



**Committee of the Whole Meeting
Wednesday, October 12, 2016 – 9:30 a.m.
The Kingston Frontenac Rotary Auditorium,
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

- 1. Call to Order**
- 2. Adoption of Agenda**
 - a) **Resolved That** the agenda for the October 12, 2016 meeting of the Committee of the Whole be approved.
- 3. Disclosure of Pecuniary Interest and General Nature Thereof**
- 4. Deputations and/or Presentations**
- 5. Reports**
 - a) **2016-110
Corporate Services
2017 Draft Budget – Business Plans and Project Proposals**
 - b) **2016-111
Planning and Economic Development
Funding Request from Frontenac Community Futures Development Corporation**
- 6. Rise and Report**
 - a) **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.
- 7. Communications**
- 8. Notice of Motion**
- 9. Other Business**

3 - 324

325 - 332

10. Public Question Period

11. Adjournment

2017 - 2021 Business Plans 2017 Project Proposals



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Agenda

- Brief overview
- Fairmount
- Emergency and Transportation Services
- Planning and Economic Development
- Corporate Services
 - » Human Resources Unit
 - » Finance Unit
 - » Information Services Unit
 - » Legislative Services Unit
- County Council
- External Agencies



Business plan presentation

- 2016 Updates/highlights
- 2016 KPIs
- New initiatives



2017-2021 Business Plans General themes

- Aging population
- Regulatory framework
- LEAN – continuous process improvement
- Resources – right resource at the right time
- Process automation



2017-2021 Project proposals Process

- Accept and move to the 2017 draft budget for final consideration on November 23
- Park awaiting more information as requested from staff
- Reject proposal and eliminate from further consideration in 2017.





2017-2021 Business Plan

Fairmount Home



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2016 Accomplishments

- Resident Care
 - » MOHLTC inspections
- Finance
 - » CMI accurate for resident population – NPC \$
- Human resources
 - » Management team established...almost thriving!
 - » Additional PSW shift - pilot
 - » LEAN training – management & frontline
- Information Systems
 - » SURGE online learning for mandatory training



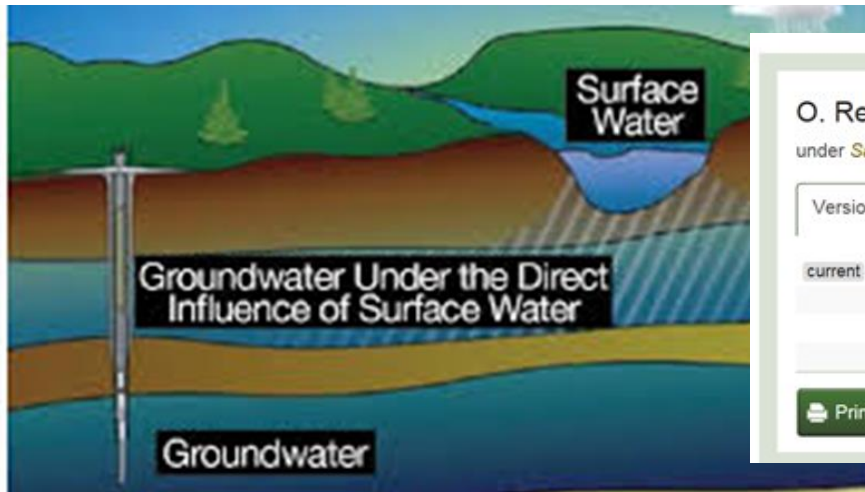
2016 Projects - Update

- **GUDI Evaluation**
 - » Description: Perform evaluation of water supply wells #1 & 2 to determine if still considered GUDI wells
- **Comprehensive Septic System Study**
 - » Description: Evaluate and confirm lifespan of existing system; alternative new systems; costs



2016 Projects – Update

GUDI evaluation	
Total Cost	\$17,000
Current Status	Delayed due to expected changes in MOE definition and regulations for GUDI
Recommendation	Defer funding until 2017, if unresolved in 2016



O. Reg. 170/03: DRINKING WATER SYSTEMS
 under *Safe Drinking Water Act, 2002, S.O. 2002, c. 32*

Versions

current	January 1, 2016 – (e-Laws currency date)
	December 1, 2015 – December 31, 2015
	January 1, 2014 – November 30, 2015
	20 more

Print Download

2016 Projects – Update

Comprehensive septic system study

Total Cost	\$40,000
Current Status	On-site work completed in September Preliminary report expected mid-October Final report date – outstanding Next steps (2017) – determine post-study requirements

