------|
| Year                                                                          | Loss Of Earnings (LOE) | Health Care (HC) | Survivors (SVR) | Non Economic Loss (NEL) | Total Benefit Payments |                                                                                                              |                         |
| 2014                                                                          | 146,466                | 12,377           | 0               | 0                       | 158,843                |                                                                                                              |                         |
| 2013                                                                          | 147,384                | 15,351           | 0               | 0                       | 162,735                |                                                                                                              |                         |
| 2012                                                                          | 245,397                | 27,789           | 0               | 7,889                   | 281,076                |                                                                                                              |                         |
| 2011                                                                          | 289,539                | 30,597           | 0               | 9,086                   | 329,222                |                                                                                                              |                         |
| 2010                                                                          | 341,822                | 59,586           | 0               | 13,690                  | 415,098                |                                                                                                              |                         |
| 2009                                                                          | 381,074                | 45,447           | 0               | 40,228                  | 466,749                |                                                                                                              |                         |
| 2008                                                                          | 255,739                | 27,091           | 0               | 17,637                  | 300,467                |                                                                                                              |                         |
| 2007                                                                          |                        |                  |                 |                         |                        |                                                                                                              |                         |
| 2006                                                                          |                        |                  |                 |                         |                        |                                                                                                              |                         |
| Actual / Expected Claim Payments                                              |                        |                  |                 |                         |                        | Note:<br>LOE, Total Benefit Payments and Total Payments For WSIB all include the Covered By Advance Payments |                         |
| 2014                                                                          | 72%                    | 9%               | 0%              | 0%                      | 42%                    |                                                                                                              |                         |
| 2013                                                                          | 79%                    | 14%              | 0%              | 0%                      | 49%                    |                                                                                                              |                         |
| 2012                                                                          | 120%                   | 27%              | 0%              | 45%                     | 82%                    |                                                                                                              |                         |
| 2011                                                                          | 141%                   | 35%              | 0%              | 39%                     | 100%                   |                                                                                                              |                         |
| 2010                                                                          | 128%                   | 57%              | 0%              | 42%                     | 98%                    |                                                                                                              |                         |
| 5 YR Avg.                                                                     | 110%                   | 27%              | 0%              | 29%                     | 74%                    |                                                                                                              |                         |
| 3 YR Avg.                                                                     | 91%                    | 16%              | 0%              | 16%                     | 57%                    |                                                                                                              |                         |
| For New Claims                                                                | 90%                    | 15%              | 59%             | 30%                     | 59%                    |                                                                                                              |                         |



## Appendix A2 - Data Summary - Frontenac County - Rest of County - (Management and Ferry)

(Excludes Emergency Medical Services [EMS] and Fairmount Home for Long Term Care [LTC])

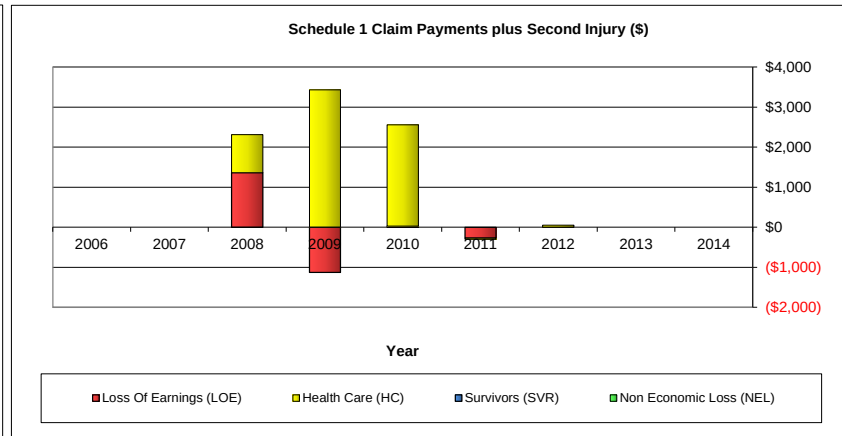
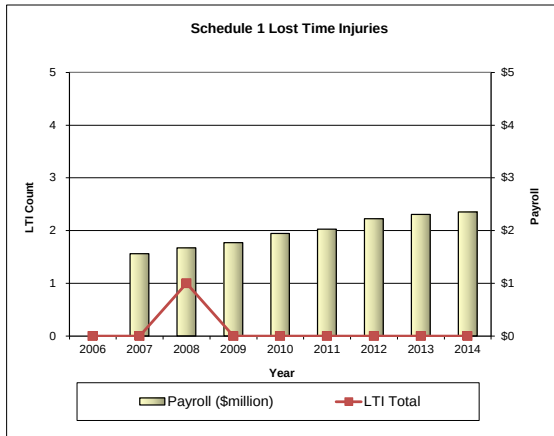
As at December 31, 2014

| Lost Time Injuries (LTI) |        |               |           |                     |
|--------------------------|--------|---------------|-----------|---------------------|
| Year                     | Fatals | Earnings Loss | LTI Total | Payroll (\$million) |
| * 2014                   | 0      | 0             | 0         | \$2.4               |
| 2013                     | 0      | 0             | 0         | \$2.3               |
| 2012                     | 0      | 0             | 0         | \$2.2               |
| 2011                     | 0      | 0             | 0         | \$2.0               |
| 2010                     | 0      | 0             | 0         | \$1.9               |
| 2009                     | 0      | 0             | 0         | \$1.8               |
| 2008                     | 0      | 1             | 1         | \$1.7               |
| ** 2007                  | 0      | 0             | 0         | \$1.6               |
| ** 2006                  | 0      | 0             | 0         |                     |
| ** 2005                  | 0      | 1             | 1         |                     |
| ** 2004                  | 0      | 1             | 1         |                     |
| ** 2003                  | 0      | 0             | 0         |                     |
| ** 2002                  | 0      | 0             | 0         |                     |

\* 2014 LTIs are estimated from the Claims Cost Summary to August 31, 2014

\*\* Estimated

| Schedule 1 Actual Claim Payments (\$) with Second Injury Cost Relief Added In |                        |                  |                 |                         |                        |  | WSIB Admin & Phys. Fees                                                                                      | Total Payments For WSIB |
|-------------------------------------------------------------------------------|------------------------|------------------|-----------------|-------------------------|------------------------|--|--------------------------------------------------------------------------------------------------------------|-------------------------|
| Year                                                                          | Loss Of Earnings (LOE) | Health Care (HC) | Survivors (SVR) | Non Economic Loss (NEL) | Total Benefit Payments |  |                                                                                                              |                         |
| 2014                                                                          | 0                      | 0                | 0               | 0                       | 0                      |  |                                                                                                              |                         |
| 2013                                                                          | 0                      | 0                | 0               | 0                       | 0                      |  |                                                                                                              |                         |
| 2012                                                                          | 0                      | 50               | 0               | 0                       | 50                     |  |                                                                                                              |                         |
| 2011                                                                          | -268                   | -30              | 0               | 0                       | -298                   |  |                                                                                                              |                         |
| 2010                                                                          | 31                     | 2,530            | 0               | 0                       | 2,561                  |  |                                                                                                              |                         |
| 2009                                                                          | -1,127                 | 3,434            | 0               | 0                       | 2,306                  |  |                                                                                                              |                         |
| 2008                                                                          | 1,364                  | 950              | 0               | 0                       | 2,314                  |  |                                                                                                              |                         |
| 2007                                                                          |                        |                  |                 |                         |                        |  |                                                                                                              |                         |
| 2006                                                                          |                        |                  |                 |                         |                        |  |                                                                                                              |                         |
| Actual / Expected Claim Payments                                              |                        |                  |                 |                         |                        |  | Note:<br>LOE, Total Benefit Payments and Total Payments For WSIB all include the Covered By Advance Payments |                         |
| 2014                                                                          | 0%                     | 0%               | 0%              | 0%                      | 0%                     |  |                                                                                                              |                         |
| 2013                                                                          | 0%                     | 0%               | 0%              | 0%                      | 0%                     |  |                                                                                                              |                         |
| 2012                                                                          | 0%                     | 9%               | 0%              | 0%                      | 2%                     |  |                                                                                                              |                         |
| 2011                                                                          | -10%                   | -4%              | 0%              | 0%                      | -8%                    |  |                                                                                                              |                         |
| 2010                                                                          | 1%                     | 248%             | 0%              | 0%                      | 47%                    |  |                                                                                                              |                         |
| 5 YR Avg.                                                                     | -2%                    | 81%              | 0%              | 0%                      | 14%                    |  |                                                                                                              |                         |
| 3 YR Avg.                                                                     | 0%                     | 4%               | 0%              | 0%                      | 1%                     |  |                                                                                                              |                         |
| For New Claims                                                                | 15%                    | 15%              | 15%             | 15%                     | 15%                    |  |                                                                                                              |                         |



## Appendix A3 - Data Summary - Frontenac County - Fairmount LTC

As at December 31, 2014

| Lost Time Injuries (LTI) |        |               |           |                     |
|--------------------------|--------|---------------|-----------|---------------------|
| Year                     | Fatals | Earnings Loss | LTI Total | Payroll (\$million) |
| * 2014                   | 0      | 14            | 14        | \$6.3               |
| *** 2013                 | 0      | 35            | 35        | \$6.1               |
| **** 2012                | 0      | 32            | 32        | \$6.7               |
| 2011                     | 0      | 4             | 4         | \$6.0               |
| 2010                     | 0      | 7             | 7         | \$6.0               |
| 2009                     | 0      | 13            | 13        | \$6.0               |
| 2008                     | 0      | 10            | 10        | \$6.0               |
| ** 2007                  | 0      | 8             | 8         | \$5.6               |
| ** 2006                  | 0      | 8             | 8         |                     |
| ** 2005                  | 0      | 8             | 8         |                     |
| ** 2004                  | 0      | 8             | 8         |                     |
| ** 2003                  | 0      | 8             | 8         |                     |
| ** 2002                  | 0      | 8             | 8         |                     |

\* 2014 LTIs are estimated from the Claims Cost Summary to August 31, 2014

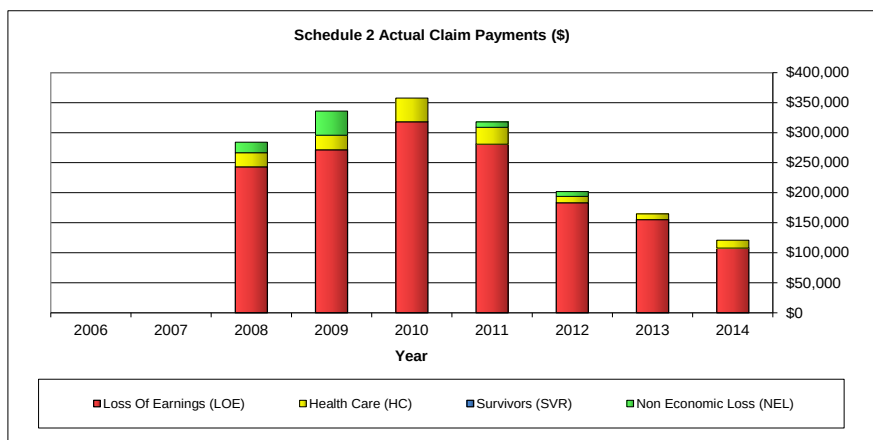
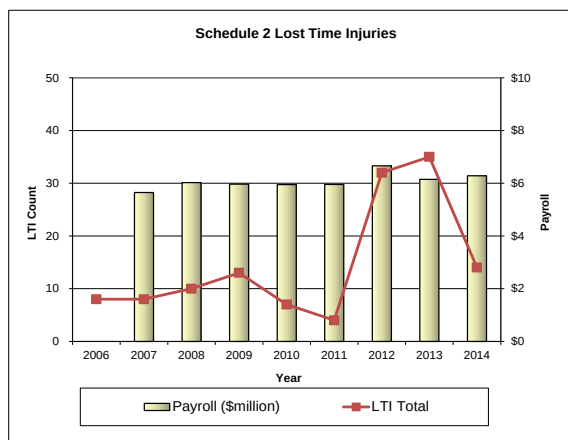
\*\* Estimated

\*\*\* Includes 29 minor (1-4 days) disease claims in March 2013 at Fairmount

\*\*\*\* Includes 18 minor (1-4 days) disease claims in March 2012 at Fairmount

| Schedule 1 Actual Claim Payments (\$) with Second Injury Cost Relief Added In |                        |                  |                 |                         |                        |                         |
|-------------------------------------------------------------------------------|------------------------|------------------|-----------------|-------------------------|------------------------|-------------------------|
| Year                                                                          | Loss Of Earnings (LOE) | Health Care (HC) | Survivors (SVR) | Non Economic Loss (NEL) | Total Benefit Payments | WSIB Admin & Phys. Fees |
| 2014                                                                          | 107,682                | 13,285           | 0               | 0                       | 120,966                |                         |
| 2013                                                                          | 155,288                | 9,532            | 0               | 0                       | 164,819                |                         |
| 2012                                                                          | 183,377                | 10,602           | 0               | 7,889                   | 201,868                |                         |
| 2011                                                                          | 280,908                | 28,050           | 0               | 9,086                   | 318,043                |                         |
| 2010                                                                          | 318,125                | 39,534           | 0               | 0                       | 357,659                |                         |
| 2009                                                                          | 271,471                | 24,280           | 0               | 40,228                  | 335,980                |                         |
| 2008                                                                          | 243,197                | 23,367           | 0               | 17,637                  | 284,201                |                         |
| 2007                                                                          |                        |                  |                 |                         |                        |                         |
| 2006                                                                          |                        |                  |                 |                         |                        |                         |
| Actual / Expected Claim Payments                                              |                        |                  |                 |                         |                        |                         |
| 2014                                                                          | 92%                    | 20%              | 0%              | 0%                      | 60%                    |                         |
| 2013                                                                          | 136%                   | 16%              | 0%              | 0%                      | 86%                    |                         |
| 2012                                                                          | 147%                   | 19%              | 0%              | 91%                     | 101%                   |                         |
| 2011                                                                          | 230%                   | 63%              | 0%              | 75%                     | 169%                   |                         |
| 2010                                                                          | 186%                   | 68%              | 0%              | 0%                      | 137%                   |                         |
| 5 YR Avg.                                                                     | 161%                   | 36%              | 0%              | 32%                     | 111%                   |                         |
| 3 YR Avg.                                                                     | 126%                   | 19%              | 0%              | 33%                     | 82%                    |                         |
| For New Claims                                                                | 125%                   | 20%              | 81%             | 30%                     | 81%                    |                         |

Note:  
LOE, Total Benefit Payments  
and Total Payments For WSIB  
all include the  
Covered By Advance  
Payments



## Appendix A4 - Data Summary - Frontenac County - EMS

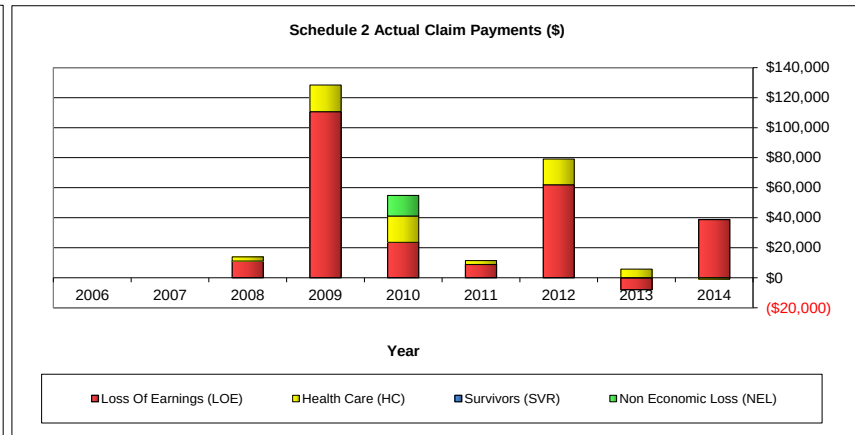
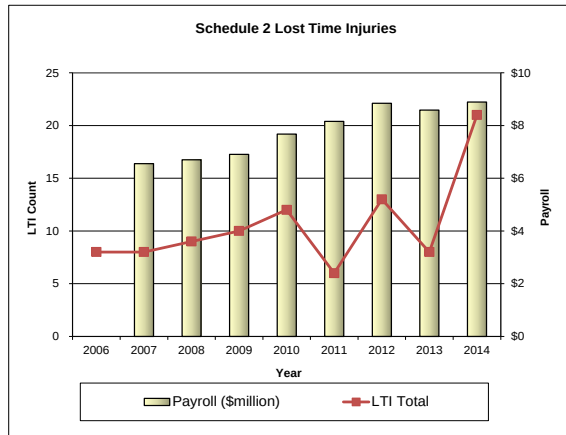
As at December 31, 2014

| Lost Time Injuries (LTI) |        |               |           |                     |
|--------------------------|--------|---------------|-----------|---------------------|
| Year                     | Fatals | Earnings Loss | LTI Total | Payroll (\$million) |
| * 2014                   | 0      | 21            | 21        | \$8.9               |
| 2013                     | 0      | 8             | 8         | \$8.6               |
| 2012                     | 0      | 13            | 13        | \$8.8               |
| 2011                     | 0      | 6             | 6         | \$8.2               |
| 2010                     | 0      | 12            | 12        | \$7.7               |
| 2009                     | 0      | 10            | 10        | \$6.9               |
| 2008                     | 0      | 9             | 9         | \$6.7               |
| ** 2007                  | 0      | 8             | 8         | \$6.6               |
| ** 2006                  | 0      | 8             | 8         |                     |
| ** 2005                  | 0      | 8             | 8         |                     |
| ** 2004                  | 0      | 8             | 8         |                     |
| 2003                     | 0      | 0             | 0         |                     |
| 2002                     | 0      | 0             | 0         |                     |

\* 2014 LTIs are estimated from the Claims Cost Summary to August 31, 2014

\*\* Estimated

| Schedule 1 Actual Claim Payments (\$) with Second Injury Cost Relief Added In |                        |                  |                 |                         |                        | WSIB Admin & Phys. Fees                                                                                      | Total Payments For WSIB |
|-------------------------------------------------------------------------------|------------------------|------------------|-----------------|-------------------------|------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------|
| Year                                                                          | Loss Of Earnings (LOE) | Health Care (HC) | Survivors (SVR) | Non Economic Loss (NEL) | Total Benefit Payments |                                                                                                              |                         |
| 2014                                                                          | 38,784                 | -907             | 0               | 0                       | 37,877                 |                                                                                                              |                         |
| 2013                                                                          | -7,903                 | 5,819            | 0               | 0                       | -2,084                 |                                                                                                              |                         |
| 2012                                                                          | 62,021                 | 17,137           | 0               | 0                       | 79,158                 |                                                                                                              |                         |
| 2011                                                                          | 8,899                  | 2,578            | 0               | 0                       | 11,476                 |                                                                                                              |                         |
| 2010                                                                          | 23,666                 | 17,522           | 0               | 13,690                  | 54,879                 |                                                                                                              |                         |
| 2009                                                                          | 110,730                | 17,733           | 0               | 0                       | 128,463                |                                                                                                              |                         |
| 2008                                                                          | 11,178                 | 2,774            | 0               | 0                       | 13,952                 |                                                                                                              |                         |
| 2007                                                                          |                        |                  |                 |                         |                        |                                                                                                              |                         |
| 2006                                                                          |                        |                  |                 |                         |                        |                                                                                                              |                         |
| Actual / Expected Claim Payments                                              |                        |                  |                 |                         |                        | Note:<br>LOE, Total Benefit Payments and Total Payments For WSIB all include the Covered By Advance Payments |                         |
| 2014                                                                          | 45%                    | -1%              | 0%              | 0%                      | 21%                    |                                                                                                              |                         |
| 2013                                                                          | -11%                   | 11%              | 0%              | 0%                      | -2%                    |                                                                                                              |                         |
| 2012                                                                          | 80%                    | 35%              | 0%              | 0%                      | 57%                    |                                                                                                              |                         |
| 2011                                                                          | 11%                    | 6%               | 0%              | 0%                      | 8%                     |                                                                                                              |                         |
| 2010                                                                          | 25%                    | 39%              | 0%              | 96%                     | 35%                    |                                                                                                              |                         |
| 5 YR Avg.                                                                     | 31%                    | 16%              | 0%              | 28%                     | 24%                    |                                                                                                              |                         |
| 3 YR Avg.                                                                     | 40%                    | 13%              | 0%              | 0%                      | 25%                    |                                                                                                              |                         |
| For New Claims                                                                | 40%                    | 15%              | 30%             | 30%                     | 30%                    |                                                                                                              |                         |