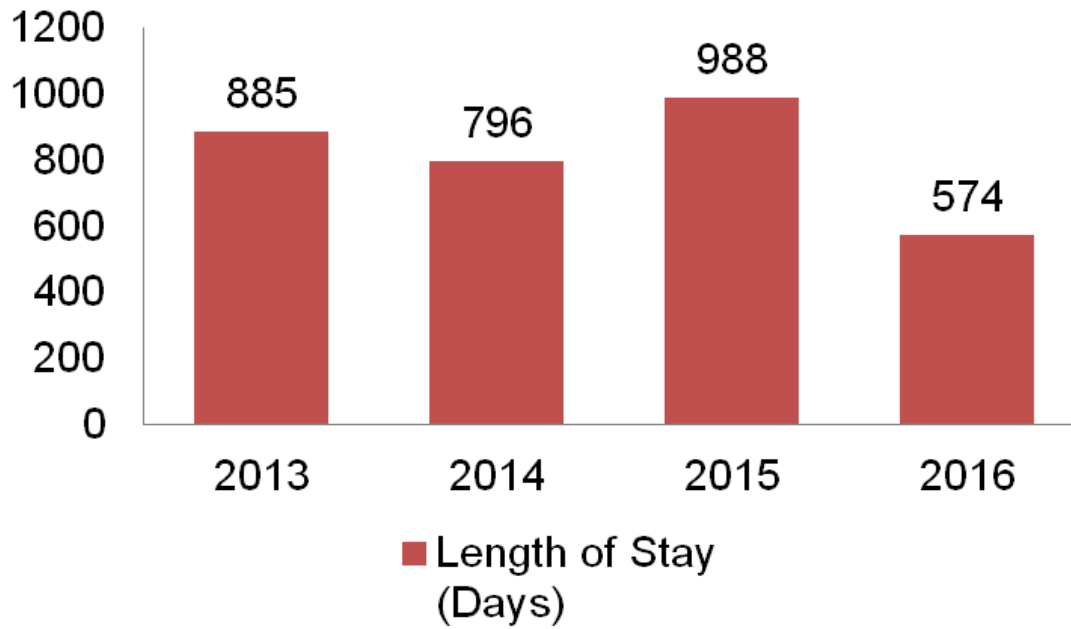


2016 KPI – Quality of Care

Indicator	Goal	2016 YTD Result
# of Residents Fallen	Below Provincial Average 15.2%	21% (Q1) 16% (Q2) 32% (Q3) – new admissions
# of Residents Using Restraints	Below Provincial Average 6%	19% (Q1) 13% (Q2) 12% (Q3)
Resident Length of Stay	N/A (2015 – 988 days)	574 days
Resident/Family Satisfaction Survey	95% Satisfaction Level	97%
Accreditation Level Awarded	Maintain “Exemplary” Level	No change



Residents - Length of Stay



2016 KPI – Healthy Workforce

Indicator	Goal	2016 YTD Result
Reduce Sick Time Costs	80% of employees meeting the target for absenteeism	
	<ul style="list-style-type: none"> Nursing < 10 days in 12-month period 	Sep-15 to Dec-15 – 67% Jan-16 to Apr-16 – 73%
	<ul style="list-style-type: none"> Non-nursing < 7 days in a 12 month period 	Sep-15 to Dec-15 – 73% Jan-16 to Apr-16 – 73%
	<ul style="list-style-type: none"> Non-union < 7 days in a 12 month period 	Sep-15 to Dec-15 – 80% Jan-16 to Apr-16 – 50%



2016 KPI – Case Mix Index (CMI)

Indicator	Goal	2016 YTD result
CMI Revenue	Increase CMI revenue by 1%	2016-2017 Funded CMI: 7.6% increase
Other Revenue Sources	Increase other revenue sources with municipal contributions increases by < inflation rate CPI Ontario – 2.1% (Apr-15 to Apr-16)	2016 budget – 4.0% increase



2016 KPI – Outreach Program

Indicator	Goal	2016 YTD Result
Community Information Sessions	50 participants	40 Participants – Responsive Behaviors (Feb-16) 20 Medical Students – information session about LTC in Ontario (Jun-16)
Telemedicine system	Increase use of telemedicine system	2015 – 22 sessions Sep 30-16 YTD – 18 sessions





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Service Level Changes

- Staffing levels
 - Unchanged since 2011 before approval of additional PSW Shift (trial basis)
- Resident level of care
 - Significant changes since 2011
- Subsequent slides provide details



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Resident Care - Changes

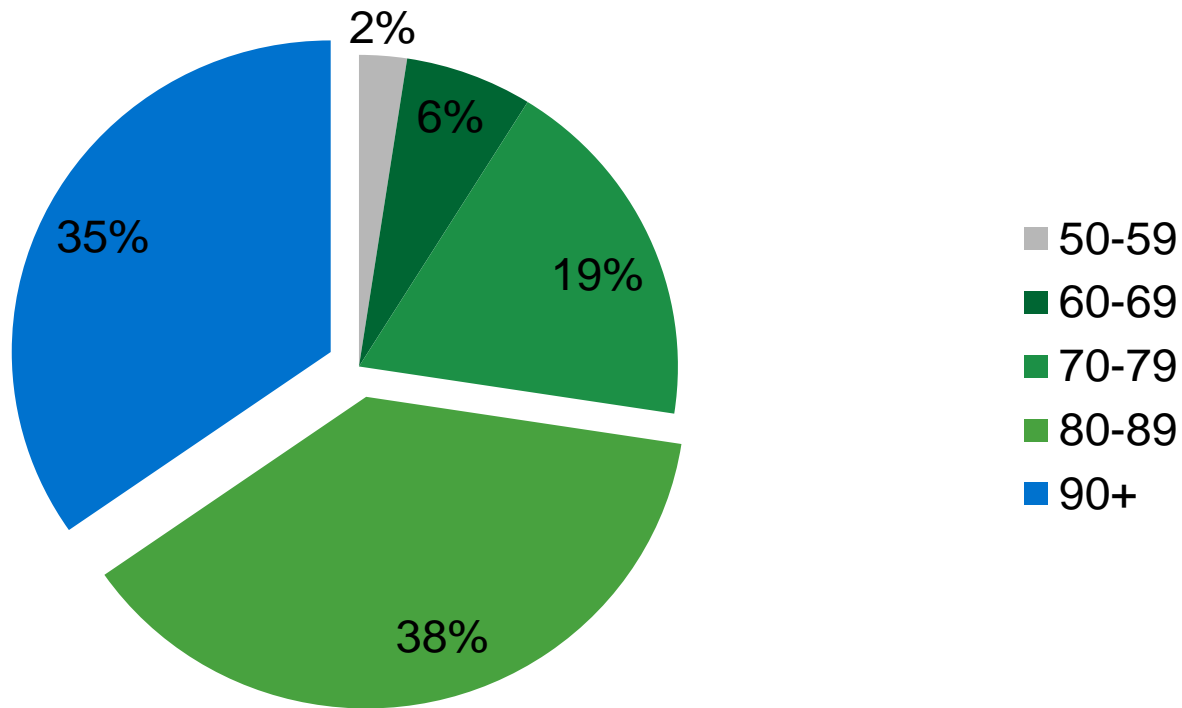
- **Admissions** – most deemed in crisis
- **Complex care requirements** – intravenous therapies, peritoneal dialysis, advanced forms of dementia, aggressive behaviours
- **Families** – increasing expectations

Resident Care - Changes

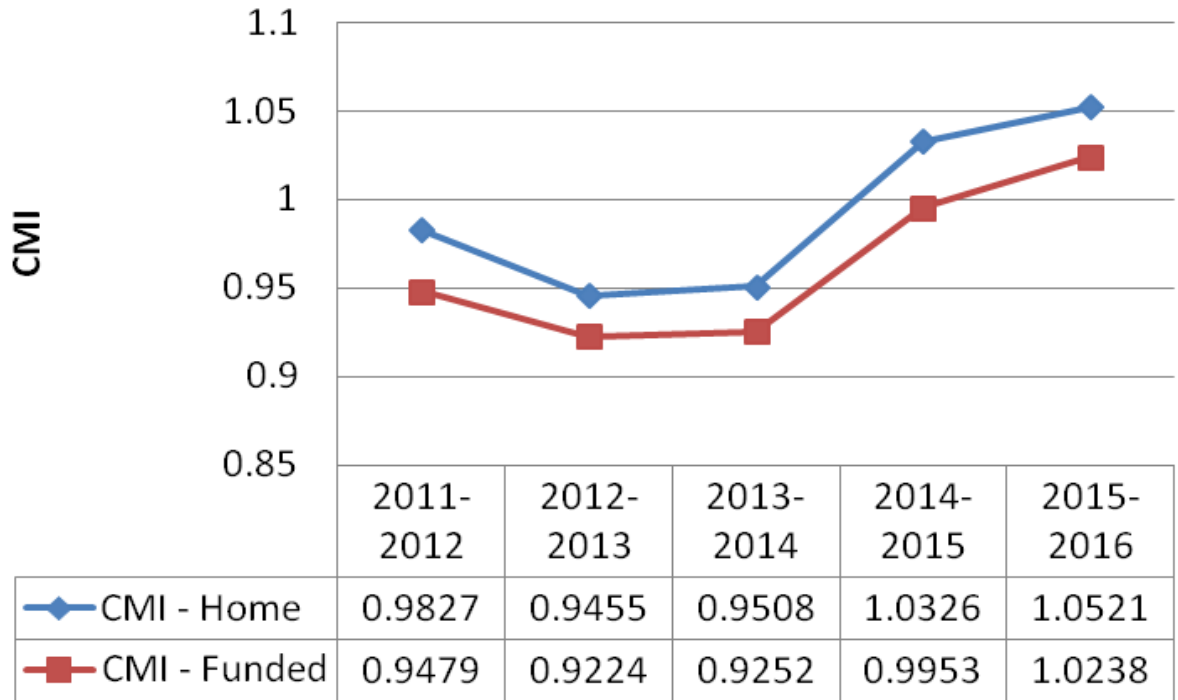
	2011	2016
Aggressive Behavior Score (ABS)	29% of Residents	79% of Residents
Active Daily Living (ADL) – mostly independent	13% of Residents	0.8% of Residents
Two (2) Staff to complete care safely	25% of Residents	65% of Residents




Fairmount Residents by Age Group



Service Level Changes - CMI



Risks and Mitigation Strategies

Level	Issue	Mitigation Strategy
Risk	1. Infrastructure, facility and grounds maintenance	<ul style="list-style-type: none"> • Environmental services – high priority • Septic system – work closely with MOE and public health • Establish sufficient reserve funds
	 2. Municipal contributions vs. provincial base funding increases	<ul style="list-style-type: none"> • Manage operating expenditures diligently • Document to ensure proper CMI • Seek alternative funding sources • Support OANHSS and other key stakeholders for increases in provincial base funding

Caution and advisements – see next slide

Risks and Mitigation Strategies

Level	Issue	Mitigation Strategy
Caution	1. Staffing levels vs. increase care levels	<ul style="list-style-type: none"> •Maintain balance between resident care and charting • Monitor and follow-up of employee attendance and overtime • Establish HR Committee to discuss attendance solutions • Deploy different HR strategies
	2. Staff attendance and availability	
	3. Work Order System – primarily manual, decentralized, capital asset planning challenges	
	4. Scheduling software - antiquated, vendor long-term support questionable	
Advisement	1. Staff retention	<ul style="list-style-type: none"> •Increase employee engagement •Proper charting to reflect CMI revenue and staffing •Cross training and succession planning



2017 Project Proposals

Department	Project Proposal
Administration	<ul style="list-style-type: none">• Fairmount share of IS projects
Dietary	<ul style="list-style-type: none">• Kitchen main dish wash area – reconfiguration
Environmental services	<ul style="list-style-type: none">• Septic system – changes based on septic system study• Administration area – separate air-conditioning unit• Reception area – AODA and functionality
Nursing	<ul style="list-style-type: none">• PSW 7.5 hour shift - continuation (Council approved four-month trial to December 31, 2016)



Summary



- Challenges
 - » Resident level of care – significant changes
 - » Family members – increasing expectations
 - » Staffing levels – unchanged since 2011
 - » Operating expenditures vs. provincial base funding
- Response
 - » Committed to managing risks and striving to continue to provide quality, resident centered care at Fairmount – a home of choice with its Gentlecare™ philosophy



Questions?



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Fairmount Home
2017 Budget Project Proposal
PSW Shift 7.5 Hours - Continuation



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2017 Budget Project Proposal

Department: Fairmount Home

Project: PSW Shift 7.5 Hours - Continuation

Background

Residents are entering into long term care homes with increasingly complex care requirements. Current staffing levels do not match the resident care needs required. Therefore, delivering safe, quality, dignified and resident-centered care has become more challenging.



2017 Budget Project Proposal

Department: Fairmount Home

Project: PSW Shift 7.5 Hours - Continuation

Project Description

To continue with the PSW shift 7.5 hours that Council previously approved on July 20, 2016 that assists nursing staff on all four (4) units with resident bathing, feeding and nourishments.