## Appendix B1 - Frontenac County - All Sum Schedule 1 versus Schedule 2

Valuation @ December 31, 2014

| Schedule 1                                                                                        | Rest of County<br>(Management & Ferry) | Fairmount LTC | EMS          | Frontenac<br>County - All Sum |
|---------------------------------------------------------------------------------------------------|----------------------------------------|---------------|--------------|-------------------------------|
| 2015 Projected WSIB Insured Earnings                                                              | \$ 2,422,995                           | \$ 6,472,379  | \$ 9,160,813 | \$ 18,056,187                 |
| 2015 WSIB Schedule 1 Weighted Average Premium Rate                                                | \$ 3.49                                | \$ 3.29       | \$ 6.46      | \$ 4.92                       |
| 2015 Projected WSIB Schedule 1 Premiums                                                           | \$ 84,472                              | \$ 212,941    | \$ 591,789   | \$ 889,201                    |
| 2015 Estimated WSIB Schedule 1 NEER Surcharge (Refund)                                            | \$ (3,000)                             | \$ 24,000     | \$ (13,000)  | \$ 8,000                      |
| 2015 Projected Net Schedule 1 Costs                                                               | \$ 81,472                              | \$ 236,941    | \$ 578,789   | \$ 897,201                    |
| <b>Schedule 2</b>                                                                                 |                                        |               |              |                               |
| 2015 Estimated Schedule 2 Cost of Claims plus Admin                                               | \$ -                                   | \$ 294,662    | \$ 129,055   | \$ 423,717                    |
| 2015 Estimated Schedule 2 Cost of Excess Loss Insurance<br>(\$0.40/\$100 for \$500,000 retention) | \$ 9,692                               | \$ 25,890     | \$ 36,643    | \$ 72,225                     |
| 2015 Estimated Sch 2 Cost of Blanket Accident Insurance<br>(\$0.10/\$100 for \$500,000 maximum)   | \$ 2,423                               | \$ 6,472      | \$ 9,161     | \$ 18,056                     |
| 2015 Estimated Net Schedule 2 Costs                                                               | \$ 12,115                              | \$ 327,024    | \$ 174,859   | \$ 513,998                    |
| <b>Estimated Schedule 2 Annual Savings</b>                                                        |                                        |               |              |                               |
| 2015 Estimated Savings in Schedule 2                                                              | \$ 69,357                              | \$ (90,083)   | \$ 403,929   | \$ 383,203                    |
| Estimated WSIB Schedule 1 Departure Fee                                                           | \$ 108,182                             | \$ 288,979    | \$ 409,013   | \$ 806,174                    |
| Years to recover departure fee                                                                    | \$ 2                                   | N/A           | \$ 1         | 2.1                           |
|                                                                                                   |                                        |               |              |                               |

## Appendix B2 - Frontenac County - Rest of County

(Management & Ferry)

### Schedule 1 versus Schedule 2

Valuation @ December 31, 2014

| Schedule 1                                                                                     | Rest of County |
|------------------------------------------------------------------------------------------------|----------------|
| 2015 Projected WSIB Insured Earnings                                                           | \$ 2,422,995   |
| 2015 WSIB Sch 1 Weighted Avg. Premium Rate - Rate Groups 580 & 845 (\$5.11 and \$2.88)         | \$ 3.49        |
| 2015 Projected WSIB Schedule 1 Premiums                                                        | \$ 84,472      |
| 2015 Estimated WSIB Schedule 1 Experience Rating Surcharge (Refund) (40% of \$8,000)           | \$ (3,000)     |
| 2015 Projected Net Schedule 1 Costs                                                            | \$ 81,472      |
| <b>Schedule 2</b>                                                                              |                |
| 2015 Estimated Schedule 2 Cost of Claims plus Admin                                            | \$ -           |
| 2015 Estimated Schedule 2 Cost of Excess Loss Insurance (\$0.40/\$100 for \$500,000 retention) | \$ 9,692       |
| 2015 Estimated Schedule 2 Cost of Blanket Accident Insurance (\$0.10/\$100 for \$500,000 max)  | \$ 2,423       |
| 2015 Estimated Net Schedule 2 Costs                                                            | \$ 12,115      |
| <b>Estimated Schedule 2 Annual Savings</b>                                                     |                |
| 2015 Estimated Savings in Schedule 2                                                           | \$ 69,357      |
| Estimated WSIB Schedule 1 Departure Fee (County General portion 13.4% of \$1,060,609)          | \$ 108,182     |
| Years to recover departure fee                                                                 | 1.6            |

## Appendix B3 - Frontenac County - LTC Schedule 1 versus Schedule 2

Valuation @ December 31, 2014

| Schedule 1                                                                                     | Fairmount LTC |
|------------------------------------------------------------------------------------------------|---------------|
| 2015 Projected WSIB Insured Earnings                                                           | \$ 6,472,379  |
| 2015 WSIB Schedule 1 Premium Rate - Rate Group 851 (\$3.29 per \$100 payroll)                  | \$ 3.29       |
| 2015 Projected WSIB Schedule 1 Premiums                                                        | \$ 212,941    |
| 2015 Estimated WSIB Schedule 1 Experience Rating Surcharge (Refund) (45% of \$53,000)          | \$ 24,000     |
| 2015 Projected Net Schedule 1 Costs                                                            | \$ 236,941    |
| <b>Schedule 2</b>                                                                              |               |
| 2015 Estimated Schedule 2 Cost of Claims plus Admin                                            | \$ 294,662    |
| 2015 Estimated Schedule 2 Cost of Excess Loss Insurance (\$0.40/\$100 for \$500,000 retention) | \$ 25,890     |
| 2015 Estimated Schedule 2 Cost of Blanket Accident Insurance (\$0.10/\$100 for \$500,000 max)  | \$ 6,472      |
| 2015 Estimated Net Schedule 2 Costs                                                            | \$ 327,024    |
| <b>Estimated Schedule 2 Annual Savings</b>                                                     |               |
| 2015 Estimated Savings in Schedule 2                                                           | \$ (90,083)   |
| Estimated WSIB Schedule 1 Departure Fee (County General portion 35.8% of \$1,060,609)          | \$ 288,979    |
| Years to recover departure fee                                                                 | N/A           |
|                                                                                                |               |

## Appendix B4 - Frontenac County - EMS Schedule 1 versus Schedule 2

Valuation @ December 31, 2014

| Schedule 1                                                                                     | EMS          |
|------------------------------------------------------------------------------------------------|--------------|
| 2015 Projected WSIB Insured Earnings                                                           | \$ 9,160,813 |
| 2015 WSIB Schedule 1 Premium Rate - Rate Group 590 (\$6.46 per \$100 payroll)                  | \$ 6.46      |
| 2015 Projected WSIB Schedule 1 Premiums                                                        | \$ 591,789   |
| 2015 Estimated WSIB Schedule 1 Experience Rating Refund (70% of \$18,000)                      | \$ (13,000)  |
| 2015 Projected Net Schedule 1 Costs                                                            | \$ 578,789   |
| <b>Schedule 2</b>                                                                              |              |
| 2015 Estimated Schedule 2 Cost of Claims plus Admin                                            | \$ 129,055   |
| 2015 Estimated Schedule 2 Cost of Excess Loss Insurance (\$0.40/\$100 for \$500,000 retention) | \$ 36,643    |
| 2015 Estimated Schedule 2 Cost of Blanket Accident Insurance (\$0.10/\$100 for \$500,000 max)  | \$ 9,161     |
| 2015 Estimated Net Schedule 2 Costs                                                            | \$ 174,859   |
| <b>Estimated Schedule 2 Annual Savings</b>                                                     |              |
| 2015 Estimated Savings in Schedule 2                                                           | \$ 403,929   |
| Estimated WSIB Schedule 1 Departure Fee (County General portion 50.7% of \$1,060,609)          | \$ 409,013   |
| Years to recover departure fee                                                                 | 1.0          |

## Appendix C1

### Actuarial Results - Frontenac County - All Sum

Valuation @ December 31, 2014

| One Year Cost, IF IN SCHEDULE 2                                       | Rest of County | Fairmount LTC | EMS        | Frontenac County - All Sum |
|-----------------------------------------------------------------------|----------------|---------------|------------|----------------------------|
| 2015 Service Cost, IF IN SCHEDULE 2                                   | \$ -           | \$ 294,662    | \$ 129,055 | \$ 423,717                 |
| Lost Time Injury Claim Count used for the 2015 Service Cost           | -              | 11            | 13         | 24                         |
| <b>Benefit Payments, IF IN SCHEDULE 2</b>                             |                |               |            |                            |
| 2014 Expected Benefit Payments including WSIB Admin, IF IN SCHEDULE 2 | \$ 470         | \$ 265,155    | \$ 81,541  | \$ 347,167                 |
| 2014 Actual Benefit Payments including WSIB Admin, IF IN SCHEDULE 2   | \$ -           | \$ 166,934    | \$ 52,270  | \$ 219,203                 |
|                                                                       |                |               |            |                            |

## Appendix C2

### Actuarial Results - Frontenac County - RoC

(Rest of County is Management and Ferry)

Valuation @ December 31, 2014

| One Year Cost, IF IN SCHEDULE 2                                       |  | Rest of County |
|-----------------------------------------------------------------------|--|----------------|
| 2015 Service Cost, IF IN SCHEDULE 2                                   |  | \$ -           |
| Lost Time Injury Claim Count used for the 2015 Service Cost           |  | -              |
| Benefit Payments, IF IN SCHEDULE 2                                    |  |                |
| 2014 Expected Benefit Payments including WSIB Admin, IF IN SCHEDULE 2 |  | \$ 470         |
| 2014 Actual Benefit Payments including WSIB Admin, IF IN SCHEDULE 2   |  | \$ -           |
|                                                                       |  |                |

## Appendix C3

### Actuarial Results - Frontenac County - LTC

(Fairmount)

Valuation @ December 31, 2014

| One Year Cost, IF IN SCHEDULE 2                                       |  | Fairmount LTC |
|-----------------------------------------------------------------------|--|---------------|
| 2015 Service Cost, IF IN SCHEDULE 2                                   |  | \$ 294,662    |
| Lost Time Injury Claim Count used for the 2015 Service Cost           |  | 11            |
| Benefit Payments, IF IN SCHEDULE 2                                    |  |               |
| 2014 Expected Benefit Payments including WSIB Admin, IF IN SCHEDULE 2 |  | \$ 265,155    |
| 2014 Actual Benefit Payments including WSIB Admin, IF IN SCHEDULE 2   |  | \$ 166,934    |
|                                                                       |  |               |

## Appendix C4

### Actuarial Results - Frontenac County - EMS

(Ambulance Services)

Valuation @ December 31, 2014

| One Year Cost, IF IN SCHEDULE 2                                       | EMS        |
|-----------------------------------------------------------------------|------------|
| 2015 Service Cost, IF IN SCHEDULE 2                                   | \$ 129,055 |
| Lost Time Injury Claim Count used for the 2015 Service Cost           | 13         |
| Benefit Payments, IF IN SCHEDULE 2                                    |            |
| 2014 Expected Benefit Payments including WSIB Admin, IF IN SCHEDULE 2 | \$ 81,541  |
| 2014 Actual Benefit Payments including WSIB Admin, IF IN SCHEDULE 2   | \$ 52,270  |
|                                                                       |            |

## Appendix D1 - Frontenac County - All Benefit Provisions, Assumptions and 2015 Projections

Data as at December 31, 2014

| Benefit Provisions |                                                                                                                                                                                       |              |                                |                              |         |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------|------------------------------|---------|
| A                  | The Benefits paid to injured workers are loss of earnings, health care, survivor benefits, and non economic loss, as defined in the Ontario Workplace, Safety, and Insurance Act 1997 |              |                                |                              |         |
| Assumptions        |                                                                                                                                                                                       |              |                                |                              |         |
| B                  | Gross Interest Rate (cost of long term debt)                                                                                                                                          |              |                                | 4.25%                        |         |
| C                  | Net Interest Rates                                                                                                                                                                    |              |                                |                              |         |
| C1                 | Loss of Earnings *                                                                                                                                                                    |              |                                | 1.75%                        |         |
| C2                 | Health Care Benefits                                                                                                                                                                  |              |                                | -1.75%                       |         |
| C3                 | Fully Indexed Survivor Benefits & 100% FEL awards                                                                                                                                     |              |                                | 2.25%                        |         |
| C4                 | Non Economic Loss awards                                                                                                                                                              |              |                                | 3.75%                        |         |
| D                  | Administration (D1 + D2)                                                                                                                                                              |              |                                | 38.0%                        |         |
| D1                 | Schedule 2 Administration Fees                                                                                                                                                        |              |                                | 36.0%                        |         |
| D2                 | Physician Fees                                                                                                                                                                        |              |                                | 2.0%                         |         |
| E                  | 2015 New Lost Time Injury (LTI) Count (projected)                                                                                                                                     |              |                                | 24                           |         |
| 2015 Projections   |                                                                                                                                                                                       |              |                                |                              |         |
|                    |                                                                                                                                                                                       | Custom Sch 1 | Frontenac County - All Factors | Frontenac County - All Costs |         |
| F1                 | Loss of Earnings * (LOE)                                                                                                                                                              |              | 11,710                         | 90%                          | 10,539  |
| F2                 | Health Care (HC)                                                                                                                                                                      |              | 7,860                          | 15%                          | 1,179   |
| F3                 | Survivor Benefits (SVR)                                                                                                                                                               |              | 1,434                          | 59%                          | 846     |
| F4                 | Non Economic Loss (NEL)                                                                                                                                                               |              | 765                            | 30%                          | 229     |
| F                  | 2015 Expense Per Lost Time Injury, Pre Admin (F1 + F2 + F3 + F4)                                                                                                                      |              | 21,769                         | 59%                          | 12,793  |
| G                  | 2015 Administrative Expense Per LTI (D x F)                                                                                                                                           |              | 8,272                          |                              | 4,861   |
| H                  | 2015 Total Expense Per LTI (F + G)                                                                                                                                                    |              | 30,041                         |                              | 17,655  |
| I                  | 2015 Total New Claims Expense (H x E)                                                                                                                                                 |              |                                |                              | 423,717 |
| J                  | 2015 Total New Claims Expense as a Percentage of Payroll (Schedule 2)                                                                                                                 |              |                                |                              | 2.35%   |
| K1                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Local Governments RG 845                                                                                                   |              |                                |                              | 2.88%   |
| K2                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Homes for Nursing Care (LTC) RG 851                                                                                        |              |                                |                              | 3.29%   |
| K3                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ferry RG 580                                                                                                               |              |                                |                              | 5.11%   |
| K4                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ambulance Services (EMS) RG 590                                                                                            |              |                                |                              | 6.46%   |
|                    |                                                                                                                                                                                       |              |                                |                              |         |

\* LOE includes pre 1990 injury year Worker pensions (WP) and 1990-97 Future Economic Loss (FEL) and Future Economic Loss Supplements (FELS) as well as 1998+ LOE

## Appendix D2 - Frontenac County - RoC (Management and Ferry) Benefit Provisions, Assumptions and 2015 Projections

Data as at December 31, 2014

| Benefit Provisions |                                                                                                                                                                                       |              |                                |                             |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------|-----------------------------|
| A                  | The Benefits paid to injured workers are loss of earnings, health care, survivor benefits, and non economic loss, as defined in the Ontario Workplace, Safety, and Insurance Act 1997 |              |                                |                             |
| Assumptions        |                                                                                                                                                                                       |              |                                |                             |
| B                  | Gross Interest Rate (cost of long term debt)                                                                                                                                          |              |                                | 4.25%                       |
| C                  | Net Interest Rates                                                                                                                                                                    |              |                                |                             |
| C1                 | Loss of Earnings *                                                                                                                                                                    |              |                                | 1.75%                       |
| C2                 | Health Care Benefits                                                                                                                                                                  |              |                                | -1.75%                      |
| C3                 | Fully Indexed Survivor Benefits & 100% FEL awards                                                                                                                                     |              |                                | 2.25%                       |
| C4                 | Non Economic Loss awards                                                                                                                                                              |              |                                | 3.75%                       |
| D                  | Administration (D1 + D2)                                                                                                                                                              |              |                                | 38.0%                       |
| D1                 | Schedule 2 Administration Fees                                                                                                                                                        |              |                                | 36.0%                       |
| D2                 | Physician Fees                                                                                                                                                                        |              |                                | 2.0%                        |
| E                  | 2015 New Lost Time Injury (LTI) Count (projected)                                                                                                                                     |              |                                | 0                           |
| 2015 Projections   |                                                                                                                                                                                       |              |                                |                             |
|                    |                                                                                                                                                                                       | Custom Sch 1 | Frontenac County - RoC Factors | Frontenac Count - RoC Costs |
| F1                 | Loss of Earnings * (LOE)                                                                                                                                                              | 11,710       | 15%                            | 1,757                       |
| F2                 | Health Care (HC)                                                                                                                                                                      | 7,860        | 15%                            | 1,179                       |
| F3                 | Survivor Benefits (SVR)                                                                                                                                                               | 1,434        | 15%                            | 215                         |
| F4                 | Non Economic Loss (NEL)                                                                                                                                                               | 765          | 15%                            | 115                         |
| F                  | 2015 Expense Per Lost Time Injury, Pre Admin (F1 + F2 + F3 + F4)                                                                                                                      | 21,769       | 15%                            | 3,265                       |
| G                  | 2015 Administrative Expense Per LTI (D x F)                                                                                                                                           | 8,272        |                                | 1,241                       |
| H                  | 2015 Total Expense Per LTI (F + G)                                                                                                                                                    | 30,041       |                                | 4,506                       |
| H adj              | Factor to Adjust Total Expense Per LTI to All Combined Level                                                                                                                          |              | 110.29%                        | 4,970                       |
| I                  | 2015 Total New Claims Expense (H x E)                                                                                                                                                 |              |                                | 0                           |
| J                  | 2015 Total New Claims Expense as a Percentage of Payroll (Schedule 2)                                                                                                                 |              |                                | 0.00%                       |
| K1                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Local Governments RG 845                                                                                                   |              |                                | 2.88%                       |
| K2                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Homes for Nursing Care (LTC) RG 851                                                                                        |              |                                | 3.29%                       |
| K3                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ferry RG 580                                                                                                               |              |                                | 5.11%                       |
| K4                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ambulance Services (EMS) RG 590                                                                                            |              |                                | 6.46%                       |
|                    |                                                                                                                                                                                       |              |                                |                             |

\* LOE includes pre 1990 injury year Worker pensions (WP) and 1990-97 Future Economic Loss (FEL) and Future Economic Loss Supplements (FELS) as well as 1998+ LOE

## Appendix D3 - Frontenac County - Fairmont LTC Benefit Provisions, Assumptions and 2015 Projections

Data as at December 31, 2014

| Benefit Provisions |                                                                                                                                                                                       |              |                                |                              |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------|------------------------------|
| A                  | The Benefits paid to injured workers are loss of earnings, health care, survivor benefits, and non economic loss, as defined in the Ontario Workplace, Safety, and Insurance Act 1997 |              |                                |                              |
| Assumptions        |                                                                                                                                                                                       |              |                                |                              |
| B                  | Gross Interest Rate (cost of long term debt)                                                                                                                                          |              |                                | 4.25%                        |
| C                  | Net Interest Rates                                                                                                                                                                    |              |                                |                              |
| C1                 | Loss of Earnings *                                                                                                                                                                    |              |                                | 1.75%                        |
| C2                 | Health Care Benefits                                                                                                                                                                  |              |                                | -1.75%                       |
| C3                 | Fully Indexed Survivor Benefits & 100% FEL awards                                                                                                                                     |              |                                | 2.25%                        |
| C4                 | Non Economic Loss awards                                                                                                                                                              |              |                                | 3.75%                        |
| D                  | Administration (D1 + D2)                                                                                                                                                              |              |                                | 38.0%                        |
| D1                 | Schedule 2 Administration Fees                                                                                                                                                        |              |                                | 36.0%                        |
| D2                 | Physician Fees                                                                                                                                                                        |              |                                | 2.0%                         |
| E                  | 2015 New Lost Time Injury (LTI) Count (projected)                                                                                                                                     |              |                                | 11                           |
| 2015 Projections   |                                                                                                                                                                                       |              |                                |                              |
|                    |                                                                                                                                                                                       | Custom Sch 1 | Frontenac County - LTC Factors | Frontenac County - LTC Costs |
| F1                 | Loss of Earnings * (LOE)                                                                                                                                                              | 11,710       | 125%                           | 14,638                       |
| F2                 | Health Care (HC)                                                                                                                                                                      | 7,860        | 20%                            | 1,572                        |
| F3                 | Survivor Benefits (SVR)                                                                                                                                                               | 1,434        | 81%                            | 1,161                        |
| F4                 | Non Economic Loss (NEL)                                                                                                                                                               | 765          | 30%                            | 229                          |
| F                  | 2015 Expense Per Lost Time Injury, Pre Admin (F1 + F2 + F3 + F4)                                                                                                                      | 21,769       | 81%                            | 17,600                       |
| G                  | 2015 Administrative Expense Per LTI (D x F)                                                                                                                                           | 8,272        |                                | 6,688                        |
| H                  | 2015 Total Expense Per LTI (F + G)                                                                                                                                                    | 30,041       |                                | 24,288                       |
| H adj              | Factor to Adjust Total Expense Per LTI to All Combined Level                                                                                                                          |              | 110.29%                        | 26,787                       |
| I                  | 2015 Total New Claims Expense (H x E)                                                                                                                                                 |              |                                | 294,662                      |
| J                  | 2015 Total New Claims Expense as a Percentage of Payroll (Schedule 2)                                                                                                                 |              |                                | 4.55%                        |
| K1                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Local Governments RG 845                                                                                                   |              |                                | 2.88%                        |
| K2                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Homes for Nursing Care (LTC) RG 851                                                                                        |              |                                | 3.29%                        |
| K3                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ferry RG 580                                                                                                               |              |                                | 5.11%                        |
| K4                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ambulance Services (EMS) RG 590                                                                                            |              |                                | 6.46%                        |
|                    |                                                                                                                                                                                       |              |                                |                              |