2017 Budget Project Proposal
Department: Fairmount Home
Project: PSW Shift 7.5 Hours - Continuation

Options Evaluated

- Revert to previous status quo – eliminate 7.5 hours PSW shift after trial period
 - Risk due to increased levels of care required & inadequate staffing levels
- Continue with PSW shift at 7.5 hours per day
 - Addresses issues with care levels & staffing
- Add Additional PSW shift(s)
 - Further addresses issues with care levels & staffing

2017 Budget Project Proposal
Department: Fairmount Home
Project: PSW Shift 7.5 Hours - Continuation

Safety to Persons/Property

- Resident safety
 - » Delayed response to call bells – residents try to get up themselves and risk falls/injury
- Staff safety
 - » Working alone with resident responsive behaviors
 - » Two-person transfers may be done solo - increased risk of injury to staff and/or resident
 - » Increase stress & burnout

2017 Budget Project Proposal

Department: Fairmount Home

Project: PSW Shift 7.5 Hours - Continuation

Legislative Requirements

Long-Term Care Homes Act

- Charting and nourishments are not consistently being completed with current staffing levels
- High risk for neglect due to length of time residents waiting for call bell responses, meals/nourishment and brief changes



2017 Budget Project Proposal
Department: Fairmount Home
Project: PSW Shift 7.5 Hours - Continuation

Council Strategic Priorities

- Goal #1 Seniors and the Aging Tsunami
 - » Residents care needs not being consistently met due to inadequate staffing levels
- Goal #3 Respect for the Taxpayer
 - » Inadequate staffing levels – increase absenteeism, decrease staff morale & negative impact on quality care



2017 Budget Project Proposal

Department: Fairmount Home

Project: PSW Shift 7.5 Hours - Continuation

Fairmount Objectives

- #1 - Improve quality care
 - » Challenge due to increasing levels of care and current staff levels
- #2 - Reduce occurrence & effect of illness/injury
 - » Inadequate time to complete proper care e.g. 2-person transfers
 - » Working alone – residents with responsive behaviours
 - » Stress & burnout
- #3 - Maximize use of non-municipal funding resources
 - » Insufficient time to properly chart that impacts on CMI & funding



2017 Budget Project Proposal

Department: Fairmount Home

Project: PSW Shift 7.5 Hours - Continuation

Operational Efficiencies

- Improved charting - properly reflect level of care
 - » Accurate CMI and resulting provincial funding
 - » Proper allocation of resources (staffing) among units
- Improved attendance, productivity and morale
- Healthier workforce – decrease in injury
- Ministry – decrease in critical incident reporting & subsequent inspections

2017 Budget Project Proposal

Department: Fairmount Home

Project: PSW Shift 7.5 Hours - Continuation

Financial Evaluation

- Total cost of permanent position
 - » Wages & benefits - \$85,800
- Revenue source – Provincial Increased CMI funding
- Timing of project
 - » Continue following pilot period (Sep-16 to Dec-16) and successful evaluation results



2017 Budget Project Proposal Department: Fairmount Home Project: PSW Shift 7.5 Hours - Continuation

Questions?



2017 Budget Project Proposal Fairmount Home

Administration Area Air Conditioning Unit



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2017 Budget Project Proposal

Department: Fairmount Home

Project: Administration Area AC Unit

Background

Due to the configuration of the heating, ventilating and air conditioning (HVAC) system, sufficient cooling cannot be achieved for the administration area due to legislative requirements for resident areas. During the hot weather, temperatures can exceed 80F in some administration offices/areas that negatively impacts on the employees and productivity.



2017 Budget Project Proposal

Department: Fairmount Home

Project: Administration Area AC Unit

Project Description

Install supplemental split air conditioning (AC) unit to address high temperatures in the administration suites and main reception desk area.



2017 Budget Project Proposal

Department: Fairmount Home

Project: Administration Area AC Unit

Options evaluated

- Existing roof top unit (RTU) - increase flow and lower temperature set point. Low temperature violation of the LTCHA for the resident home areas
- Install stand alone AC units in each Administration office. Quote was more costly than recommended option.



2017 Budget Project Proposal
Department: Fairmount Home
Project: Administration Area AC Unit

Safety to Persons/Property

- Administration staff negatively affected in offices/areas when temperatures exceed 27 Celsius (80 Fahrenheit) during hot weather
- Residents negatively affected if current HVAC settings are reduced for resident home areas

2017 Budget Project Proposal
Department: Fairmount Home
Project: Administration Area AC Unit

Legislative Requirements

- Long-Term Care Homes Act – O. reg. 79/10, s.21
 - » Air temperature maintained at a minimum temperature of 22 Celsius (72 Fahrenheit)
- Occupational Health & Safety Act – O. reg. 67/93, s.21
 - » Health Care & Residential Facilities – enclosed workplace maintained at a temperature...that is not likely to cause physical stress because of heat

2017 Budget Project Proposal

Department: Fairmount Home

Project: Administration Area AC Unit

Council/Policy Direction

- Fairmount Home
 - » Heat Stress Policy
 - » Health & Safety Index #14 – enhanced breaks for temperatures in excess of 28 Celsius (82 Fahrenheit)



2017 Budget Project Proposal
Department: Fairmount Home
Project: Administration Area AC Unit

Operational Efficiency

- Improve workplace air temperature and thereby maintain/increase employee productivity



2017 Budget Project Proposal
Department: Fairmount Home
Project: Administration Area AC Unit

Financial Evaluation

Total cost of project - \$26,335

Timing of project – pre-spring/summer 2017

Revenue sources – municipal levy

County share \$8,427



2017 Budget Project Proposal

Department: Fairmount Home

Project: Administration Area AC Unit

Questions?



Fairmount Home 2017 Budget Project Proposal

Dietary – Kitchen Main Dish Wash Area



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2017 Budget Project Proposal

Department: Fairmount Home

Project: Reconfigure Kitchen Main Dish Area

Background

Due to the design of the main kitchen dish area, there is a risk for cross contamination, ergonomic injuries and wasted chemicals. Current configuration has dirty and clean dishes flowing directly into each other, sinks are too deep that requires the use of a false bottom and no spray station to remove soiled food from dishes at the dishwasher end resulting in excess dishwasher cycles to adequately sanitize dishes.



Existing Layout



Fairmount 2017 Project Proposal - Main Dish Wash Area

2017 Budget Project Proposal

Department: Fairmount Home

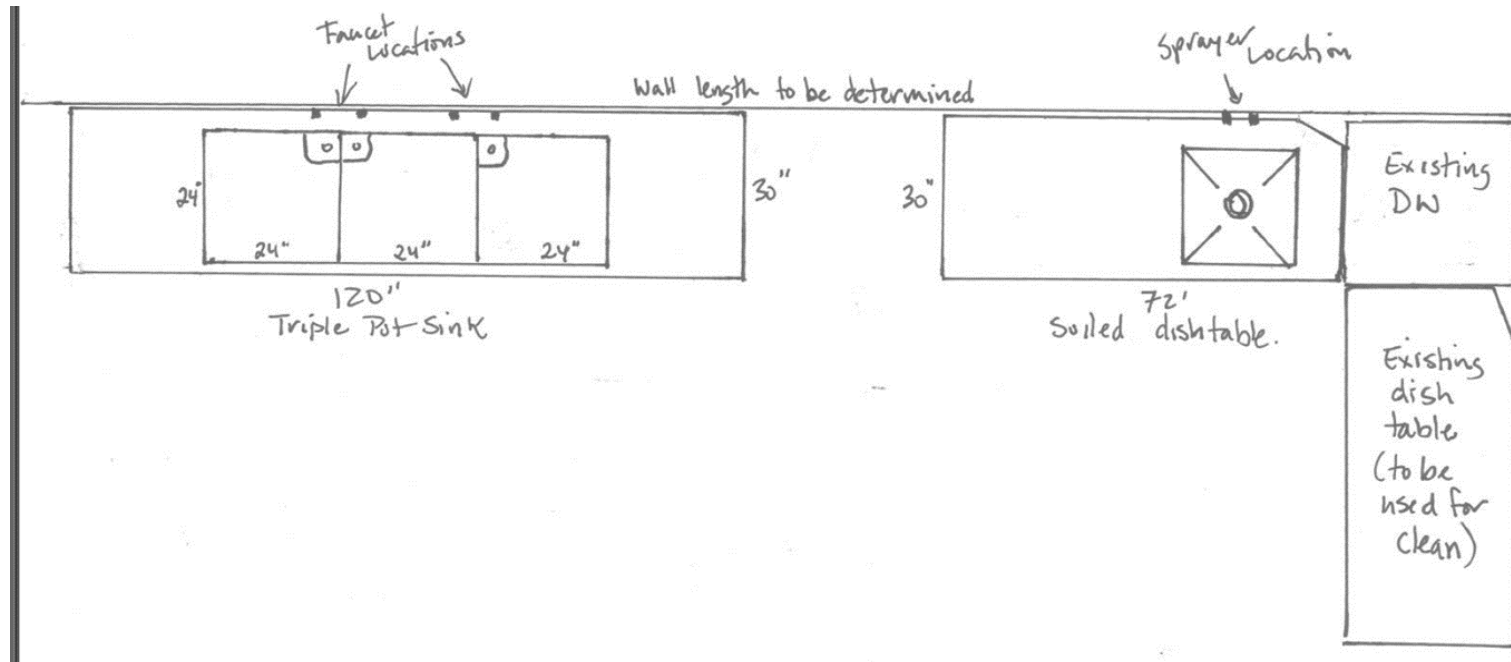
Project: Reconfigure Kitchen Main Dish Area

Project Description

In conjunction of Hendrix Restaurant Equipment & Supplies, design and install a new dish area that ensures food safety standards are being met and staff are able work safely and efficiently.



Proposed Redesign



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reconfigure Kitchen Main Dish Area

Options evaluated

- Status quo
- Redesign the main dish area for the most efficient and cost effective way to address the risks and workflow issues (in consultation with Hendrix Restaurant Equipment & Supplies)

2017 Budget Project Proposal
Department: Fairmount Home
Project: Reconfigure Kitchen Main Dish Area

Safety to Persons/Property

- Higher risk of cross contamination that increases the possibility of food borne illness
- Higher risk of staff injury due improper body mechanics and extra motion due to inefficient configuration



2017 Budget Project Proposal
Department: Fairmount Home
Project: Reconfigure Kitchen Main Dish Area

Legislative Requirements

- Long-Term Care Homes Act – O. reg. 02/45, s.72
- There must be institutional food service equipment with adequate capacity to clean and sanitize all dishes, utensils and equipment used in food production, dining and snack service



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reconfigure Kitchen Main Dish Area

Council/Policy Direction

- Fairmount – Dietary & Hydration Services – 49
 - » A comprehensive food safety program, including Sodexo’s 24 Points to Food Safety and HACCP program will be used
 - » To ensure the serving of safe food to our residents and guests



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reconfigure Kitchen Main Dish Area

Financial Evaluation

Total cost of project – \$7,500

Timing of project – Spring/early summer 2017

Revenue sources – Municipal levy

County share \$2,400



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reconfigure Kitchen Main Dish Area

Questions?



2017 Budget Project Proposal Fairmount Home

Reception Area – AODA & Functionality



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2017 Budget Project Proposal

Department: Fairmount Home

Project: Reception Area – AODA & Functionality

Background

The reception desk area requires changes to improve the functionality. Proposed changes also address AODA legislation for service counters. Funding was previously approved in 2016 for AODA retrofits including Fairmount's service counter for its residents many of whom require mobility aids.