\* LOE includes pre 1990 injury year Worker pensions (WP) and 1990-97 Future Economic Loss (FEL) and Future Economic Loss Supplements (FELS) as well as 1998+ LOE

## Appendix D4 - Frontenac County - EMS Benefit Provisions, Assumptions and 2015 Projections

Data as at December 31, 2014

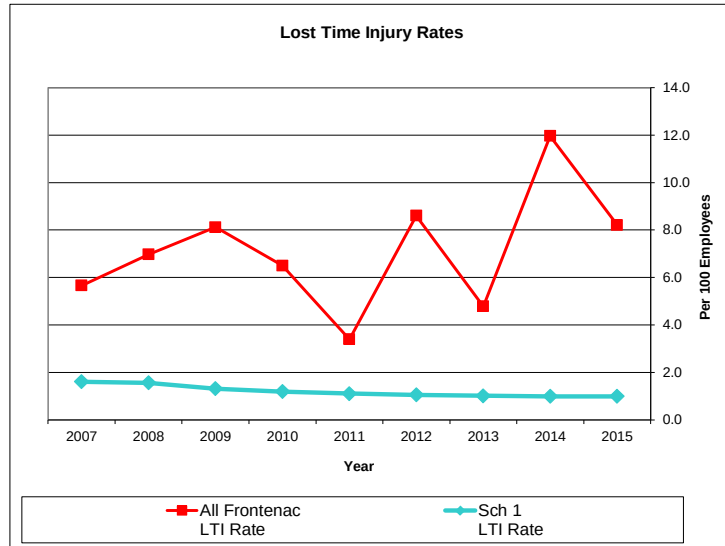
| Benefit Provisions |                                                                                                                                                                                       |              |                                |                              |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------|------------------------------|
| A                  | The Benefits paid to injured workers are loss of earnings, health care, survivor benefits, and non economic loss, as defined in the Ontario Workplace, Safety, and Insurance Act 1997 |              |                                |                              |
| Assumptions        |                                                                                                                                                                                       |              |                                |                              |
| B                  | Gross Interest Rate (cost of long term debt)                                                                                                                                          |              | 4.25%                          |                              |
| C                  | Net Interest Rates                                                                                                                                                                    |              |                                |                              |
| C1                 | Loss of Earnings *                                                                                                                                                                    |              | 1.75%                          |                              |
| C2                 | Health Care Benefits                                                                                                                                                                  |              | -1.75%                         |                              |
| C3                 | Fully Indexed Survivor Benefits & 100% FEL awards                                                                                                                                     |              | 2.25%                          |                              |
| C4                 | Non Economic Loss awards                                                                                                                                                              |              | 3.75%                          |                              |
| D                  | Administration (D1 + D2)                                                                                                                                                              |              | 38.0%                          |                              |
| D1                 | Schedule 2 Administration Fees                                                                                                                                                        |              | 36.0%                          |                              |
| D2                 | Physician Fees                                                                                                                                                                        |              | 2.0%                           |                              |
| E                  | 2015 New Lost Time Injury (LTI) Count (projected)                                                                                                                                     |              | 13                             |                              |
| 2015 Projections   |                                                                                                                                                                                       |              |                                |                              |
|                    |                                                                                                                                                                                       | Custom Sch 1 | Frontenac County - EMS Factors | Frontenac County - EMS Costs |
| F1                 | Loss of Earnings * (LOE)                                                                                                                                                              | 11,710       | 40%                            | 4,684                        |
| F2                 | Health Care (HC)                                                                                                                                                                      | 7,860        | 15%                            | 1,179                        |
| F3                 | Survivor Benefits (SVR)                                                                                                                                                               | 1,434        | 30%                            | 430                          |
| F4                 | Non Economic Loss (NEL)                                                                                                                                                               | 765          | 30%                            | 229                          |
| F                  | 2015 Expense Per Lost Time Injury, Pre Admin (F1 + F2 + F3 + F4)                                                                                                                      | 21,769       | 30%                            | 6,523                        |
| G                  | 2015 Administrative Expense Per LTI (D x F)                                                                                                                                           | 8,272        |                                | 2,479                        |
| H                  | 2015 Total Expense Per LTI (F + G)                                                                                                                                                    | 30,041       |                                | 9,001                        |
| H adj              | Factor to Adjust Total Expense Per LTI to All Combined Level                                                                                                                          |              | 110.29%                        | 9,927                        |
| I                  | 2015 Total New Claims Expense (H x E)                                                                                                                                                 |              |                                | 129,055                      |
| J                  | 2015 Total New Claims Expense as a Percentage of Payroll (Schedule 2)                                                                                                                 |              |                                | 1.41%                        |
| K1                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Local Governments RG 845                                                                                                   |              |                                | 2.88%                        |
| K2                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Homes for Nursing Care (LTC) RG 851                                                                                        |              |                                | 3.29%                        |
| K3                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ferry RG 580                                                                                                               |              |                                | 5.11%                        |
| K4                 | 2015 Schedule 1 Rate as a Percentage of Insured Earnings - Ambulance Services (EMS) RG 590                                                                                            |              |                                | 6.46%                        |
|                    |                                                                                                                                                                                       |              |                                |                              |

\* LOE includes pre 1990 injury year Worker pensions (WP) and 1990-97 Future Economic Loss (FEL) and Future Economic Loss Supplements (FELS) as well as 1998+ LOE

## Appendix E1

### LTI Performance Analysis - Frontenac County - All

Data as at December 31, 2014



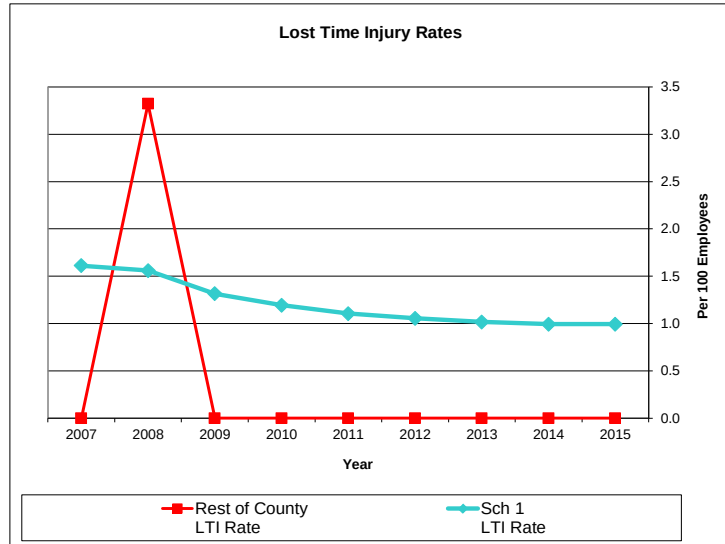
| Year           | Gross T4 Payroll | Average Wages | Derived FTE | Number of Lost Time Injuries | All Frontenac LTI Rate | Sch 1 LTI Rate | LTI Rate as a % of Sch 1 |
|----------------|------------------|---------------|-------------|------------------------------|------------------------|----------------|--------------------------|
| 5 Year Average | 16,800,859       | 56,542        | 297         | 21                           | 7.07%                  | 1.07%          | 659.8%                   |
| 3 Year Average | 17,431,888       | 58,204        | 300         | 25                           | 8.45%                  | 1.02%          | 827.6%                   |
| 2015 Est       | 18,056,187       | 61,731        | 293         | 24                           | 8.21%                  | 0.99%          | 827.6%                   |
| 2014           | 17,530,279       | 59,933        | 293         | 35                           | 11.97%                 | 0.99%          | 1205.6%                  |
| 2013           | 17,038,050       | 58,187        | 293         | 14                           | 4.78%                  | 1.02%          | 470.5%                   |
| 2012           | 17,727,336       | 56,492        | 314         | 27                           | 8.60%                  | 1.06%          | 814.9%                   |
| 2011           | 16,141,084       | 54,847        | 294         | 10                           | 3.40%                  | 1.11%          | 307.4%                   |
| 2010           | 15,567,547       | 53,249        | 292         | 19                           | 6.50%                  | 1.19%          | 544.2%                   |
| 2009           | 14,644,359       | 51,698        | 283         | 23                           | 8.12%                  | 1.32%          | 617.2%                   |
| 2008           | 14,400,439       | 50,193        | 287         | 20                           | 6.97%                  | 1.56%          | 447.2%                   |
| 2007           | 13,764,328       | 48,731        | 282         | 16                           | 5.66%                  | 1.61%          | 351.6%                   |

**Assumptions:**  
Average wages for the County for 2014 were set using 2014 payroll and the counts of employees in the 2014 Financial Information Return (part time included at 50%). Average wages were assumed to increase by 3% per annum from 2007 to 2014.  
The estimated number of LTI for 2014 are the sum of the LTIs projected for for each component.

## Appendix E2

### LTI Performance Analysis - Frontenac County - Rest of County (Management and Ferry)

Data as at December 31, 2014



| Year           | Gross T4 Payroll | Average Wages | Derived FTE | Number of Lost Time Injuries | Rest of County LTI Rate | Sch 1 LTI Rate | LTI Rate as a % of Sch 1 |
|----------------|------------------|---------------|-------------|------------------------------|-------------------------|----------------|--------------------------|
| 5 Year Average | 2,169,580        | 62,516        | 35          | 0                            | 0.00%                   | 1.07%          | 0.0%                     |
| 3 Year Average | 2,293,077        | 64,354        | 36          | 0                            | 0.00%                   | 1.02%          | 0.0%                     |
| 2015 Est       | 2,422,995        | 68,253        | 36          | 0                            | 0.00%                   | 0.99%          | 0.0%                     |
| 2014           | 2,352,422        | 66,265        | 36          | 0                            | 0.00%                   | 0.99%          | 0.0%                     |
| 2013           | 2,303,336        | 64,335        | 36          | 0                            | 0.00%                   | 1.02%          | 0.0%                     |
| 2012           | 2,223,474        | 62,462        | 36          | 0                            | 0.00%                   | 1.06%          | 0.0%                     |
| 2011           | 2,026,013        | 60,642        | 33          | 0                            | 0.00%                   | 1.11%          | 0.0%                     |
| 2010           | 1,942,654        | 58,876        | 33          | 0                            | 0.00%                   | 1.19%          | 0.0%                     |
| 2009           | 1,770,363        | 57,161        | 31          | 0                            | 0.00%                   | 1.32%          | 0.0%                     |
| 2008           | 1,670,996        | 55,496        | 30          | 1                            | 3.32%                   | 1.56%          | 213.1%                   |
| 2007           | 1,561,684        | 53,880        | 29          | 0                            | 0.00%                   | 1.61%          | 0.0%                     |

#### Assumptions:

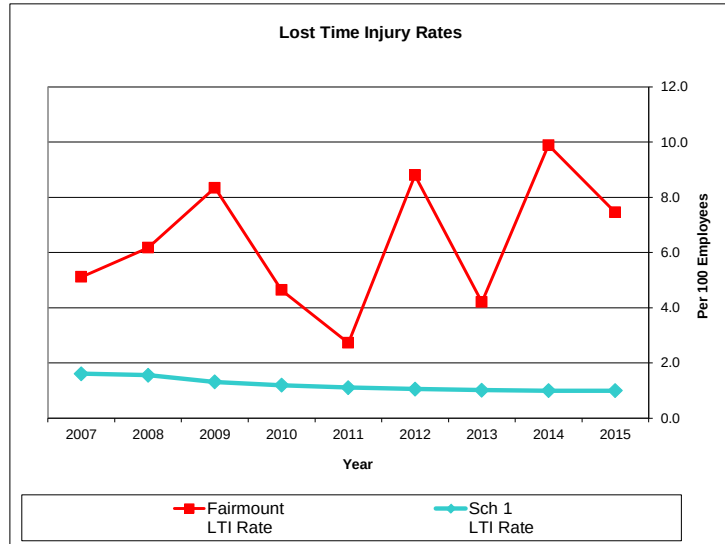
Average wages for the County for 2014 were set using 2014 payroll and the counts of employees in the 2014 Financial Information Return (part time included at 50%). Average wages were assumed to increase by 3% per annum from 2007 to 2014.

The estimated number of LTI for 2014 are based upon the "LTI Rate as a % of Sch 1", which was set at the 3 Year Average.

## Appendix E3

### LTI Performance Analysis - Frontenac County - Fairmount LTC

Data as at December 31, 2014



| Year           | Gross T4 Payroll | Average Wages | Derived FTE | Number of Lost Time Injuries | Fairmount LTC Rate | Sch 1 LTC Rate | LTI Rate as a % of Sch 1 |
|----------------|------------------|---------------|-------------|------------------------------|--------------------|----------------|--------------------------|
| 5 Year Average | 6,200,450        | 41,896        | 148         | 9                            | 6.08%              | 1.07%          | 567.2%                   |
| 3 Year Average | 6,364,416        | 43,128        | 148         | 11                           | 7.67%              | 1.02%          | 751.1%                   |
| 2015 Est       | 6,472,379        | 45,741        | 142         | 11                           | 7.45%              | 0.99%          | 751.1%                   |
| 2014           | 6,283,864        | 44,409        | 142         | 14                           | 9.89%              | 0.99%          | 996.8%                   |
| 2013           | 6,148,588        | 43,115        | 143         | 6                            | 4.21%              | 1.02%          | 414.1%                   |
| 2012           | 6,660,796        | 41,860        | 159         | 14                           | 8.80%              | 1.06%          | 833.3%                   |
| 2011           | 5,958,082        | 40,640        | 147         | 4                            | 2.73%              | 1.11%          | 246.9%                   |
| 2010           | 5,950,922        | 39,457        | 151         | 7                            | 4.64%              | 1.19%          | 388.6%                   |
| 2009           | 5,966,796        | 38,308        | 156         | 13                           | 8.35%              | 1.32%          | 634.5%                   |
| 2008           | 6,027,693        | 37,192        | 162         | 10                           | 6.17%              | 1.56%          | 395.8%                   |
| 2007           | 5,648,770        | 36,109        | 156         | 8                            | 5.11%              | 1.61%          | 317.4%                   |

**Assumptions:**

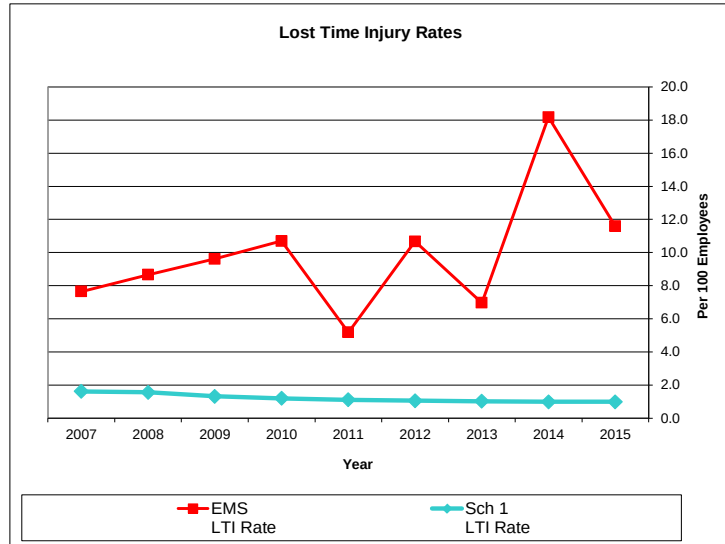
Average wages for the County for 2014 were set using 2014 payroll and the counts of employees in the 2014 Financial Information Return (part time included at 50%). Average wages were assumed to increase by 3% per annum from 2007 to 2014.

The estimated number of LTI for 2014 are based upon the "LTI Rate as a % of Sch 1", which was set at the 3 Year Average.

## Appendix E4

### LTI Performance Analysis - Frontenac County - EMS

Data as at December 31, 2014



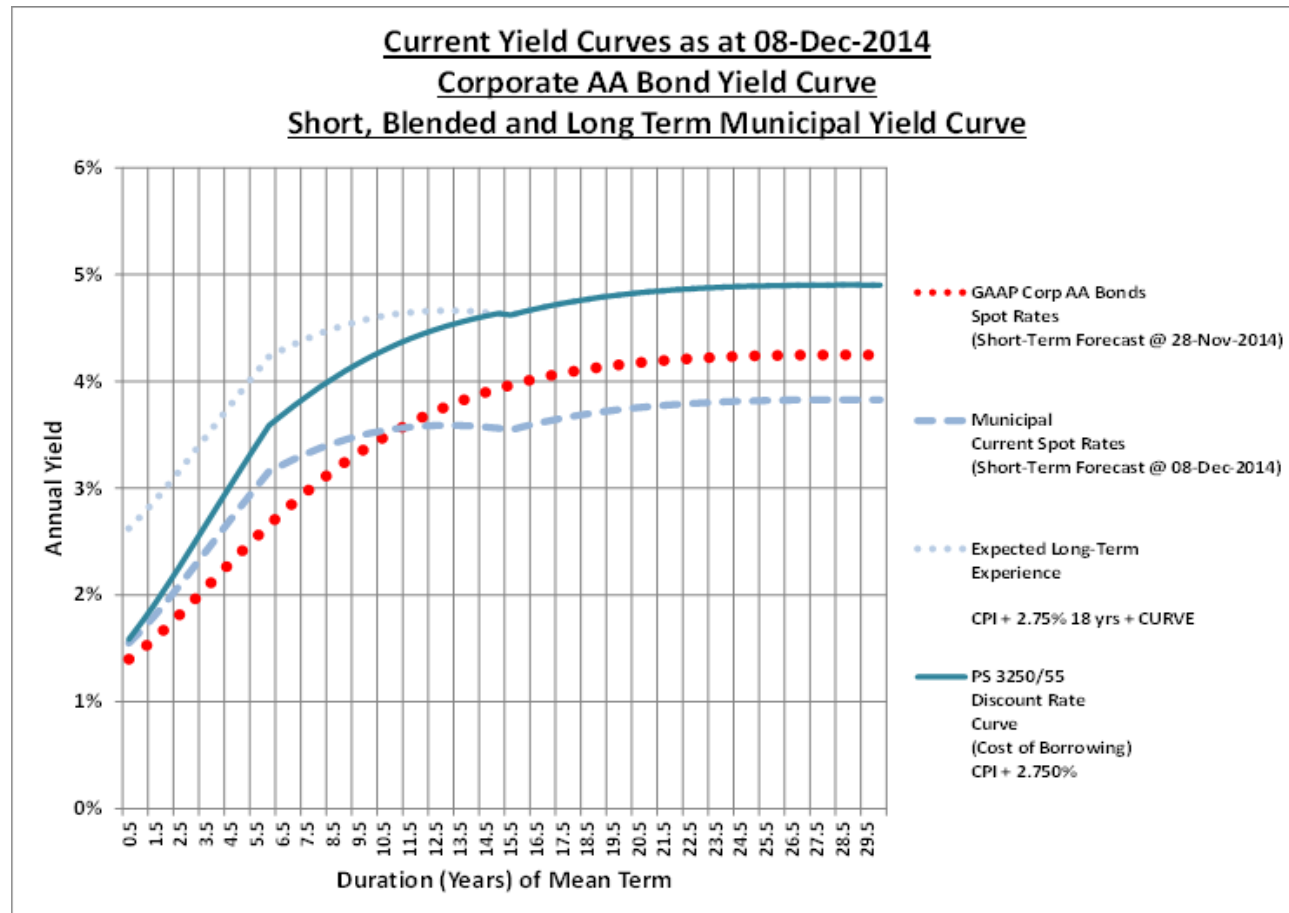
| Year           | Gross T4 Payroll | Average Wages | Derived FTE | Number of Lost Time Injuries | EMS LTI Rate | Sch 1 LTI Rate | LTI Rate as a % of Sch 1 |
|----------------|------------------|---------------|-------------|------------------------------|--------------|----------------|--------------------------|
| 5 Year Average | 8,430,829        | 72,647        | 116         | 12                           | 10.34%       | 1.07%          | 965.7%                   |
| 3 Year Average | 8,774,395        | 74,783        | 117         | 14                           | 11.93%       | 1.02%          | 1167.7%                  |
| 2015 Est       | 9,160,813        | 79,314        | 116         | 13                           | 11.59%       | 0.99%          | 1167.7%                  |
| 2014           | 8,893,993        | 77,004        | 116         | 21                           | 18.18%       | 0.99%          | 1831.8%                  |
| 2013           | 8,586,126        | 74,761        | 115         | 8                            | 6.97%        | 1.02%          | 685.5%                   |
| 2012           | 8,843,066        | 72,584        | 122         | 13                           | 10.67%       | 1.06%          | 1010.6%                  |
| 2011           | 8,156,989        | 70,470        | 116         | 6                            | 5.18%        | 1.11%          | 469.0%                   |
| 2010           | 7,673,971        | 68,417        | 112         | 12                           | 10.70%       | 1.19%          | 895.8%                   |
| 2009           | 6,907,199        | 66,425        | 104         | 10                           | 9.62%        | 1.32%          | 731.1%                   |
| 2008           | 6,701,749        | 64,490        | 104         | 9                            | 8.66%        | 1.56%          | 555.6%                   |
| 2007           | 6,553,875        | 62,612        | 105         | 8                            | 7.64%        | 1.61%          | 474.3%                   |

#### Assumptions:

Average wages for the County for 2014 were set using 2014 payroll and the counts of employees in the 2014 Financial Information Return (part time included at 50%). Average wages were assumed to increase by 3% per annum from 2007 to 2014.

The estimated number of LTI for 2014 are based upon the "LTI Rate as a % of Sch 1", which was set at the 3 Year Average.

## Appendix F1 - Spot Yield Curves



## Appendix F2 - Spot Yield Curves Table

| Current Yield Curves as at 08-Dec-2014 |                                                                            |                                                                           |                                                                       |                                                                                |
|----------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Term<br>(Years)<br><br>N               | GAAP Corp AA Bonds<br>Spot Rates<br>(Short-Term Forecast<br>@ 28-Nov-2014) | Municipal<br>Current Spot Rates<br>(Short-Term Forecast @<br>08-Dec-2014) | Expected Long-Term<br>Experience<br><br>CPI + 2.75% 18 yrs +<br>CURVE | PS 3250/55<br>Discount Rate<br>Curve<br>(Cost of<br>Borrowing)<br>CPI + 2.750% |
| 0.5                                    | 1.3999%                                                                    | 1.5499%                                                                   | 2.6238%                                                               | 1.5857%                                                                        |
| 1.5                                    | 1.5910%                                                                    | 1.8046%                                                                   | 2.8785%                                                               | 1.9120%                                                                        |
| 2.5                                    | 1.8180%                                                                    | 2.0953%                                                                   | 3.1692%                                                               | 2.2743%                                                                        |
| 3.5                                    | 2.0609%                                                                    | 2.4018%                                                                   | 3.4757%                                                               | 2.6524%                                                                        |
| 4.5                                    | 2.3056%                                                                    | 2.7101%                                                                   | 3.7840%                                                               | 3.0323%                                                                        |
| 5.5                                    | 2.5425%                                                                    | 3.0107%                                                                   | 4.0846%                                                               | 3.4045%                                                                        |
| 6.5                                    | 2.7658%                                                                    | 3.2173%                                                                   | 4.2912%                                                               | 3.6827%                                                                        |
| 7.5                                    | 2.9717%                                                                    | 3.3265%                                                                   | 4.4003%                                                               | 3.8634%                                                                        |
| 8.5                                    | 3.1586%                                                                    | 3.4165%                                                                   | 4.4904%                                                               | 4.0250%                                                                        |
| 9.5                                    | 3.3260%                                                                    | 3.4870%                                                                   | 4.5609%                                                               | 4.1671%                                                                        |
| 10.5                                   | 3.4741%                                                                    | 3.5383%                                                                   | 4.6121%                                                               | 4.2900%                                                                        |
| 11.5                                   | 3.6038%                                                                    | 3.5712%                                                                   | 4.6450%                                                               | 4.3945%                                                                        |
| 12.5                                   | 3.7164%                                                                    | 3.5870%                                                                   | 4.6608%                                                               | 4.4819%                                                                        |
| 13.5                                   | 3.8134%                                                                    | 3.5871%                                                                   | 4.6610%                                                               | 4.5536%                                                                        |
| 14.5                                   | 3.8962%                                                                    | 3.5730%                                                                   | 4.6469%                                                               | 4.6111%                                                                        |
| 15.5                                   | 3.9663%                                                                    | 3.5463%                                                                   | 4.6202%                                                               | 4.6202%                                                                        |
| 16.5                                   | 4.0252%                                                                    | 3.6052%                                                                   | 4.6791%                                                               | 4.6791%                                                                        |
| 17.5                                   | 4.0743%                                                                    | 3.6543%                                                                   | 4.7282%                                                               | 4.7282%                                                                        |
| 18.5                                   | 4.1148%                                                                    | 3.6948%                                                                   | 4.7687%                                                               | 4.7687%                                                                        |
| 19.5                                   | 4.1479%                                                                    | 3.7279%                                                                   | 4.8018%                                                               | 4.8018%                                                                        |
| 20.5                                   | 4.1746%                                                                    | 3.7546%                                                                   | 4.8285%                                                               | 4.8285%                                                                        |
| 21.5                                   | 4.1958%                                                                    | 3.7758%                                                                   | 4.8497%                                                               | 4.8497%                                                                        |
| 22.5                                   | 4.2124%                                                                    | 3.7924%                                                                   | 4.8663%                                                               | 4.8663%                                                                        |
| 23.5                                   | 4.2251%                                                                    | 3.8051%                                                                   | 4.8789%                                                               | 4.8789%                                                                        |
| 24.5                                   | 4.2344%                                                                    | 3.8144%                                                                   | 4.8883%                                                               | 4.8883%                                                                        |
| 25.5                                   | 4.2409%                                                                    | 3.8209%                                                                   | 4.8948%                                                               | 4.8948%                                                                        |
| 26.5                                   | 4.2452%                                                                    | 3.8252%                                                                   | 4.8990%                                                               | 4.8990%                                                                        |
| 27.5                                   | 4.2475%                                                                    | 3.8275%                                                                   | 4.9014%                                                               | 4.9014%                                                                        |
| 28.5                                   | 4.2483%                                                                    | 3.8283%                                                                   | 4.9021%                                                               | 4.9021%                                                                        |
| 29.5                                   | 4.2477%                                                                    | 3.8277%                                                                   | 4.9016%                                                               | 4.9016%                                                                        |
| 30.5                                   | 4.2470%                                                                    | 3.8270%                                                                   | 4.9009%                                                               | 4.9009%                                                                        |



**Report 2015-101**

**Recommend Report to Council**

**To:** Warden and Members of Council of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Joe Gallivan, Director of Planning and Economic Development  
**Date of meeting:** October 21, 2015

**Re: Planning and Economic Development Department – Private Roads Study**

---

**Recommendation**

Resolved That the Council of the County of Frontenac receive the presentation at the October 21<sup>st</sup> County Council meeting by Jp2g Consultants on the status of the Frontenac County Private Roads Study report.

**Background**

In 2015 budget deliberations, County Council allocated \$60,000 from the Ontario Municipal Board (OMB) Reserve fund to prepare a region-wide study in order to analyze the extensive private road network that currently exists across the Frontenacs, and to also create land use planning criteria that will allow for the creation or extension of well-built private roads.

Jp2g Consultants were retained to complete this study. At this time the consultants would like to provide a briefing to County Council on their information and analysis to date, and the next steps towards completion of the work.

**Sustainability Implications**

The development of new private roads to access waterfronts across the Frontenacs in a safe, effective manner supports the social, cultural, and economic pillars of *Directions for Our Future*.

**Financial Implications**

N/A

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

All Townships in Frontenac County  
Ministry of Municipal Affairs and Housing

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Recommend Report Planning and Economic Development – Private Roads Study Update  
October 21, 2015

Page 1 of 1



**Report 2015-102**

**Recommend Report to Council**

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

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

**Re: Corporate Services – Reserves and Reserve Funds 2016**

---

**Recommendation**

That the Council of the County of Frontenac receive this Corporate Services Reserve and Reserve Funds 2016 report

And further that Council approve the Reserve and Reserve Funds as presented in Appendix A.

**Background**

Council approved a Reserve and Reserve Fund Policy on May 20, 2015, which is attached as Appendix B. As part of the budget process Council needs to review reserve and reserve fund balances in the context of the targets identified in the policy. Council is also responsible for the establishment and transfers to and from reserves.

**Comment**

At this time Council needs to consider the following changes to the reserve and reserve funds as these were last presented in May 2015.

1. The City of Kingston indicated that it would require \$340,000 from the County to provide for its share of the Provincial Offences Administration (POA) building renovation. Council retained this amount in the Working fund anticipating that the amount would be requisitioned in 2014. However the City of Kingston has indicated that the amount will not be required as a lump sum as the City will be recouping this cost through its annual requisition to the County.

In 2016 the increased requisition from the City related to the POA Building renovation is estimated at \$19,530. To mitigate the impact of this estimated increase over the next three years it is proposed that \$19,530 of the money set aside for the POA Building be allocated to a new reserve, the Frontenac County

Operating Reserve (outlined in point 2). This amount would be utilized over the next two years, such that the annual levy impact is estimated at an additional \$6,510.

Of the remaining amount of the allocation retained for the Provincial Offences building renovation, it is proposed that \$164,330 be transferred to the Land Use Planning Reserve (renamed the Sustainability Reserve) to provide a base for the periodic requirements of the Planning and Economic Development Department as outlined in the Project Proposal on October 14, 2015.

The remainder would be allocated to the levy stabilization reserve in accordance with the Reserve and Reserve Fund Policy

|                                                                |           |
|----------------------------------------------------------------|-----------|
| Allocation originally set aside for POA Building               | \$340,000 |
| POA building levy mitigation amount (to FRC Operating reserve) | -19,530   |
| to Sustainability reserve ( prev. Land Use Planning reserve)   | -164,330  |
| to Levy Stabilization Reserve                                  | \$156,140 |

2. The establishment of a Frontenac County (FRC) Operating reserve is recommended. Previously these funds were retained in the Working Fund Reserve, but there is value in distinguishing between amounts retained to facilitate cash flow and amounts required on a periodic basis for which allocations are made annually. Two annual allocations that were approved through the 2015 budget process include
  - a. \$5,000 for the periodic compensation review project (est. every four years)
  - b. \$5,000 for the period capital asset condition assessment (est. every five years)

As identified in item 1 above, \$19,530 would be transferred to this Operating reserve for use over the next two years to mitigate the cost of the POA building renovation

A number of reserves are no longer required and will be deleted in 2016. These include

1. Frontenac County (FRC) GIS Project reserve. This reserve was established to provide for the periodic DRAPE mapping imagery which is so important to the County GIS system. The replacement of this imagery is now carried through the Asset management system and as such the reserve is deleted with the balance transferred to the FRC Capital asset reserve.
2. JOINT FPS Other Projects Reserve. This reserve was established with surplus dollars originally reserved for Cross Border Billing settlement. The reserve was to be used for projects related to Land Ambulance and was depleted for the Robertsville Station.

3. The two separate stabilization reserves, for Fairmount and Frontenac Paramedic Service, have been consolidated into one County Stabilization reserve so will be deleted.
4. The Frontenac County 150<sup>th</sup> Anniversary reserve will be deleted

Capital reserve requirements are being assessed in the context of the asset condition assessment undertaken in 2015 and a report will be presented in November to identify the implications of this study.

The Strategic Projects Reserve has a balance at the beginning of 2016 of \$2,479,000. Amounts earmarked by Council previously are as outlined below.

|                                                            |                    |
|------------------------------------------------------------|--------------------|
| Opening Balance                                            | \$160,000          |
| Strategic Planning goals – <b>\$2.1M</b> as follows:       |                    |
| allocated to Waste Management Planning,                    | 100,000            |
| allocated to Seniors Projects                              | 1,500,000          |
| utilized for the Seniors Housing Business Case development | -25,000            |
| allocated for Economic Development                         | 500,000            |
| New Community Investment Projects                          | 154,000            |
| Cheerio Project                                            | 100,000            |
| utilized for commitment to Land O Lakes project            | -10,000            |
|                                                            | <u>\$2,479,000</u> |

### **Sustainability Implications**

Governance – appropriate stewardship of County resources.

### **Financial Implications**

Appendix A provides an overview of the Reserve and Reserve Funds.

This overview includes the impact of the Project Proposals that were moved to the budget discussion.

The budget impact on the Stabilization Reserve will be determined once budget is finalized. When the 2015 audit is complete, Council will be provided with updated Reserve and Reserve fund information for consideration, identifying actual reserve balances and the allocation of any year end surplus or deficit.

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

Senior Leadership Team

## COUNTY OF FRONTENAC 2016 DRAFT Budget Operational Reserves

|                                                                                | 2016 Budget      | 2015 Budget      | 2015-2016       |                 |
|--------------------------------------------------------------------------------|------------------|------------------|-----------------|-----------------|
|                                                                                | \$               | \$               | Variance        |                 |
|                                                                                |                  |                  | \$              |                 |
| <b><u>FRC Working Fund Reserve</u></b>                                         |                  |                  |                 |                 |
| Opening Balance                                                                | 1,510,306        | 1,625,474        | -115,168        | -7.09%          |
| Transfer to Account                                                            |                  |                  | 0               | 100.00%         |
| Interfund transfer                                                             | -340,000         | -33,504          | -306,496        | 914.81%         |
| Transfer From Account                                                          |                  | -81,664          | 81,664          | -100.00%        |
| <b>CLOSING BALANCE FRC Working Fund Reserve</b>                                | <b>1,170,306</b> | <b>1,510,306</b> | <b>-340,000</b> | <b>-22.51%</b>  |
| <b><u>FRC FMT Working Fund Reserve</u></b>                                     |                  |                  |                 |                 |
| Opening Balance                                                                | 0                | 35,924           | -35,924         | -100.00%        |
| Transfers to Account                                                           | 0                | 0                | 0               | 0.00%           |
| Interfund Transfer                                                             | 0                | -35,924          | 35,924          | -100.00%        |
| Transfers From Account                                                         | 0                | 0                | 0               | 100.00%         |
| <b>CLOSING BALANCE FMT Working Fund Reserve</b>                                | <b>0</b>         | <b>0</b>         | <b>0</b>        | <b>100.00%</b>  |
| <b><u>FRC Sustainability Reserve ( formerly Land Use Planning Reserve)</u></b> |                  |                  |                 |                 |
| Opening Balance                                                                | 175,670          | 235,670          | -60,000         | -25.46%         |
| Transfer to Account                                                            | 30,000           | 0                | 30,000          | 0.00%           |
| Inter reserve transfer                                                         | 164,330          | 0                | 164,330         | 0.00%           |
| Transfer From Account                                                          | -40,000          | -60,000          | 20,000          | 0.00%           |
| <b>CLOSING BALANCE FRC Land Use Planning</b>                                   | <b>330,000</b>   | <b>175,670</b>   | <b>154,330</b>  | <b>87.85%</b>   |
| <b><u>JOINT FMT Severance Reserve</u></b>                                      |                  |                  |                 |                 |
| Opening Balance                                                                | 85,403           | 99,837           | -14,434         | -14.46%         |
| Interest                                                                       |                  |                  | 0               | 0.00%           |
| Transfers to Account                                                           | 30,000           | 30,000           | 0               | 0.00%           |
| Inter fund transfer                                                            | 0                | 0                | 0               | 0.00%           |
| Transfers From Account                                                         | -115,403         | -44,434          | -70,969         | 159.72%         |
| <b>CLOSING BALANCE Joint FMT Severance Reserve</b>                             | <b>0</b>         | <b>85,403</b>    | <b>-85,403</b>  | <b>-100.00%</b> |
| <b><u>FRC Operations Reserve</u></b>                                           |                  |                  |                 |                 |
| Opening Balance                                                                | 0                | 0                | 0               | 100.00%         |
| Interest                                                                       |                  |                  | 0               | 0.00%           |
| Transfers to Account                                                           | 10,000           | 0                | 10,000          | 100.00%         |
| Inter fund Transfer                                                            | 24,530           | 0                | 24,530          | 0.00%           |
| Transfers From Account                                                         | -13,020          | 0                | -13,020         | 0.00%           |
| <b>CLOSING BALANCE Joint FMT Operations Reserve</b>                            | <b>21,510</b>    | <b>0</b>         | <b>21,510</b>   | <b>100.00%</b>  |
| <b><u>JOINT FMT Operations Reserve</u></b>                                     |                  |                  |                 |                 |
| Opening Balance                                                                | 20,551           | 46,090           | -25,539         | -55.41%         |
| Interest                                                                       | 206              | 461              | -255            | 0.00%           |
| Transfers to Account                                                           | 9,000            | 9,000            | 0               | 0.00%           |
| Inter fund Transfer                                                            | 0                | 0                | 0               | 0.00%           |
| Transfers From Account                                                         | 0                | -35,000          | 35,000          | 0.00%           |
| <b>CLOSING BALANCE Joint FMT Operations Reserve</b>                            | <b>29,757</b>    | <b>20,551</b>    | <b>9,206</b>    | <b>44.79%</b>   |
| <b><u>JOINT FPS Severance Reserve</u></b>                                      |                  |                  |                 |                 |
| Opening Balance                                                                | 257,350          | 357,802          | -100,452        | -28.07%         |
| Interest                                                                       | 2,574            | 3,578            | -1,005          | -28.07%         |
| Transfers to Account                                                           | 0                | 0                | 0               | 0.00%           |
| Transfers From Account                                                         | 0                | -104,030         | 104,030         | 0.00%           |
| <b>CLOSING BALANCE Joint FPS Severance Reserve</b>                             | <b>259,924</b>   | <b>257,350</b>   | <b>2,574</b>    | <b>1.00%</b>    |
| <b><u>JOINT FPS NEER Reserve</u></b>                                           |                  |                  |                 |                 |
| Opening Balance                                                                | 324,051          | 240,644          | 83,406          | 100.00%         |
| Interest earned                                                                | 3,241            | 2,406            | 834             | 100.00%         |
| Transfers to Account                                                           | 0                | 81,000           | -81,000         | -100.00%        |
| Transfers From Account                                                         | 0                | 0                | 0               | 0               |
| <b>CLOSING BALANCE Joint FPS NEER Reserve</b>                                  | <b>327,291</b>   | <b>324,051</b>   | <b>3,241</b>    | <b>1.00%</b>    |

reallocate POA Building amount

from working fund re  
POA redistribution  
\$40,000 communal  
services project  
allocation

many possible severances have been  
identified in 2016 which would exceed  
our severance reserve balance....but  
some might return to work.