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reception Area – AODA & Functionality

Project Description

Reconfigure reception area to address functionality issues and meet AODA legislative requirements for service counters.



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reception Area – AODA & Functionality

Options evaluated

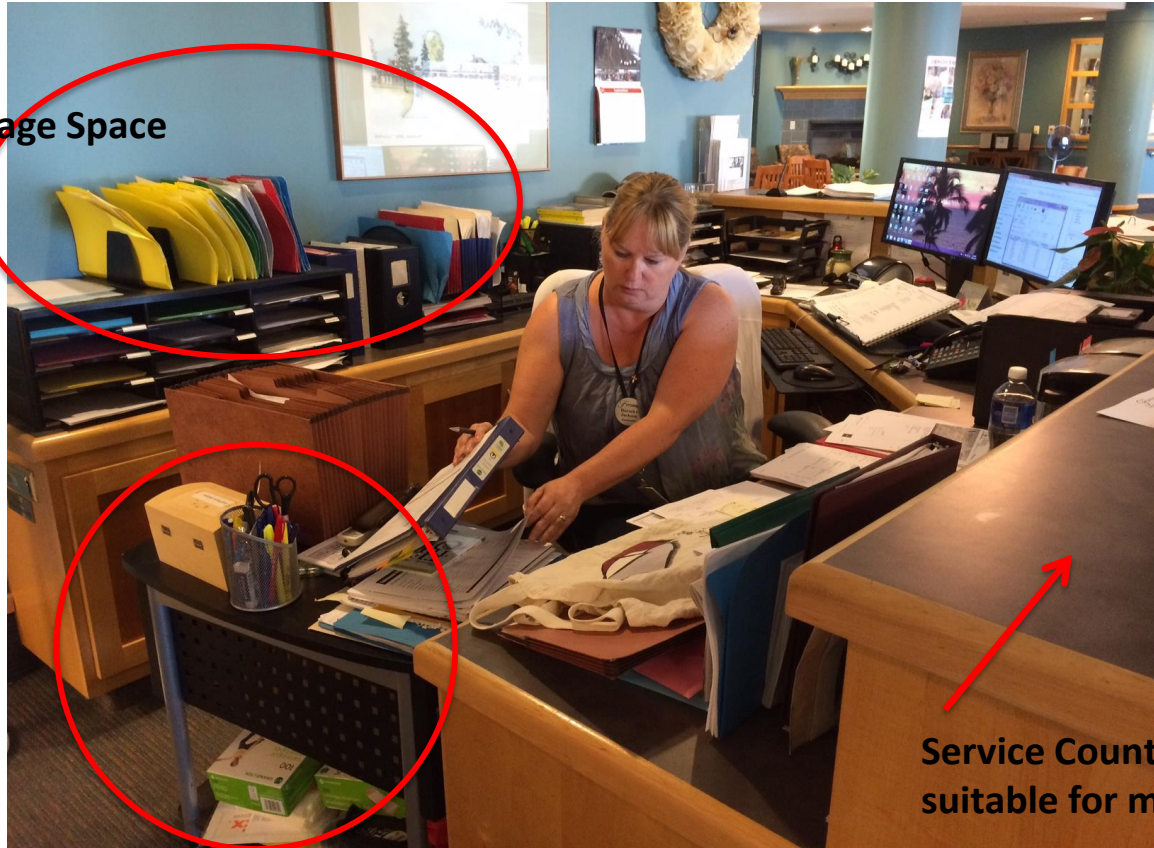
- Status quo – receptionist work area remains as is; service counter not accessible for mobility aids
- Reconfigure service counter only based on AODA requirements – cost estimate \$2,000
- Reconfigure area to address both functionality issues & AODA requirements – cost estimate \$9,500