\$5k compensation review-  
in 2020  
\$5k Capital condition  
assessment in 2020

for 3 year mitigation of POA increase  
related to building renovation  
\$5k allocated annually for  
compensation review transferred from  
stabilization reserve ( 2015 allocation)

POA levy mitigation

wellness project \$20k  
volunteer retro pay \$84,030.07

**COUNTY OF FRONTENAC  
2016 DRAFT Budget  
Capital Reserves**

|                                                                | 2016 Budget      | 2015 Budget      | 2014-2015       |                |
|----------------------------------------------------------------|------------------|------------------|-----------------|----------------|
|                                                                | \$               | \$               | \$              | Variance       |
| <b><u>FRC Capital Replacement</u></b>                          |                  |                  |                 |                |
| Opening Balance                                                | 1,469,728        | 1,249,381        | 1,469,728       | 17.64%         |
| Transfers to Account                                           | 178,554          | 230,341          | -51,787         | -22.48%        |
| Interfund Transfer*                                            | 26,219           | 39,428           | -13,209         | -33.50%        |
| Transfers From Account                                         |                  | -49,422          | 49,422          | -100.00%       |
| <b>CLOSING BALANCE FRC Capital Replacement Reserve</b>         | <b>1,674,500</b> | <b>1,469,728</b> | <b>204,772</b>  | <b>13.93%</b>  |
| <b><u>FRC Ontarians With Disabilities Reserve</u></b>          |                  |                  |                 |                |
| Opening Balance                                                | 70,000           | 65,000           | 5,000           | 7.69%          |
| Transfer to Account                                            | 10,000           | 10,000           | 0               | 0.00%          |
| Inter reserve transfer                                         | 0                | 0                | 0               | 0.00%          |
| Transfer From Account*                                         | -1,500           | -5,000           | 3,500           | -70.00%        |
| <b>CLOSING BALANCE FRC Ontarians with Disabilities Reserve</b> | <b>78,500</b>    | <b>70,000</b>    | <b>8,500</b>    | <b>12.14%</b>  |
| <b><u>FRC Land Acquisition Reserve</u></b>                     |                  |                  |                 |                |
| Opening Balance                                                | 80,587           | 80,587           | 0               | 0.00%          |
| Transfer to Reserve                                            | 0                | 0                | 0               | 0.00%          |
| Inter reserve Transfer*                                        | 0                | 0                | 0               | 100.00%        |
| Transfer From Account                                          | -80,587          | 0                | 0               | 0.00%          |
| <b>CLOSING BALANCE FRC Land Acquisition Reserve</b>            | <b>0</b>         | <b>80,587</b>    | <b>-80,587</b>  | <b>100.00%</b> |
| <b><u>FRC GIS Project Reserve</u></b>                          |                  |                  |                 |                |
| Opening Balance                                                | 26,219           | 35,109           | -8,891          | -25.32%        |
| Transfer to Account                                            | 0                | 0                | 0               | 0.00%          |
| Inter reserve Transfer                                         | -26,219          | 0                | -26,219         | 0.00%          |
| Transfer From Account                                          | 0                | -8,891           | 8,891           | -100.00%       |
| <b>CLOSING BALANCE FRC GIS Project</b>                         | <b>0</b>         | <b>26,219</b>    | <b>-26,219</b>  | <b>0.00%</b>   |
| <b><u>FMT Capital Replacement</u></b>                          |                  |                  |                 |                |
| Opening Balance                                                | 841,887          | 819,518          | 22,369          | 2.73%          |
| Transfer to Account From Current                               | 73,681           | 72,592           | 1,089           | 1.50%          |
| Interfund Transfer                                             | 0                | 0                | 0               | 100.00%        |
| Transfers From Account                                         | -76,064          | -50,223          | -25,841         | 51.45%         |
| <b>CLOSING BALANCE FMT Capital</b>                             | <b>839,504</b>   | <b>841,887</b>   | <b>-2,383</b>   | <b>-0.28%</b>  |
| <b><u>FMT Capital Reserve Fund</u></b>                         |                  |                  |                 |                |
| Opening Balance                                                | 1,292,472        | 1,403,437        | -110,966        | -7.91%         |
| Interest Earned                                                | 12,925           | 14,034           | -1,110          | -7.91%         |
| Transfers to Account                                           | 0                | 0                | 0               | 0.00%          |
| Transfers From Account                                         | -125,000         | -125,000         | 0               | 0.00%          |
| <b>CLOSING BALANCE FMT Capital Reserve Fund</b>                | <b>1,180,396</b> | <b>1,292,472</b> | <b>-112,075</b> | <b>-8.67%</b>  |

additional requirement will be determined by asset condition assessment

from GIS reserve

accessible counters

K&P Trail land acquisition

delete reserve

annual capital replacement

**COUNTY OF FRONTENAC  
2016 DRAFT Budget  
Capital Reserves (cont'd.)**

|                                                              | 2015 Budget      | 2015 Budget      | 2014-2015       |               |
|--------------------------------------------------------------|------------------|------------------|-----------------|---------------|
|                                                              |                  |                  | Variance        |               |
|                                                              | \$               | \$               | \$              |               |
| <b><u>JOINT FPS Vehicle Replacement Reserve</u></b>          |                  |                  |                 |               |
| Opening Balance                                              | 1,145,862        | 923,183          | 222,679         | 24.12%        |
| Interest                                                     | 11,459           | 9,232            | 2,227           | 24.12%        |
| Transfers to Account                                         | 427,769          | 421,447          | 6,322           | 1.50%         |
| Transfers From Account                                       | -543,000         | -208,000         | -335,000        | 161.06%       |
| <b>CLOSING BALANCE Joint FPS Vehicle Replacement Reserve</b> | <b>1,042,089</b> | <b>1,145,862</b> | <b>-103,773</b> | <b>-9.06%</b> |

|                                                                |                  |                  |               |              |
|----------------------------------------------------------------|------------------|------------------|---------------|--------------|
| <b><u>JOINT FPS Equipment Replacement Reserve</u></b>          |                  |                  |               |              |
| Opening Balance                                                | 1,144,315        | 1,069,003        | 75,312        | 7.05%        |
| Interest                                                       | 11,443           | 10,690           | 753           | 7.05%        |
| Transfers to Account                                           | 223,092          | 219,795          | 3,297         | 1.50%        |
| Transfers From Account                                         | -195,512         | -155,173         | -40,339       | 100.00%      |
| <b>CLOSING BALANCE Joint FPS Equipment Replacement Reserve</b> | <b>1,183,338</b> | <b>1,144,315</b> | <b>39,023</b> | <b>3.41%</b> |

|                                    |          |               |                |              |
|------------------------------------|----------|---------------|----------------|--------------|
| <b><u>FPS General Reserve</u></b>  |          |               |                |              |
| Opening Balance                    | 78,099   | 156,193       | -78,094        | -50.00%      |
| Transfer to Account                | 0        | 0             | 0              | 0.00%        |
| Transfer From Account              | -78,099  | -78,094       | -5             | 0.00%        |
| <b>CLOSING BALANCE FPS General</b> | <b>0</b> | <b>78,099</b> | <b>-78,099</b> | <b>0.00%</b> |

for FRO share of  
stretcher project

**JOINT FPS Other Projects Reserve**

delete reserve

**COUNTY OF FRONTENAC  
2016 DRAFT Budget  
Stabilization Reserves**

|                                                                 | 2016 Budget      | 2015 Budget      | 2015-2016      |                |                                                                                                                 |
|-----------------------------------------------------------------|------------------|------------------|----------------|----------------|-----------------------------------------------------------------------------------------------------------------|
|                                                                 | \$               | \$               | \$             | %              |                                                                                                                 |
| <b><u>FRC Stabilization Reserve</u></b>                         |                  |                  |                |                |                                                                                                                 |
| Opening Balance                                                 | 1,186,625        | 415,535          | 771,090        | 185.57%        | \$5k to operating reserve<br>re compensation study<br>\$96k from Working fund<br>- remainder of POA<br>building |
| Transfers to Account                                            |                  | 5,000            | -5,000         | 0.00%          |                                                                                                                 |
| Interfund transfer                                              | 151,140          | 839,305          | -688,165       | -81.99%        | projects moved to<br>budget Oct 14<br>further mitigation might<br>be required                                   |
| Transfers From Account                                          | -11,993          | -73,215          | 61,222         | 0.00%          |                                                                                                                 |
| <b>CLOSING BALANCE FRC Stabilization Reserve</b>                | <b>1,325,772</b> | <b>1,186,625</b> | <b>139,147</b> | <b>11.73%</b>  |                                                                                                                 |
| <b><u>FRC Land Ambulance Stabilization</u></b>                  |                  |                  |                |                |                                                                                                                 |
| Opening Balance                                                 | 0                | 324,000          | 0              | 100.00%        | delete reserve                                                                                                  |
| Transfer to Account                                             | 0                | 0                | 0              | 0.00%          |                                                                                                                 |
| Interfund transfer to FRC Stabilization                         |                  | -324,000         | 0              | 0.00%          |                                                                                                                 |
| Transfer From Account                                           | 0                | 0                | 0              | 0.00%          |                                                                                                                 |
| <b>CLOSING BALANCE FRC Land Ambulance Stabilization Reserve</b> | <b>0</b>         | <b>0</b>         | <b>0</b>       | <b>100.00%</b> |                                                                                                                 |
| <b><u>FRC Fairmount (FMT) Stabilization</u></b>                 |                  |                  |                |                |                                                                                                                 |
| Opening Balance                                                 | 0                | 515,305          | 0              | 100.00%        | delete reserve                                                                                                  |
| Transfer to Account                                             | 0                | 0                | 0              | 0.00%          |                                                                                                                 |
| Interfund transfer to FRC Stabilization                         |                  | -515,305         | 0              | 0.00%          |                                                                                                                 |
| Transfer From Account                                           | 0                | 0                | 0              | 0.00%          |                                                                                                                 |
| <b>CLOSING BALANCE FRC FMT Stabilization Reserve</b>            | <b>0</b>         | <b>0</b>         | <b>0</b>       | <b>100.00%</b> |                                                                                                                 |

**COUNTY OF FRONTENAC  
2016 DRAFT Budget  
Strategic Regional Reserves**

|                                                     | 2016 Budget<br>\$ | 2015<br>\$       | 2015-2016<br>Variance<br>\$ |                                                              |
|-----------------------------------------------------|-------------------|------------------|-----------------------------|--------------------------------------------------------------|
| <b><u>FRC Investing in Ontario Reserve Fund</u></b> |                   |                  |                             |                                                              |
| Opening Balance                                     | 252,204           | 249,707          | 2,497                       | 1.00%                                                        |
| Interest                                            | 2,522             | 2,497            | 25                          | 1.00%                                                        |
| Transfer to Account                                 | 0                 | 0                | 0                           | 0.00%                                                        |
| Transfer From Account - re Trails                   | -254,726          | 0                | -254,726                    | 0.00%                                                        |
| <b>CLOSING BALANCE FRC Investing in Ontario Res</b> | <b>0</b>          | <b>252,204</b>   | <b>-252,204</b>             | <b>-100.00%</b>                                              |
|                                                     |                   |                  |                             | to trail project as approved by Council                      |
| <b><u>FRC Strategic Projects Reserve</u></b>        |                   |                  |                             |                                                              |
| Opening Balance                                     | 2,479,000         | 2,504,000        | -25,000                     | -1.00%                                                       |
| Transfer to Account                                 | 0                 | 0                | 0                           | 0.00%                                                        |
| Inter reserve transfer*                             |                   | 0                | 0                           | -100.00%                                                     |
| Transfer From Account                               | -287,000          | -25,000          | -262,000                    | 100.00%                                                      |
| <b>CLOSING BALANCE FRC Strategic Projects Rese</b>  | <b>2,192,000</b>  | <b>2,479,000</b> | <b>-287,000</b>             | <b>-11.58%</b>                                               |
|                                                     |                   |                  |                             | CIP brought forward from 2015 Advancing Economic Development |
| <b><u>FRC 150th Anniversary Reserve</u></b>         |                   |                  |                             |                                                              |
| Opening Balance                                     | 0                 | 90,000           | -90,000                     | -100.00%                                                     |
| Transfer to Account                                 | 0                 | 0                | 0                           | 0.00%                                                        |
| Inter reserve transfer                              | 0                 | 30,000           | -30,000                     | 0.00%                                                        |
| Transfer From Account                               | 0                 | -120,000         | 120,000                     | -100.00%                                                     |
| <b>CLOSING BALANCE FRC Working Capital Reserv</b>   | <b>0</b>          | <b>0</b>         | <b>0</b>                    | <b>-100.00%</b>                                              |
|                                                     |                   |                  |                             | delete reserve                                               |

**COUNTY OF FRONTENAC  
2016 DRAFT Budget  
External Agency Reserves**

|                                                                | 2016 Budget<br>\$ | 2015 Budget<br>\$ | 2015-2016<br>Variance |                |
|----------------------------------------------------------------|-------------------|-------------------|-----------------------|----------------|
|                                                                |                   |                   | \$                    |                |
| <b><u>FRC Library Reserve</u></b>                              |                   |                   |                       |                |
| Opening Balance                                                | 172,230           | 156,830           | 15,400                | 9.82%          |
| Transfers to Account                                           | 31,000            | 31,000            | 0                     | 0.00%          |
| Transfers From Account                                         |                   | -15,600           | 15,600                | -100.00%       |
| <b>CLOSING BALANCE FRC Library Reserve</b>                     | <b>203,230</b>    | <b>172,230</b>    | <b>31,000</b>         | <b>18.00%</b>  |
| <b><u>FRC Social Housing Out of Scope Reserve</u></b>          |                   |                   |                       |                |
| Opening Balance                                                | 337,900           | 439,400           | -101,500              | -23.10%        |
| Transfer to Account                                            | 25,000            | 25,000            | 0                     | 0.00%          |
| Inter reserve transfer                                         | 0                 | 0                 | 0                     | 0.00%          |
| Transfer From Account                                          | -12,000           | -126,500          | 114,500               | -90.51%        |
| <b>CLOSING BALANCE FRC Social Housing Out of Scope Reserve</b> | <b>350,900</b>    | <b>337,900</b>    | <b>13,000</b>         | <b>3.85%</b>   |
| <b><u>FRC Renovates Program Reserve</u></b>                    |                   |                   |                       |                |
| Opening Balance                                                | 403,430           | 403,430           | 0                     | 0.00%          |
| Transfers to Account                                           | 0                 | 0                 | 0                     | 100.00%        |
| Interv Reserve Transfer*                                       | 0                 | 0                 | 0                     | 100.00%        |
| Transfers From Account                                         | 0                 | 0                 | 0                     | 0.00%          |
| <b>CLOSING BALANCE FRC Renovates Program Reserve</b>           | <b>403,430</b>    | <b>403,430</b>    | <b>0</b>              | <b>100.00%</b> |

**COUNTY OF FRONTENAC  
2016 DRAFT Budget  
Legally Restricted Reserves**

|                                                                                       | 2016 Budget    | 2015 Budget    | 2015-2016       |                |
|---------------------------------------------------------------------------------------|----------------|----------------|-----------------|----------------|
|                                                                                       | \$             | \$             | Variance        |                |
|                                                                                       | \$             | \$             | \$              |                |
| <b><u>FRC Frontenac-Howe Islander Ferry Revenue Reserve</u></b>                       |                |                |                 |                |
| Opening Balance                                                                       | 0              | 0              | 0               | 0.00%          |
| Transfer to Account                                                                   | 0              | 0              | 0               | 0.00%          |
| Transfer From Account                                                                 | 0              | 0              | 0               | 0.00%          |
| <b>CLOSING BALANCE FRC Frontenac-Howe Islander Ferry Revenue Reserve</b>              | <b>0</b>       | <b>0</b>       | <b>0</b>        | <b>0.00%</b>   |
| <b><u>Joint FMT Donations Reserve Fund - General for the Benefit of Residents</u></b> |                |                |                 |                |
| <b><u>General - for the Benefit of Residents</u></b>                                  |                |                |                 |                |
| Opening Balance                                                                       | 113,084        | 111,964        | 1,120           | 1.00%          |
| Interest Earned                                                                       | 1,131          | 1,120          | 11              | 1.00%          |
| Transfers to Account                                                                  | 0              | 0              | 0               | 0.00%          |
| Interfund transfer                                                                    | 0              | 0              | 0               | 0.00%          |
| Transfers From Account                                                                | 0              | 0              | 0               | 0.00%          |
| <b>CLOSING BALANCE Joint FMT Donations Reserve Fund</b>                               | <b>114,214</b> | <b>113,084</b> | <b>1,131</b>    | <b>1.00%</b>   |
| <b><u>Joint FMT Pathways Reserve Fund</u></b>                                         |                |                |                 |                |
| Opening Balance                                                                       | 46,523         | 46,063         | 461             | 1.00%          |
| Interest Earned                                                                       | 465            | 461            | 5               | 1.00%          |
| Transfers to Account                                                                  | 0              | 0              | 0               | 0.00%          |
| Transfers From Account                                                                | 0              | 0              | 0               | 0.00%          |
| <b>CLOSING BALANCE Joint FMT Pathways Reserve Fund</b>                                | <b>46,989</b>  | <b>46,523</b>  | <b>465</b>      | <b>1.00%</b>   |
| <b><u>FMT Capital Campaign Reserve Fund</u></b>                                       |                |                |                 |                |
| Opening Balance                                                                       | 0              | 64,341         | -64,342         | -100.00%       |
| Interest Earned                                                                       | 0              | 643            | -643            | -100.00%       |
| Transfers to Account                                                                  |                |                | 100             | 100.00%        |
| Interfund transfer                                                                    | 0              | 0              | 0               | 0.00%          |
| Transfers From Account                                                                |                | -64,985        | 64,985          | -100.00%       |
| <b>CLOSING BALANCE FMT Capital Campaign Reserve Fund</b>                              | <b>0</b>       | <b>0</b>       | <b>0</b>        | <b>1.00%</b>   |
| <b><u>FRC Federal Gas Tax Reserve Fund</u></b>                                        |                |                |                 |                |
| Opening Balance                                                                       | 481,446        | 1,285,892      | -804,446        | -62.56%        |
| Interest                                                                              | 7,222          | 12,859         | -5,637          | -43.84%        |
| Transfer to Account                                                                   | 763,699        | 763,699        | 0               | 0.00%          |
| Transfer From Account                                                                 | -1,068,839     | -1,581,004     | 512,165         | -32.39%        |
| <b>CLOSING BALANCE FRC Federal Gas Tax Reserve</b>                                    | <b>183,528</b> | <b>481,446</b> | <b>-297,918</b> | <b>-61.88%</b> |
| <b><u>Bridget Fowler Trust Fund</u></b>                                               |                |                |                 |                |
| Opening Balance                                                                       | 3,949          | 3,910          | 39              | 1.00%          |
| Interest/Dividends Earned                                                             | 339            | 339            | 0               | 0.12%          |
| Transfers to Account                                                                  | 0              | 0              | 0               | 0.00%          |
| Transfers From Account                                                                | -300           | -300           | 0               | 0.00%          |
| <b>CLOSING BALANCE Bridget Fowler Trust Fund</b>                                      | <b>3,989</b>   | <b>3,949</b>   | <b>39</b>       | <b>1.00%</b>   |

**County of Frontenac  
Federal Gas Tax Summary Report with Proposals  
2016 DRAFT Budget**

|                                                   | 2014             | 2015             | 2016             |
|---------------------------------------------------|------------------|------------------|------------------|
|                                                   |                  | <b>not final</b> | Draft Budget     |
|                                                   | \$               | \$               | \$               |
| Federal Gas Tax Received                          | 785,546          | 763,699          | 763,699          |
| Interest                                          | 35,608           | 12,859           | 7,222            |
| <b>Total</b>                                      | <b>821,154</b>   | <b>776,558</b>   | <b>770,921</b>   |
| <b>New Township Roads and/or Bridges Projects</b> | 763,699          | 763,699          | 763,699          |
| Community Improvement Plans - Twsp transfer       | 20,395           | 7,246            | 211,140          |
| Smaller Scale Sustainability Projects             | 3,377            | 50,000           |                  |
| SSSP Prior Year                                   | 13,537           | 69,758           |                  |
| Regional Transportation Management Collaborative  | 713              | 0                |                  |
| ICSP monitoring                                   | 4,652            |                  | 4,000            |
| Small events                                      | 2,000            | 0                |                  |
| Official Plan Study                               | 5,894            |                  |                  |
| Regional Waste Management Collaborative           | 4,325            | 0                |                  |
| 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           |                  |                  |
| Support to County-Wide Trails                     | 0                | 0                | 30,000           |
| Work order software                               |                  |                  | 60,000           |
| Frontenac K&P Trail                               | 420,716          | 552,824          |                  |
| Disallowed projects                               |                  | -6,811           |                  |
| <b>Total FGT expense</b>                          | <b>1,446,163</b> | <b>1,581,004</b> | <b>1,068,839</b> |
| <b>Net Federal Gas Tax</b>                        | <b>-625,009</b>  | <b>-804,446</b>  | <b>-297,918</b>  |
| <b>Federal Gas Tax Reserve Fund Balance</b>       | <b>1,285,892</b> | <b>481,446</b>   | <b>183,528</b>   |



**Report 2015-104**

**Council Recommend Report**

**To:** Warden and Members of County Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Joe Gallivan, Director of Planning & Economic Development  
**Date of meeting:** October 21, 2015

**Re: Planning & Economic Development – Community Improvement Project #5**

**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the *Planning & Economic Development – Community Improvement Project #5* report and the attached report for consideration and discussion;

**AND FURTHER That** Council select the community of Harrowsmith in the Township of South Frontenac as the community for the next Community Improvement Plan in the County, subject to the support of the Council of the Township of South Frontenac and, in the event a project for Harrowsmith cannot proceed, staff report back to County Council with other options for investment in a community improvement area.

**Background**

**Community Improvement Plan (CIP)**

A CIP is a planning tool that ties together economic development, infrastructure and planning. CIPs outline a community's plan to encourage improvements to key areas of the community such as a commercial main street, and they allow municipalities to provide financial incentives that promote revitalization and community improvement goals.

The typical focus of these plans is on the revitalization and improvement of the main street of a town, village or hamlet. CIPs can also touch on a wide range of related topics including green energy, brownfields, and recreational opportunities. They have been in wide use across the province since the mid-1980s, from larger cities like Ottawa and Kingston to rural communities such as Tay Valley Township, the Municipality of Trent Hills (villages of Campbellford, Warkworth and Hastings), the Town of Bancroft, and the City of Kawartha Lakes.

CIPs allow municipalities to provide grants and loans to owners and tenants, with the goal of supporting the improvement and rehabilitation of a targeted area. This can include projects such as improving the facade of a main street store and providing

incentives to redevelop vacant properties. CIPs can also help to coordinate infrastructure and public space improvements, and can be used by municipalities to acquire, rehabilitate and dispose of land (e.g. a former industrial site).

### **Frontenac County**

CIPs were originally identified as a community priority in the County's sustainability plan, *Directions for Our Future*, when it was approved by County Council in September, 2009. In 2010, County Council endorsed the preparation of a study to review hamlets across the Frontenacs and establish a pilot project to develop the first CIP that could be used as a 'best practice' for future community plans. The CIPs were designed to be joint ventures between the County and the four Townships to develop a coordinated approach to increase the ability for development, redevelopment, and rehabilitation opportunities in villages and hamlets.

The County has funded a CIP for the following communities (one per Township):

- Verona (2011);
- Sharbot Lake (2012);
- Marysville (2013); and
- North Frontenac (2014)

County Council approved funding for two additional Community Improvement Plans (CIPs) in the County as part of budget deliberations in 2015.

Prior to these actions there had not been a Community Improvement Plan completed in any area of Frontenac County.

### **Comment**

The purpose of this report is to seek Council's direction on which community should be selected for the second CIP in the County. FoTenn's November 2010 report recommended candidate communities for a CIP in the County.

The study is available on the Frontenac County web site:

[http://www.frontenacounty.ca/en/corporate/resources/Human\\_Resources/Pilot\\_Community\\_Report\\_final.pdf](http://www.frontenacounty.ca/en/corporate/resources/Human_Resources/Pilot_Community_Report_final.pdf),

### **New CIP Area Recommendation**

Based on the methodology and analysis it is recommended that the community of Harrowsmith in South Frontenac be selected for the next Community Improvement Plan area.

Harrowsmith is recommended as a good candidate for the next CIP for the following reasons:

- Harrowsmith is the first village that is reached by visitors travelling north from Highway 401 on Road 38 and is important in establishing a first impression of the character of Frontenacs;
- Harrowsmith is one of the larger settlement areas in the County and has a main street on Road 38 that has a significant number of properties that could be included in the CIP revitalization area;

- A CIP could assist with and supplement the intersection improvements planned by South Frontenac Township at Road 38/Colebrook Road/Ottawa Street/Wilton Road.
- The village is the site of the old Harrowsmith Cheese Factory property, and a CIP could be used to aid in the cost of cleaning up the property as part of a brownfields revitalization.
- The south end of the village contains the Harrowsmith Junction which is the first major trailhead of the K&P Trail; and
- The village has a significant community asset in Centennial Park which has undergone renovations and improvements to serve as the base of the County's 150<sup>th</sup> Anniversary celebrations.

Subject to Council's direction, staff will meet with South Frontenac Township Council to confirm its interest in proceeding with the project.

### **Sustainability Implications**

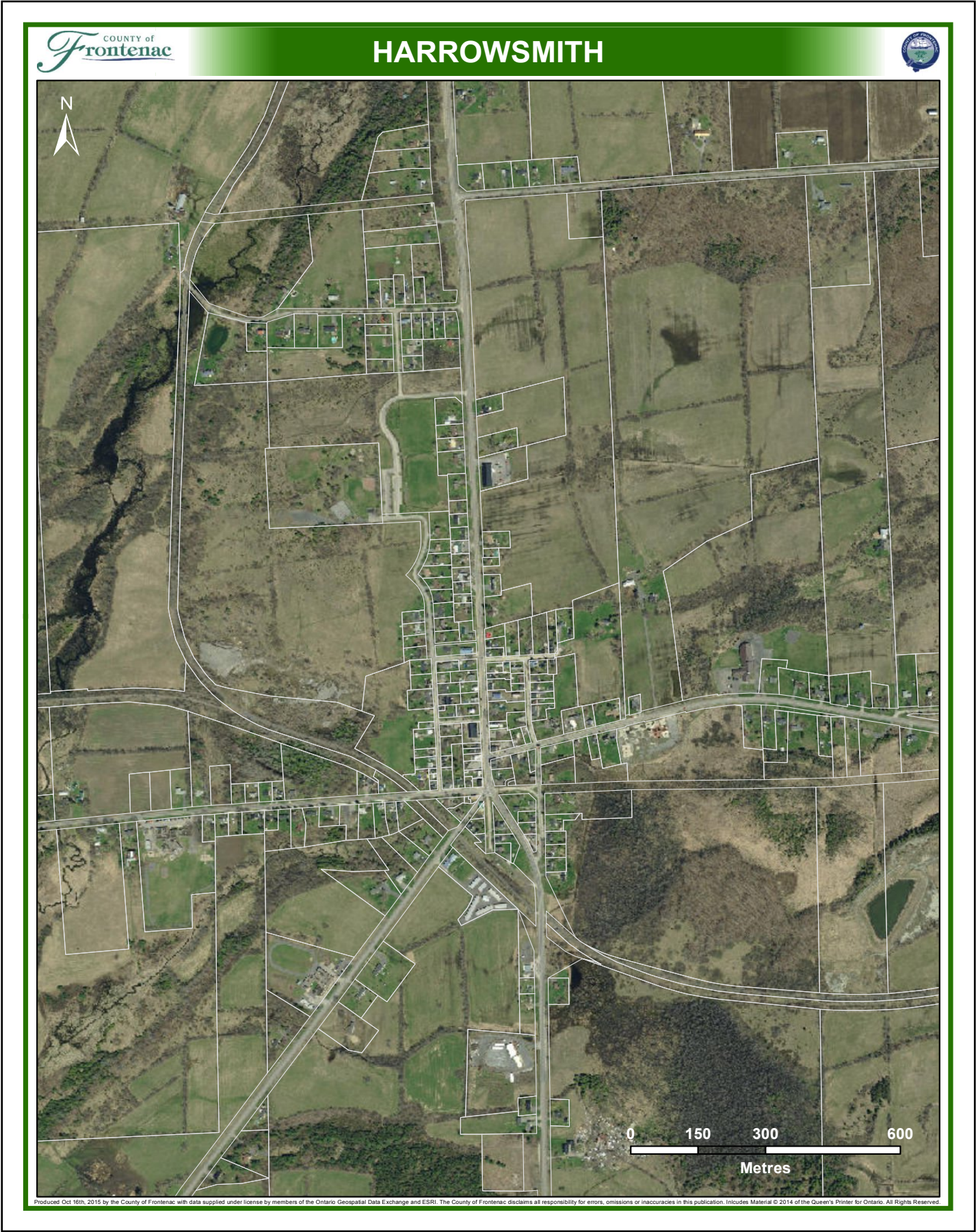
CIPs are a key planning tool that have been used to encourage redevelopment and investment in a community. The return on public sector investment can be significant. This CIP will take principles from *Directions for Our Future* and from local residents and business owners in order to develop a plan that incorporates all four pillars of sustainability.

### **Financial Implications**

The CIP would be allocated \$77,000 -- \$70,000 towards County investment on CIP projects, and \$7,000 towards the preparation of the plan.

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

Manager of Economic Development  
All Townships in Frontenac County  
Ministry of Municipal Affairs and Housing





**Report 2015-105**

**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 of meeting:** October 21, 2015

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

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**Recommendation**

This report is for information only.

**Background**

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

In June 2015 staff presented a report to Council outlining the intent for reporting moving forward. The detail of that report is not reiterated, but included for reference as Appendix A.

**Comment**

**Key Performance Indicator (KPI)**

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

The County's KPI objective will be to bring this indicator to 80% of employees meeting the target. The County's attendance targets are based on a rolling 12 month average and were developed based on industry comparators.

**Attendance Targets**

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

The detail found in Table 3 reveals that Corporate Services and Fairmount non-union and non-nursing staff are currently meeting the key performance indicator. However progress seems to have been made over the last period.

**% Staff meeting Attendance Target**

|                                | <b>Period 1</b> | <b>Period 2</b> |
|--------------------------------|-----------------|-----------------|
| Corporate Services – CUPE 2290 | 100.0%          | 80.0%           |
| Corporate Services – Non-union | 83.3%           | 83.3%           |
| ETS OPSEU                      | 62.5%           | 65.4%           |
| ETS Non- union                 | 53.3%           | 56.3%           |
| FMT CUPE 2290 Nursing          | 61.1%           | 64.2%           |
| FMT CUPE 2290 Non-Nursing      | 68.9%           | 86.7%           |
| FMT Non-union                  | 100.0%          | 100.0%          |
| Ferry CUPE109                  | 56.3%           | 56.3%           |
|                                |                 |                 |

Due to the small number of employees in some departments, one or two employees can have a significant impact on the percentages. Although a positive direction is evident, it is difficult to confirm this as a trend over one period.

**Charts A-D**

A review of Charts A-D reveals that although during the period the trend seems to be going down, there were peaks of higher absenteeism.

At Fairmount there are a higher percentage of surgeries scheduled by employees during the summer. Also Fairmount has two challenging residents with behaviours who strike out at staff, which resulted in time off work. Resident behaviours can cause stress and injury which then affects staff absenteeism.

In Frontenac Paramedic Services the significant peaks in absenteeism in the period is attributed to a gastro-intestinal outbreak in the community in July and August. Paramedics are exposed to these outbreaks often and we encourage them to stay home until the period they can pass this on to patients is past. There has been a heightened awareness of health care workers being the source of spreading illness since SARS.

**Alternate Work**

There is an additional component of the attendance picture, not previously addressed. This is the category of alternate work, which is provided to employees who can be accommodated

in the workplace and if not accommodated, would continue to be accounted for in the attendance statistics.

The Human Rights Code identifies that employees with disabilities have the right to accommodation in the workplace, even when those accommodations are only required on a temporary basis. Returning to work as soon as possible has been proven to promote a more complete and faster recovery for many employees. The County offers alternate work on a temporary basis, to employees who have incurred an injury or illness outside of the workplace (classified as non-occupational) and wish to return to work prior to complete recovery.

Alternate work is only provided if and when there is sufficient meaningful and purposeful work for the employee to perform, not necessarily work that was budgeted. Factors considered are the individual's precautions/limitations and the number of other employees on accommodated work who may have similar precautions, making the volume of available suitable work scarce.

Those on alternate work are not reflected in the absenteeism statistics.

**Mitigation**

In the previous report staff committed to providing Council with mitigation strategies if there is not a marked improvement in the absenteeism trends.

Fairmount management staff are investigating and meeting with employees with repeat absences and if patterns are apparent a physician's note is required for any illnesses. Those who receive Step 2 or 3 letters are required to meet with the Occupational Health nurse and management meet with those at Step 4 or 5 of the attendance program.

At Frontenac Paramedic Service the Employee Attendance Awareness Program (EAAP) was re-introduced in its revised format during the January to April 2015 period. After an arbitration hearing and consultation period with OPSEU Local 462 over 2013. During 2014, the program was trialed and revised to ensure understanding. Superintendents are responsible, on a regular basis to monitor and discuss attendance with their platoon (15 employees). During May meetings were held with employees who did not meet the goals of 12 days in a 12 month period. Twelve (12) employees filed grievances regarding their individual circumstances and the grievances have been moved forward to an arbitration hearing.

The 2016 Project Proposals includes the recommendation to contract with a Disability Management company to actively manage some of the more complex absenteeism cases for which Managers and Directors have neither the skill nor time.

**Sustainability Implications**

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

**Financial Implications**

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

The replacement costs related to absenteeism are identified in Table 3.

The cost of Alternate Work in Frontenac Paramedic Services to the end of August is \$75,895 and Fairmount Home \$7,707, wages only.

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

Susan Brant, Deputy Treasurer  
Bonnie Carter, Occupational Health Nurse  
Fairmount Home  
Emergency & Transportation Services (Frontenac Paramedic Services)  
Emergency & Transportation Services (Marine Services)

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

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

**Table 2: Occupational Health May 2015 - August 2015\***

|                                | Fairmount | ETS | Corporate Services |
|--------------------------------|-----------|-----|--------------------|
|                                | #cases    |     |                    |
| <b>Hospitalization</b>         | 4         | 2   | 0                  |
| <b>Chronic Conditions</b>      | 3         | 5   | 0                  |
| <b>Non Occupational injury</b> | 1         | 2   | 0                  |

Employees are not required to divulge the reason for their absence. These numbers are based on information that has been shared with the Occupational Health Nurse.

**Hospitalization** is any illness or condition that requires hospitalization – i.e. surgery

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

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

**Table 3a: Absenteeism Targets Period 2 - May - August 2015**

| May – August 2015                         | Corporate Services Non Union Staff Target 7 Days | Corporate Services CUPE 2290 Union Staff Target 7 Days | ETS OPSEU 462 Paramedic Staff Target 12 Days | ETS Staff and Non-Union Staff Target 7 Days | Fairmount Non Union Staff Target 7 Days | Fairmount CUPE 2290 Nursing Staff Target 10 Days | Fairmount CUPE 2290 Non Nursing Staff Target 7 Days | ETS CUPE 109 Marine Staff Target 7 Days |
|-------------------------------------------|--------------------------------------------------|--------------------------------------------------------|----------------------------------------------|---------------------------------------------|-----------------------------------------|--------------------------------------------------|-----------------------------------------------------|-----------------------------------------|
| <b>Total Employees</b>                    | 12                                               | 10                                                     | 78                                           | 16                                          | 4                                       | 95                                               | 45                                                  | 9                                       |
| <b># of Sick Employees</b>                | 5                                                | 9                                                      | 77                                           | 15                                          | 2                                       | 61                                               | 31                                                  | 8                                       |
| <b>% Employees with No Absences</b>       | 58.3%                                            | 10.0%                                                  | 1.3%                                         | 0.0%                                        | 50.0%                                   | 35.8%                                            | 31.1%                                               | 11.1%                                   |
| <b>% Employees who are over Target</b>    | 16.7%                                            | 20.0%                                                  | 34.6%                                        | 43.8%                                       | 0.0%                                    | 35.8%                                            | 13.3%                                               | 44.4%                                   |
| <b>% Employees who are meeting Target</b> | 83.3%                                            | 80.0%                                                  | 65.4%                                        | 56.3%                                       | 100.0%                                  | 64.2%                                            | 86.7%                                               | 55.6%                                   |
| <b>Cost of Absenteeism**</b>              | \$0                                              | \$6,416                                                | \$165,358                                    | \$21,198                                    | \$0                                     | \$51,860                                         | \$11,090                                            | \$5,110                                 |

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

# sick employees – any sick related time off

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

**Table 3b: Absenteeism Targets Period 1 - January - April 2015**

| <b>January – April 2015</b>               | <b>Corporate Services Non Union Staff Target 7 Days</b> | <b>Corporate Services CUPE 2290 Union Staff Target 7 Days</b> | <b>ETS OPSEU 462 Paramedic Staff Target 12 Days</b> | <b>ETS Staff and Non-Union Staff Target 7 Days</b> | <b>Fairmount Non Union Staff Target 7 Days</b> | <b>Fairmount CUPE 2290 Nursing Staff Target 10 Days</b> | <b>Fairmount CUPE 2290 Non Nursing Staff Target 7 Days</b> | <b>ETS CUPE 109 Marine Staff Target 7 Days</b> |
|-------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------|------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------|------------------------------------------------|
| <b>Total Employees</b>                    | 12                                                      | 10                                                            | 78                                                  | 16                                                 | 4                                              | 95                                                      | 45                                                         | 9                                              |
| <b># of Sick Employees</b>                | 6                                                       | 9                                                             | 78                                                  | 15                                                 | 1                                              | 92                                                      | 42                                                         | 8                                              |
| <b>% Employees with No Absences</b>       | 50.00%                                                  | 10.0%                                                         | 0.0%                                                | 0.0%                                               | 75.0%                                          | 3.2%                                                    | 6.7%                                                       | 11.1%                                          |
| <b>% Employees who are over Target</b>    | 16.67%                                                  | 10.0%                                                         | 37.5%                                               | 43.8%                                              | 0.0%                                           | 38.9%                                                   | 31.1%                                                      | 55.6%                                          |
| <b>% Employees who are meeting Target</b> | 83.33%                                                  | 100.0%                                                        | 62.5%                                               | 56.3%                                              | 100.0%                                         | 61.1%                                                   | 68.9%                                                      | 44.4%                                          |
| <b>Cost of Absenteeism**</b>              | \$0                                                     | \$4,003                                                       | \$166,154                                           | 0                                                  | \$0                                            | \$86,134                                                | \$12,412                                                   | \$8,508                                        |

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

# sick employees – any sick related time off

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

**Charts A - D**

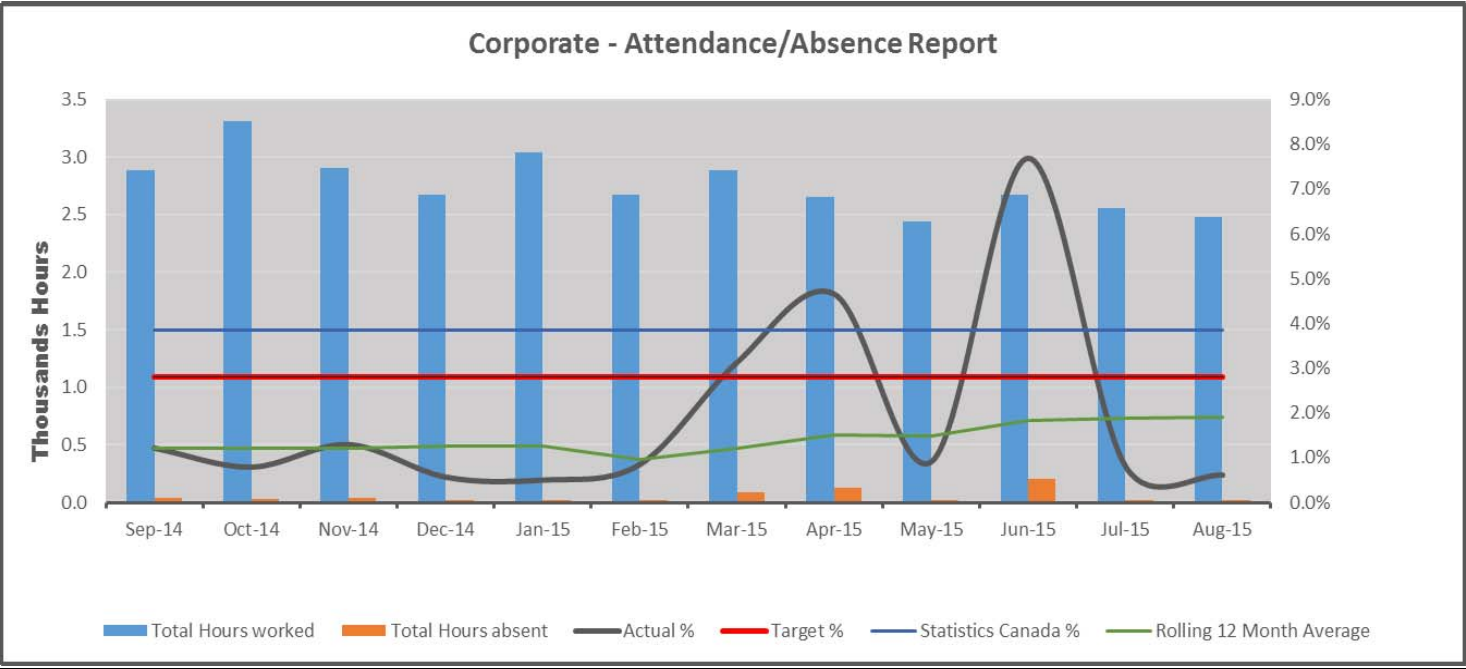
Comparability with Statistics Canada data should be reviewed understanding that