Reception Area – Status Quo

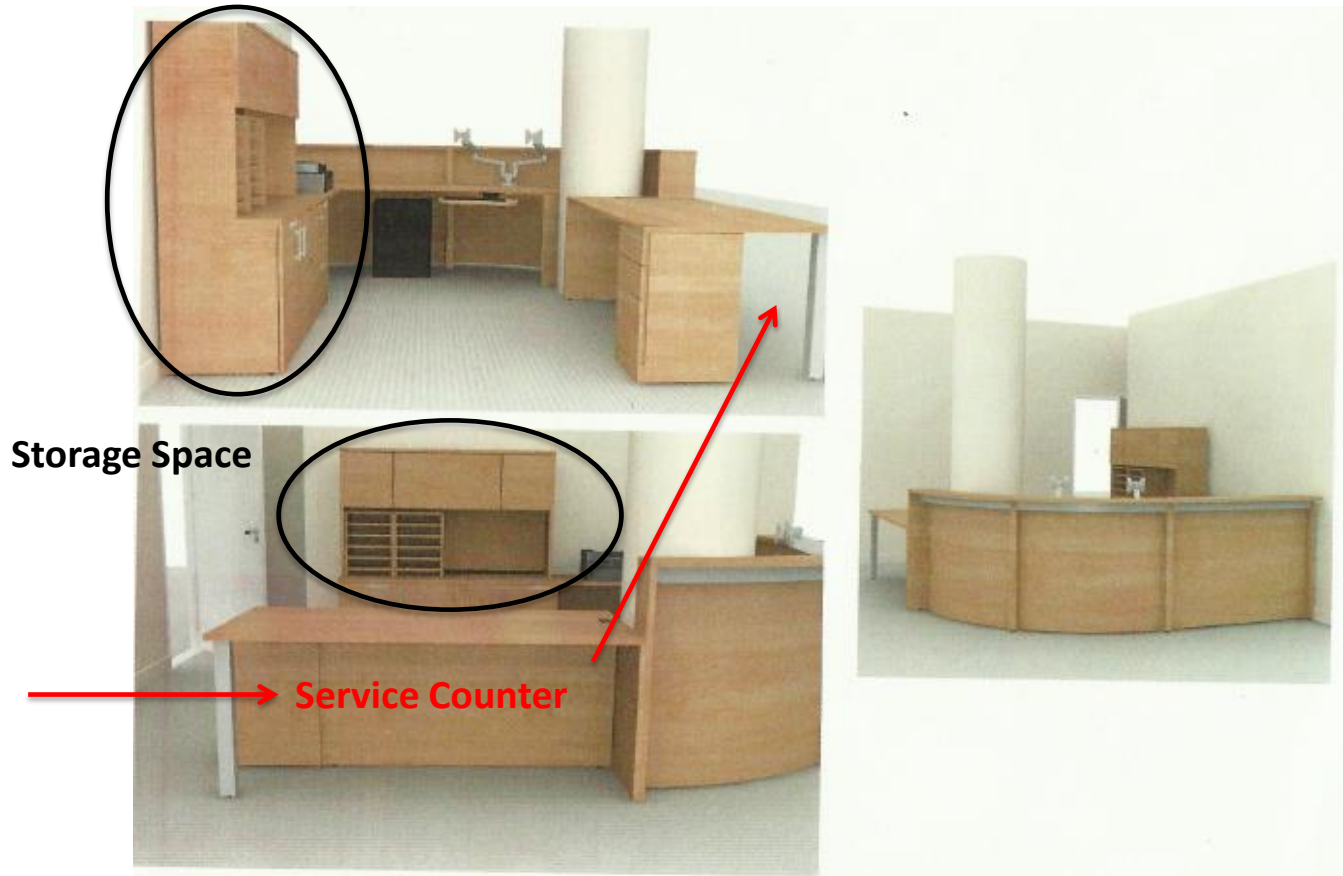
Limited Storage Space

Mobile cart moved nightly

Service Counter not suitable for mobile aids



Reception Area – Proposed Changes



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reception Area – AODA & Functionality

Legislative Requirements

Accessibility for Ontarians with Disabilities Act, 2005

- Service Counters – when constructing new service counters, which includes replacing existing service counters, the following requirements must be met:
 - » 1. There must be at a minimum one service counter that accommodates a mobility aid for each type of service provided... and the accessible service counter must be clearly identified with signage, where there are multiple queuing lines and service counters.
 - » 2. Each service counter must accommodate a mobility aid, where a single queuing line serves a single or multiple counters. O. Reg. 413/12, s. 6.



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reception Area – AODA & Functionality

Alignment with Key Strategic Directions

- #1 - To provide responsive and dignified care to residents always seeking to improve their quality of life
- #2 - To provide an efficient, positive and safe work environment based upon best practices and mutual respect



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reception Area – AODA & Functionality

Financial Evaluation

- Total cost of project \$9,500
 - » ~ \$2,000 previously approved for 2016
- Timing of project – early 2017
- Revenue sources –
- Municipal levy

County share(net of reserve transfer from
Ontarians with Disabilities \$2k) \$1040



2017 Budget Project Proposal

Department: Fairmount Home

Project: Reception Area – AODA & Functionality

Questions?





2017-2021 Business Plan

Emergency and Transportation Services

2016 Budget Project Proposal #1

To increase logistics support from 1.6 to 2.0 Full Time Equivalents (FTEs) and add one fleet vehicle:

- Project was implemented on January 1, 2016
 - Positive improvement to station supply and maintenance.
 - Reduction of stretcher and oxygen equipment maintenance time.



2016 Budget Project Proposal #2

To change the deployment model at the Wolfe Island Paramedic Station:

- Three year implementation strategy
- Project was implemented on February 22, 2016
- On target for 265 days of coverage, in 2016, under new model

2016 Key Performance Indicators

Indicator	Goal	2016 YTD Result
Legislated Response Time Standard	CTAS 1 – 8 minutes or less 68% of the time	73.5% (August)
Urban Area Unit Hour Utilization (UHU)	<.35	.34 (August)
Attendance/Ability Management	80% of employees meeting target of = to or <12 days	66.67% (April)

Service Level Changes

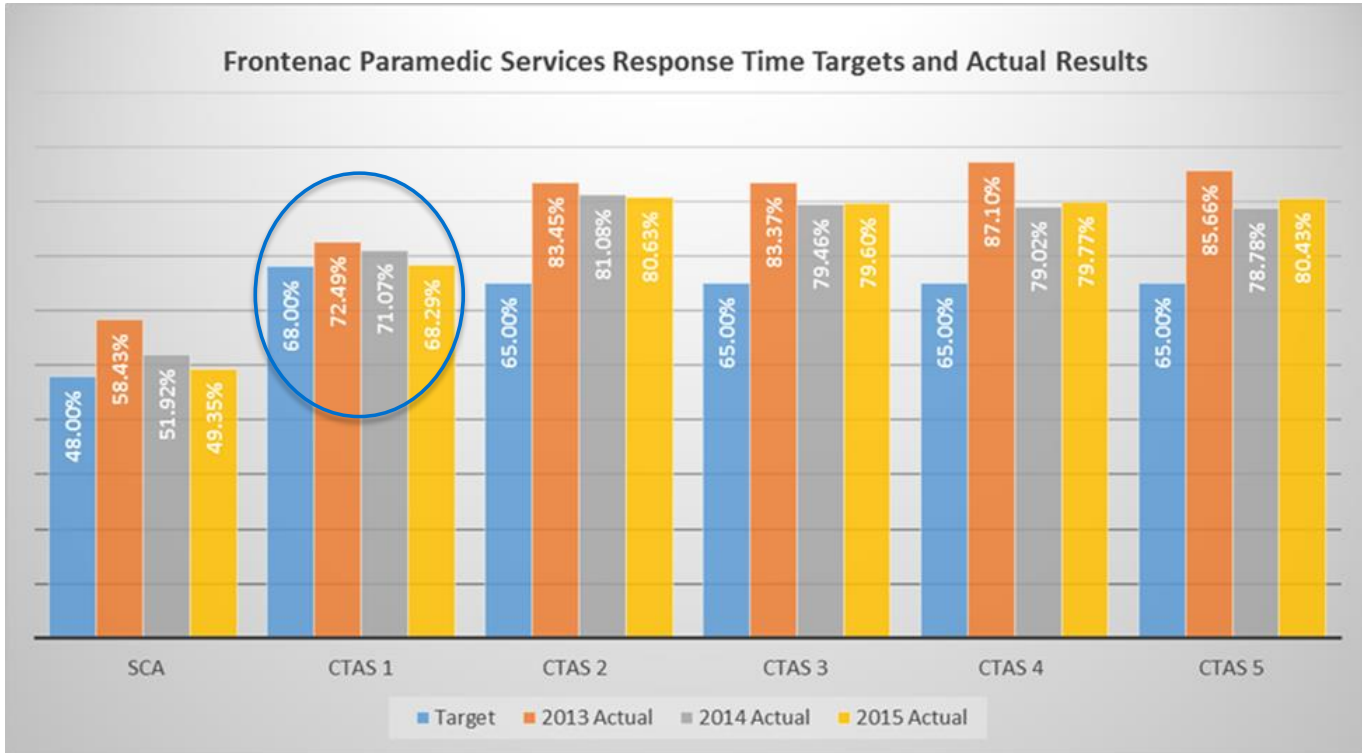
Year	Proposed Change	Rationale Relative to Objectives
2017	Additional 12 hour ambulance CP – Wellness Clinics	UHU and RTS compliance Council Strategic Goals
2018	Performance Standards/Training Superintendent	Increase in legislated training for paramedics
2019 to 2021	New Station or Co-location with Kingston Fire & Rescue	UHU and RTS compliance