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

**Chart Definitions**

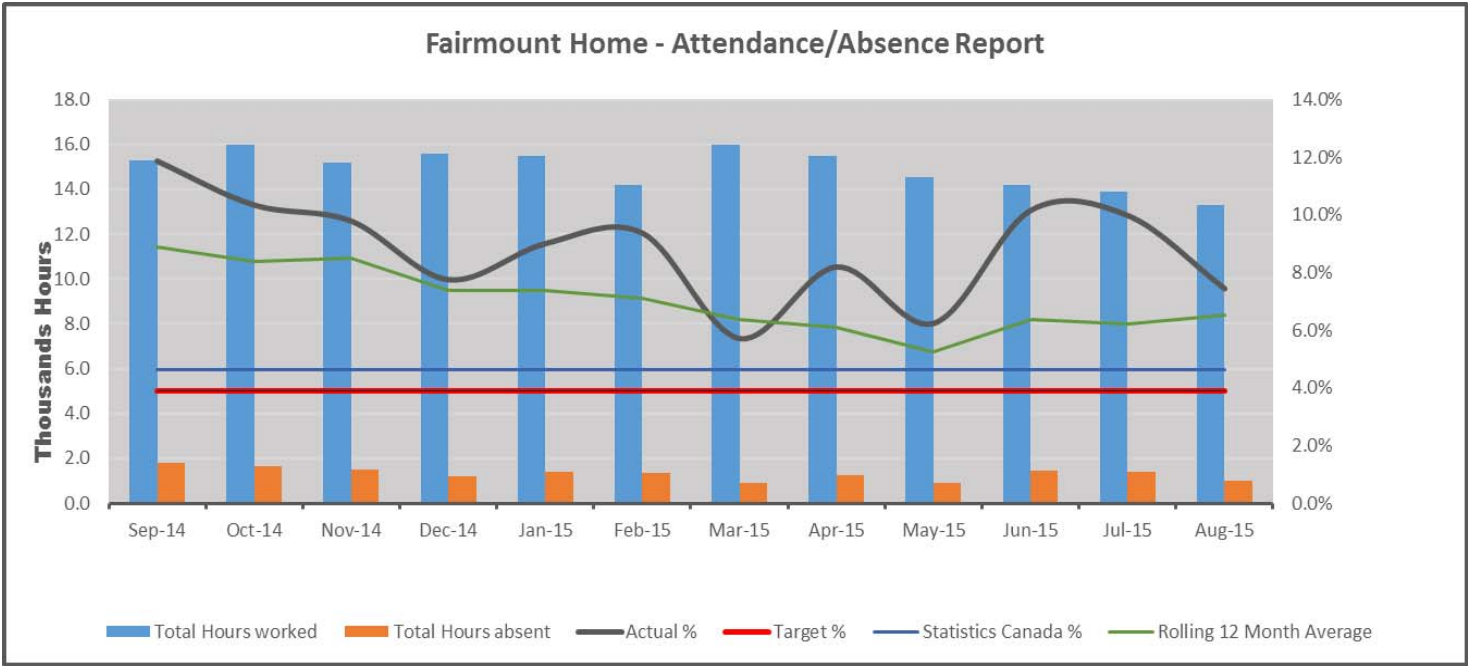
- Total hours worked – in period – for Fairmount this includes part time employees eligible for sick time.
- Total hours absent – related to Short term disability illness, disability or other health related reason. Does not include those off on long term disability.
- Rolling 12 month% = hours absent/hours worked (includes paid and unpaid hours absent) for 12 month period. Sept. 14 – Aug. 15 provides an accurate rolling average.
- Actual % = hours absent/hours worked ( includes paid and unpaid hours absent)
- Target % = target hours absent/hours worked (see Attendance targets above).
- Statistics Canada % = Statistics Canada worker absenteeism/days worked ( differs local government, health and transportation categories)

CHART A Corporate Services September 2014 to August 2015



- Rolling 12 month average %** = includes paid and unpaid sick leave – Jan 14-Dec 14 – used annual average
- Actual %** = includes paid and unpaid sick leave
- Target %** = 7 days/number of days worked = 2.8%
- 2014 Statistics Canada %** = 9.6 days/number of days worked = 3.8%  
**Local government and other boards**

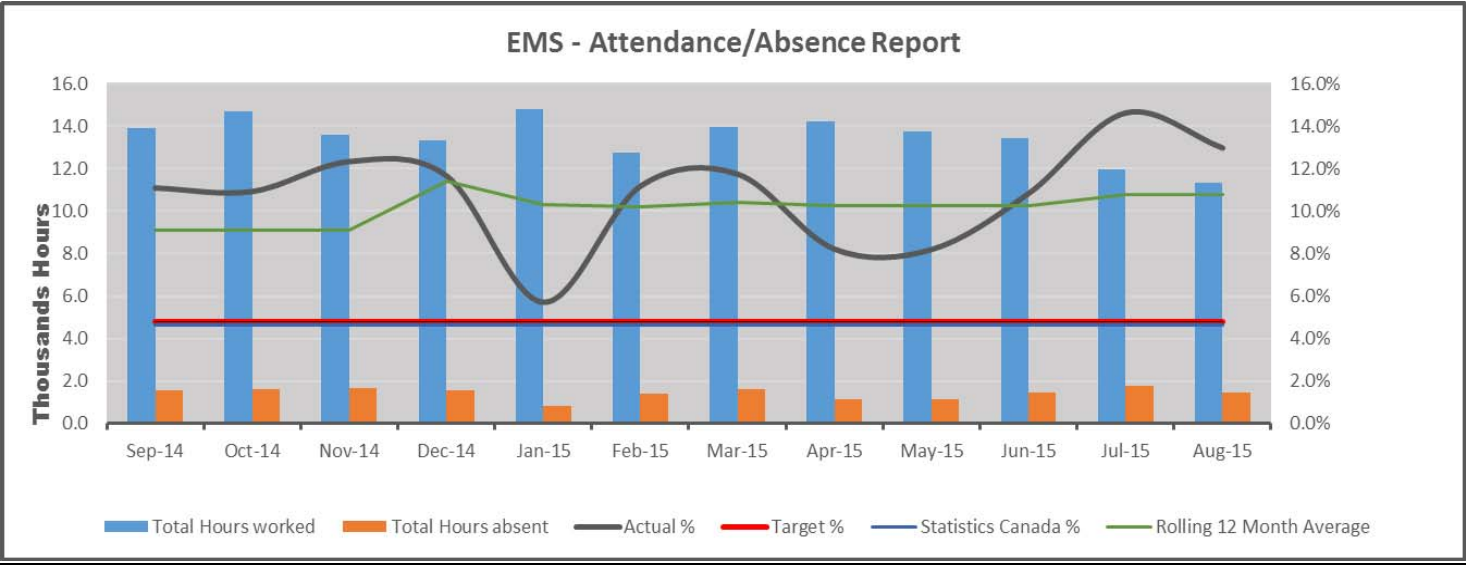
CHART B Fairmount Home Attendance September 2014 to August 2015



- Rolling 12 month average %** = includes paid and unpaid sick leave – Jan 14 -Dec 14 – used annual average
- Actual %** = includes paid and unpaid sick leave
- Target %** = 10 days/number of days worked = 3.6%
- 2014 Statistics Canada % Health Sector\*** = 11.6 days/number of days worked = 4.6%

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

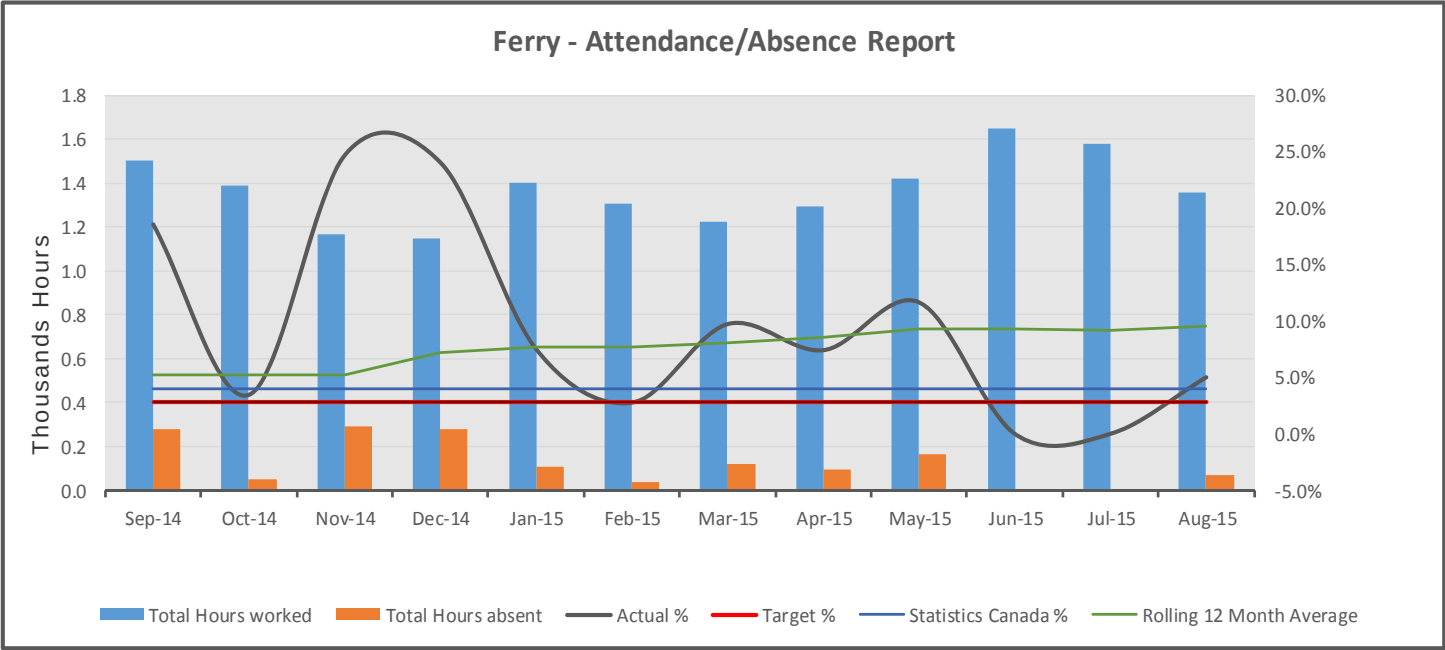
CHART C Emergency Services (Frontenac Paramedic Services) Attendance September 2014 to August 2015



- Rolling 12 month average %** = includes paid and unpaid sick leave – Jan 14 - Dec 14 – used annual average
- Actual %** = includes paid and unpaid sick leave
- Target %** = 12 days/number of days worked = 6.2%
- 2014 Statistics Canada % Health sector\*** = 11.6 days/number of days worked = 4.6%

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

CHART D Transportation Services (Ferry) Attendance September 2014 to August 2015



- Rolling 12 month average %** = includes paid and unpaid sick leave – Jan14-Dec 14 – used annual average
- Actual %** = includes paid and unpaid sick leave
- Target %** = 7 days/number of days worked = 3.8%
- 2014 Statistics Canada %** = 9.9 days/number of days worked = 4.0%



**Report 2015-064**

**INFORMATION REPORT TO COUNCIL**

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

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

**Prepared by:** Marian VanBruinessen  
Director of Corporate Services/Treasurer

**Date prepared:** June 1, 2015

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

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

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**Recommendation**

This report is for information only.

**Background**

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

**Comment**

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

There is a need to understand

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

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Information Report to Council  
Corporate Services –Four Month Attendance Management Report Card  
June 17, 2015

Page 1 of 12

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

## **A Context of the Issue**

It is recognized that

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

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

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

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

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

**B Addressing the Issue**

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

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

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

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

**C Comparative information**

It is difficult to derive comparative information from other municipalities.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Attendance Targets**

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

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

## **E Ongoing Reporting**

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

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

**Sustainability Implications**

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

**Financial Implications**

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

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

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

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

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

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

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

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

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

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

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

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

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

# sick employees – any sick related time off

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

**Charts A - D**

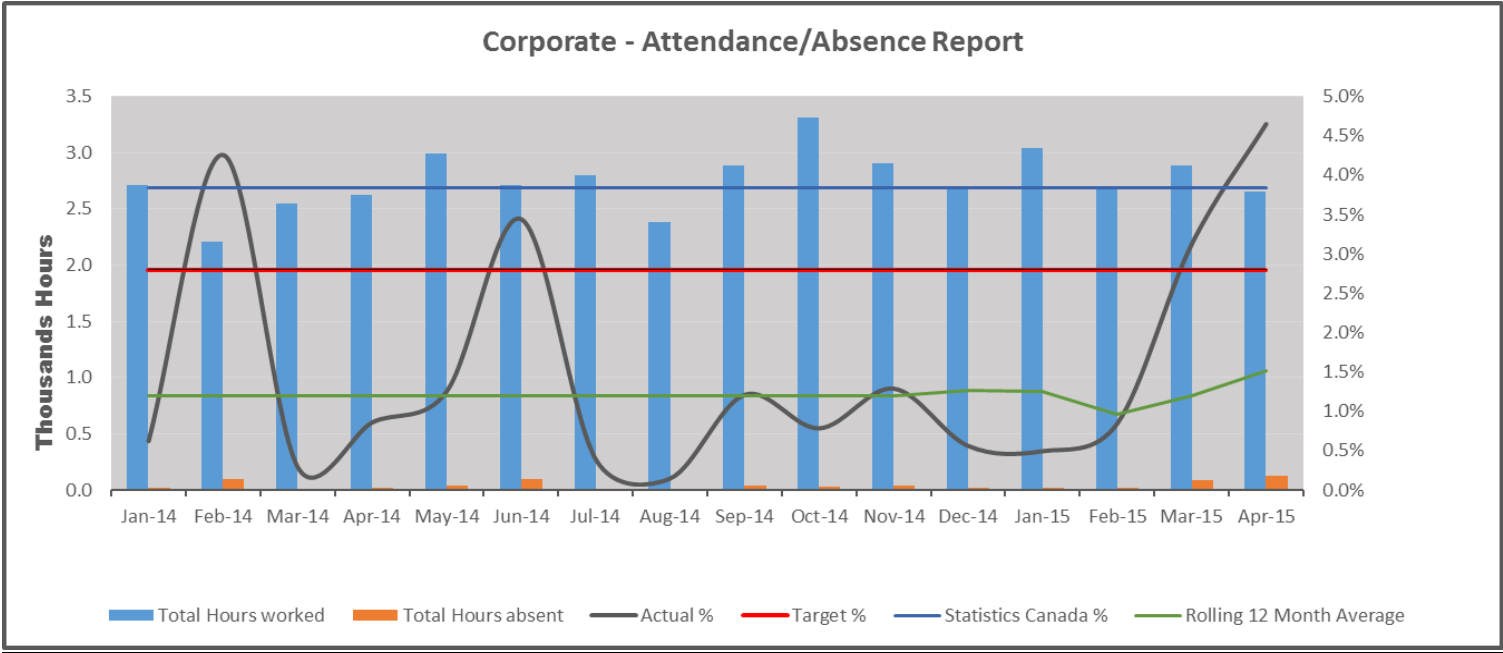
Comparability with Statistics Canada data should be reviewed understanding that

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

**Chart Definitions**

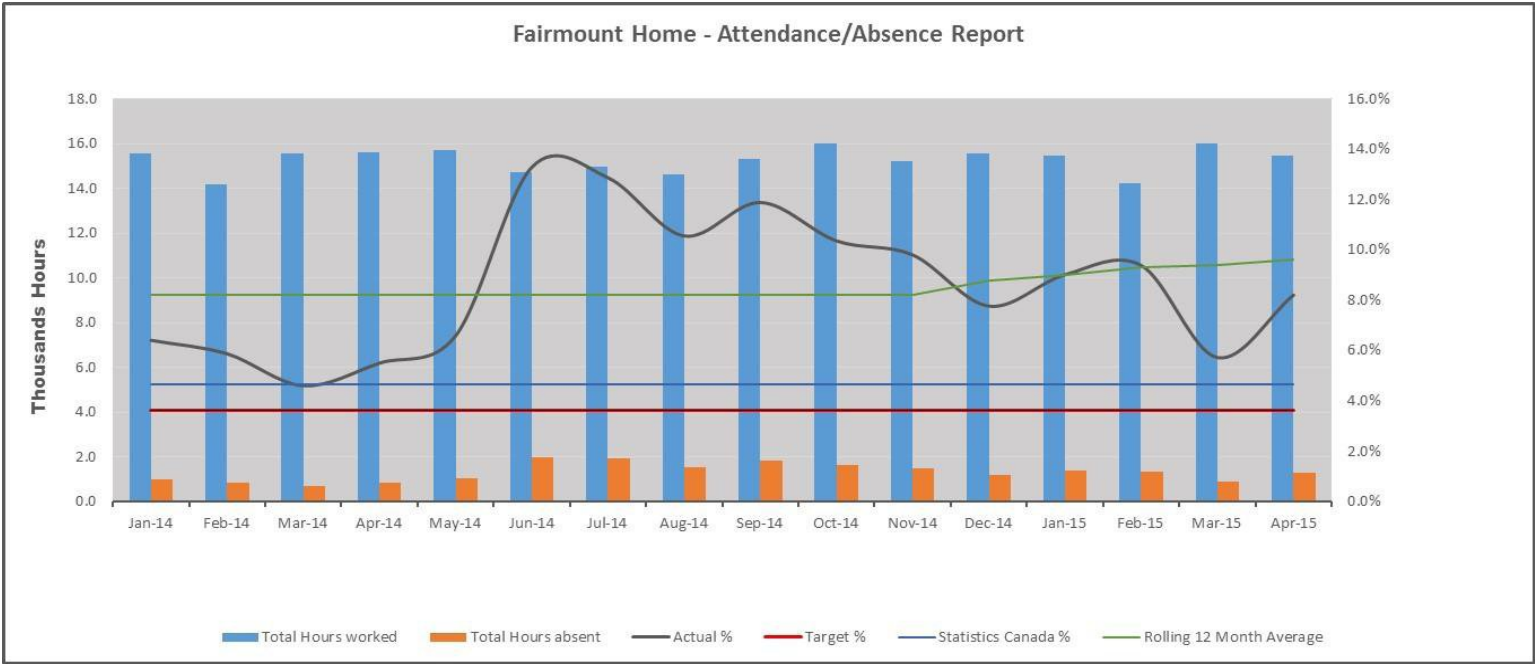
- Total hours worked – in period – for Fairmount this includes part time employees eligible for sick time.
- Total hours absent – related to Short term disability illness, disability or other health related reason. Does not include those off on long term disability.
- Rolling 12 month% = hours absent/hours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

CHART A Corporate Services January 2014 to April 2015



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

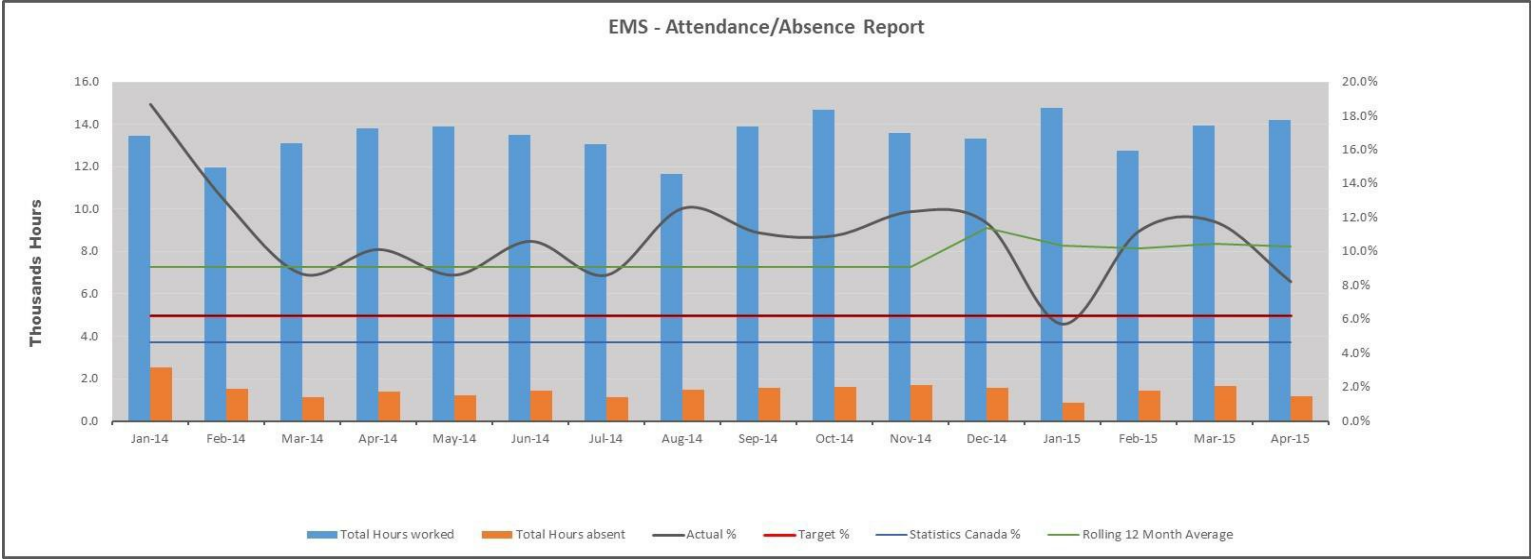
CHART B Fairmount Home Attendance January 2014 to April 2015



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

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

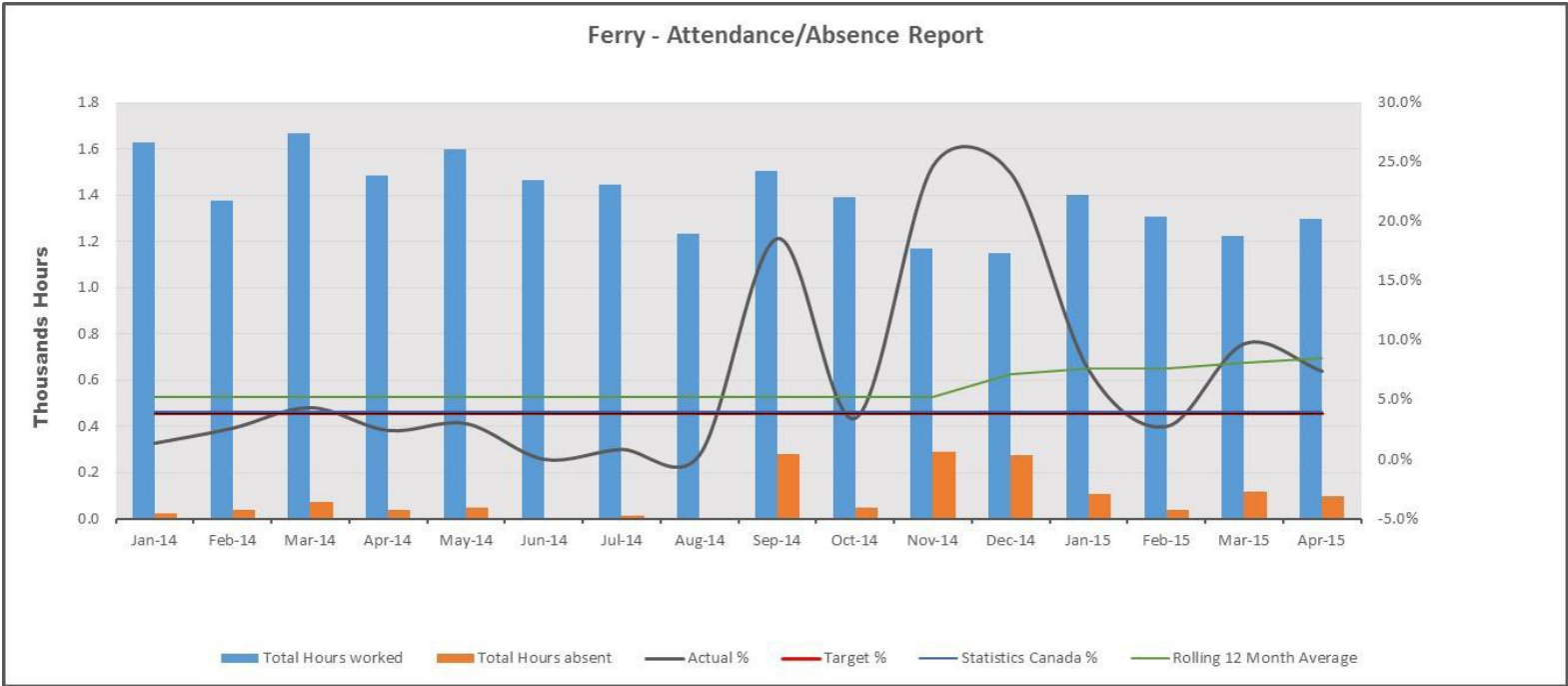
CHART C Emergency Services (Frontenac Paramedic Services) Attendance January 2014 to April 2015



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

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

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



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



**Report 2015-106**

**Information Report to Council**

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

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

**Prepared by:** Kelly J. Pender, Chief Administrative Officer

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

**Re: Corporate Services – Council Remuneration By-law**

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**Recommendation**

This report is for information only.

**Background**

At the October 7, 2015 special Committee of the Whole meeting, the issue of Council remuneration was addressed by the members and a compensation model was recommended to Council. Draft By-law 2015-0042 is included in the agenda for consideration by Council and reflects the discussion held at the meeting.

**Comment**

At the October 7, 2015 Committee of the Whole meeting, the following resolution was passed:

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

**That** the salary of the Deputy Warden be increased to 20% higher than that of a Councillor salary effective January 1, 2015; and,

**That** staff be directed to bring forward a report on meals, mileage (to be in line with the CRA), and expenses for Council; and,

**That** effective January 1, 2016 the Wardens salary be established at \$22,250, the Deputy Warden salary at \$11,505 and Councillor salaries at \$9,088; and,

**That** per diems only be paid for attendance at external Boards where the Councillor is representing the County and special Council meetings; and,

**That** the CPI be applied annually to the base salary; and,

**That** the base expense account for members of Council be set at \$4000.

The above resolution was based upon the table review at the special meeting which is provided below for reference and reflected in the proposed draft by-law:

|                |        |                   |           |
|----------------|--------|-------------------|-----------|
| Per Diems      | \$ 150 | Expenses          | \$ 4,000  |
| # of Per Diems | 67     | Total \$ Per Diem | \$ 10,050 |

|               | Base             | # Per Diems* | \$ Per Diems     | Total            |  | Expenses         | Total Incl Expenses |
|---------------|------------------|--------------|------------------|------------------|--|------------------|---------------------|
| Warden        | \$ 22,250        | 15           | \$ 2,250         | \$ 24,500        |  | \$ 4,000         | \$ 28,500           |
| Deputy Warden | \$ 10,025        | 10           | \$ 1,500         | \$ 11,525        |  | \$ 4,000         | \$ 15,525           |
| Councillor 1  | \$ 9,088         | 7.0          | \$ 1,050         | \$ 10,138        |  | \$ 4,000         | \$ 14,138           |
| Councillor 2  | \$ 9,088         | 7.0          | \$ 1,050         | \$ 10,138        |  | \$ 4,000         | \$ 14,138           |
| Councillor 3  | \$ 9,088         | 7.0          | \$ 1,050         | \$ 10,138        |  | \$ 4,000         | \$ 14,138           |
| Councillor 4  | \$ 9,088         | 7.0          | \$ 1,050         | \$ 10,138        |  | \$ 4,000         | \$ 14,138           |
| Councillor 5  | \$ 9,088         | 7.0          | \$ 1,050         | \$ 10,138        |  | \$ 4,000         | \$ 14,138           |
| Councillor 6  | \$ 9,088         | 7.0          | \$ 1,050         | \$ 10,138        |  | \$ 4,000         | \$ 14,138           |
| <b>Total</b>  | <b>\$ 86,800</b> | <b>67.0</b>  | <b>\$ 10,050</b> | <b>\$ 96,850</b> |  | <b>\$ 32,000</b> | <b>\$ 128,850</b>   |

Please note that the per diem amount provided in the table are an average. Individual Councillors will vary based upon the number of boards and committees they sit on and the frequency of meetings.

Key elements include:

- Increased transparency and improved budget accuracy by moving from a model of low base + per diems for the 13<sup>th</sup> and subsequent meeting at \$75, to a higher base (comparable to the previous base + per diem), but limited per diems only for special meetings for “time sensitive issues”<sup>1</sup>, plus the following committees/boards:
  - o KFL&A Public Health Board
  - o Kingston Frontenac Public Library Board
  - o Frontenac County Youth Justice Advisory Committee
  - o Housing and Homelessness Advisory Committee
  - o Rideau Corridor Landscape Strategy Steering Committee
  - o Rural Urban Liaison Advisory Committee (RULAC)
- Increasing the per diem for the above committees/boards to \$150.
- Applying the consumer price index to the base remuneration for January of each year based upon the proceeding August CPI as reported by Statistics Canada.

<sup>1</sup> For example: A special Council meeting to deal with an Ontario Municipal Board issue where a decision is required.

Although not discussed at the meeting two issues are included in the by-law as a carryover from the previous Council remuneration by-law, namely:

- Maintaining the one-third tax free status for council remuneration
- Maintaining the \$75 per diem rate for citizen appointees to statutory boards and committees.

The by-law will come into effect on January 1, 2016, with the first CPI being applied on January 1, 2017.

A separate report will be brought forward to Council to deal with the issue of expenses related to the duties of Councillors.

**Sustainability Implications**

Governance – appropriate allocation of County resources, plus improved transparency and budget predictability.

**Financial Implications**

The table included in this report highlights the financial implications for this by-law. The base pay for 2016 will be equivalent to the base pay from 2015 + per diems. As noted the dollar amount for per diems has been increased from \$75 to \$150, but the number of meetings has been significantly reduced to compensate for this increase.

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

Gazda Consulting Group



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

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

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

**Date prepared:** October 7, 2015

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

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

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The Committee of the Whole reports and recommends the following to County Council for consideration:

**Report of the Committee of the Whole**

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

**That** the salary of the Deputy Warden be increased to 20% higher than that of a Councillor salary effective January 1, 2015; and,

**That** staff be directed to bring forward a report on meals, mileage (to be in line with the CRA), and expenses for Council; and,

**That** effective January 1, 2016 the Wardens salary be established at \$22,250, the Deputy Warden salary at \$11,505 and Councillor salaries at \$9,088; and,

**That** per diems only be paid for attendance at external Boards where the Councillor is representing the County and special Council meetings; and,

**That** the CPI be applied annually to the base salary; and,

**That** the base expense account for members of Council be set at \$4000.

b)     **2015-097**  
          **Corporate Services**  
          **Review of County of Frontenac Procedural By-law 2013-0020**

**That** the Council approve the recommended amendments to By-law No. 2013-0028, as amended outlined in the report, including the addendum; and,

**That** Section 22.3, Number of Votes be amended to add the words "or Committee of the Whole" after the words "present at a Meeting of Council"; and,

**That** staff be directed to bring forward for adoption a by-law amending by-law 2013-0020, being a by-law for governing the calling, place and proceedings of meetings for the County of Frontenac.

**By-Law Number 2015-0042**

**of**

**The Corporation of the County of Frontenac**

Being a by-law to authorize the payment of remuneration  
to County of Frontenac Council Members and Non-Council Appointees to Statutory  
Boards and Committees

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**Whereas** under the Municipal Act, 2001 S.O. 2001, Chapter 25, Section 283 a municipality may pay any part of the remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board;

**And Whereas** Section 283(5) of the *Municipal Act, 2001 S.O. 2001, Chapter 25*, provides that, if a resolution of a municipality under Subsection 255(2) or (3) of the old Act is not revoked before January 1, 2003, the resolution shall be deemed to be a by-law of the municipality and one-third of the remuneration paid to the elected members of the council and its local boards is deemed as expenses incident to the discharge of their duties as members of the council or local board;

**And Whereas** Resolution No. 253/02 was passed by the Frontenac Management Board (now the County of Frontenac) on November 27, 2002 providing that one-third of Council's remuneration shall be deemed as such expenses;

**And Whereas** the Council of the County of Frontenac deems it expedient to provide for the payment of remuneration to County Council Members and Non-Council Appointees to Statutory Boards and Committees;

**And Whereas** the Statutory Boards and Committees shall only include the Kingston Frontenac Public Library Board and the Joint Accessibility Advisory Committee;

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

1. **That** the payment of remuneration to the County of Frontenac Council Members and Non-Council Appointees to Statutory Boards and Committees shall be in accordance with Schedule "A" attached hereto and forming part of this by-law.
2. **That** in accordance with Resolution No. 253/02 passed by the Frontenac Management Board on November 27, 2002 that the provisions of subsection 255(1) of the *Municipal Act, R.S.O. 1990, Chapter M45, as amended*, continue to apply, despite the provisions of the *Municipal Act, 2001 S.O. 2001, Chapter 25*, Section 283 (4), that one third of the amounts identified in Clause 1 of Schedule "A" shall be deemed as expenses incident to the discharge of an individual's duties as a Councillor of the County of Frontenac.
3. **That** the salary for Council members shall increase annually based on the

Consumer Price Index (CPI) from August to August of each year.

4. **That** authority be delegated to the Clerk to update Schedule A annually to set administratively the annual salaries of Members of Council according to the annual CPI;
5. **That.** By-law No. 2011-0004 shall be hereby repealed
6. **That** this by-law shall come into force and take effect on January 1, 2016.

Read a first and second time this 21<sup>st</sup> day of October, 2015.

Read a third time and finally passed, signed and sealed this 21<sup>st</sup> day of October, 2015.

**The Corporation of the County of Frontenac**

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Denis Doyle, Warden

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Jannette Amini, Clerk

Appendix A to By-law 2015-0042

**SCHEDULE "A" TO BY-LAW NO. 2011-0004**

1. Payment of Remuneration to Members of the County of Frontenac Council

- a) The Warden of the County shall be paid an annual salary of \$22,250 (2016 rate), to be paid in equal monthly installments, representing remuneration for his/her responsibilities as Warden of the County of Frontenac.
- b) The Deputy Warden shall be paid an annual salary of \$11,505 (2016 rate), to be paid in equal monthly installments, representing remuneration for his/her responsibilities as Deputy Warden of the County of Frontenac
- c) Members of Council, excluding the Warden and Deputy Warden shall be paid an annual salary of \$9,088 (2015 rate) each, to be paid in equal monthly installments, representing remuneration for their responsibilities as Councillors of the County of Frontenac.
- d) Members of Council shall receive, for attendance at the following external Boards to which they have been appointed by the County of Frontenac, or a special Council Meeting required to address time sensitive issues, a per diem of \$150 per meeting day:
  - 1. KFL&A Public Health Board
  - 2. Kingston Frontenac Public Library Board
  - 3. Frontenac County Youth Justice Advisory Committee
  - 4. Housing and Homelessness Advisory Committee
  - 5. Rideau Corridor Landscape Strategy Steering Committee
  - 6. Rural Urban Liaison Advisory Committee (RULAC)

2. Payment to Non-Council Appointees to Statutory Boards and Committees

- a) Non-Council appointees to statutory boards and committees shall receive, for attendance at meetings, a per diem of \$75 per meeting.

**BY-LAW NO. 2015-0043**

**OF**

**The Corporation of the County Of Frontenac**

being a by-law to amend By-law No. 2013-0020 (Appointment to the Community Development Advisory Committee)

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

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

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

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

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

1. **That** Schedule B-6, Community Development Advisory Committee be amended to add Robert Clinton as a Community Representative, whose terms shall expire November 30, 2018;
2. **That** Schedule B-1, Joint Accessibility Advisory Committee be amended to add Ed Shirvert as the Community representative from North Frontenac, whose term shall expire November 30, 2018;
3. **That** this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 21<sup>st</sup> day of October, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 21<sup>st</sup> day of October, 2015.

**The Corporation of the County of Frontenac**

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Denis Doyle, Warden

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Jannette Amini, Clerk

**BY-LAW NO. 2015-0044**

**OF**

**The Corporation of the County Of Frontenac**

being a by-law to amend By-law No. 2013-0020 being a by-law to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings (Comprehensive Review)

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

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

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

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

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

1. **That** Section 1 – Definitions be amended as follows:
  - a) **That** (b) “Briefings” be amended by deleting the words, “briefings are limited to 10 minutes”
  - b) **That** (e) “Clerk” be deleted in its entirety and replaced with “Clerk” means the Clerk of the County of Frontenac as required in the *Municipal Act, 2001*, and as appointed by By-Law.”;
  - c) **That** (j) “Committee of the Whole” be amended by deleting the words “ask a question or”;
  - d) **That** (t) “Majority Vote” be amended to deleting the last sentence, “The Mayor of South Frontenac’s vote counts as 2 votes”;
  - e) **That** (v) “Member” be amended to delete 1(f) and replace with 1(h);
  - f) **That** (ll) “Two-thirds majority vote” be amended by deleting the last sentence “The Mayor of South Frontenac would count as 2 votes”;
  - g) **That** a new definition (s) be added to read, “Integrity Commissioner” means the body authorized by Council to review complaints made with respect to the Code of Conduct for Members of County Council and Committees.;

h) **That** Section 1 be re-alphabetized accordingly;

2. **That** Section 2 – Application be amended to add a new Section as follows:

|                    |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose and Intent | 2.2 | <p>The purpose of this By-law is to seek to achieve consensus in an orderly and principled manner and the rules of this By-law are based on the principle that:</p> <ul style="list-style-type: none"> <li>a) The majority of members have the right to decide;</li> <li>b) The minority of members have the right to be heard;</li> <li>c) All members have the right to information to help make decisions, unless otherwise prevented by law;</li> <li>d) Members have the right to an efficient meeting;</li> <li>e) All members have the right to be treated with respect and courtesy; and</li> <li>f) All members have equal rights, privileges and obligations.</li> </ul> |
|--------------------|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**That** Section 2 be renumbered accordingly;

3. **That** Section 3 Locations, Meeting Times and Notice of Regular Meetings of Council be amended as follows:

- a) **That** 3.1 be amended to delete “9:00 a.m.” and replace with “9:30 a.m.”;
- b) **That** 3.3 be deleted in its entirety and replaced with, “Regular meetings of County Council shall take place on the third Wednesday of the month at 9:30 a.m. at the County Administrative Offices unless otherwise directed by a resolution of Council.”

3. **That** Section 5 – Election of Warden and Deputy Warden be amended as follows:

- a) **That** a new Section 5.2, be added as follows:

|                                      |     |                                                                                                             |
|--------------------------------------|-----|-------------------------------------------------------------------------------------------------------------|
| Election of Warden and Deputy Warden | 5.2 | The election of the Warden and Deputy Warden shall be held each year at the December County Council meeting |
|--------------------------------------|-----|-------------------------------------------------------------------------------------------------------------|

- b) **That** Section 5.11 be amended by deleting the word “Chair” and replacing with the word “Clerk”;
- c) **That** Section 5 be renumbered accordingly;

4. **That** Section 6 Meetings of Council section 6.8, first sentence be amended by deleting the words “at the confirmation of the agenda” and replaced with “and then confirmed at the adoption of the agenda”;
5. **That** Section 9 – Quorum for Council be amended to add at the end of the last sentence “provided that such number is not less than two”;
6. **That** Section 11 – Order of Business be amended as follows:
  - a) **That** 11.1 be amended by deleting “Call to Order”;
  - b) **That** 11.2 be amended by deleting the word “of” after “unresolved”;
  - c) **That** 11.3 be amended by deleting the sentence, “Briefings are limited to 10 minutes, unless an extension has been recommended by the Chief Administrative Officer due to the importance of the subject and approved by Council by a simple majority.” and replaced with, “If a briefing is expected to be in excess of 10 minutes, the agenda will note the length of time the briefing is expected to last.”
7. **That** Section 18 Rules of Debate, section 18.6 be amended by deleting the word “once” and replacing with the word “twice”;
8. **That** Section 19 – Motions be amended as follows:
  - a) **That** 19.7, last sentence be amended by deleting 18.5 and replacing with 19.5.;
  - b) **That** 19.10 a) be amended by deleting the last sentence “The Mayor of South Frontenac shall have two votes”;
9. **That** Section 22 – Voting be amended as follows:
  - a) **That** 22.12 b) be amended to delete 19.4 and replace with 20.4;
  - b) **That** 22.12 c) be amended to delete 19.10 and replace with 20.10;
  - c) **That** 22.12 e) be amended to delete 19.3 and replace with 20.3;
10. **That** Section 26 – Committees be amended as follows:
  - a) **That** 26.2 be amended by deleting Schedules B-2, B-3 and B-4 and that a Schedule B be re-numbered accordingly;
  - b) **That** 26.10 be amended to delete the last sentence “All Committee minutes shall be directed to Council for adoption and shall be signed by the Chair and Secretary at the next”;

- c) **That** 26.11 be amended to delete, “in the Administrative Services Department”;
  - d) **That** 26.17 be amended to add the words “of Council” after the first word “Member”;
  - e) **That** 26.24 – Closed Meetings. be deleted in its entirety;
11. **That** this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 21<sup>st</sup> day of October, 2015.

Read a Third Time, Signed, Sealed and Finally Passed this 21<sup>st</sup> day of October, 2015.

**The Corporation of the County of Frontenac**

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Denis Doyle, Warden

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Jannette Amini, Clerk

**By-Law Number 2015-0045**

**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 October 21, 2015

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

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

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

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

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

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on October 21, 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 October 21, 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 October 21, 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 21st day of October 2015.

Read a Third Time and Finally Passed, Signed and Sealed this 21st day of October 2015.

**The Corporation of the County of Frontenac**

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Denis Doyle, Warden

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Jannette Amini, Clerk