Risk Analysis

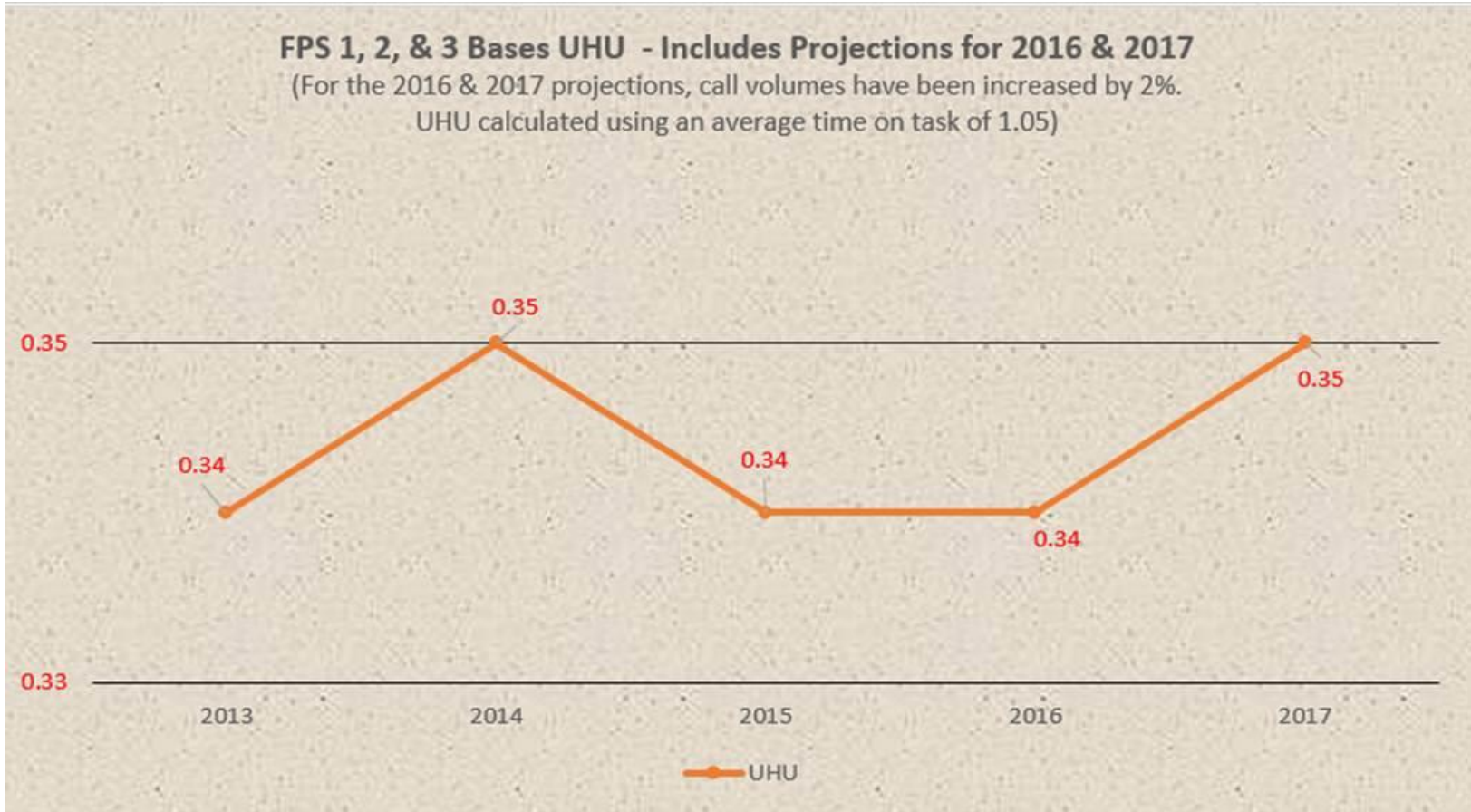
Level	Issue
Caution	<p>The Ontario Government 50/50 Land Ambulance Grant (based on previous year approved budget) is discretionary and not legislated. In past years the ratio has slipped as low as 37%.</p> <p>The County's current work order system is primarily manual, decentralized and maintained with a variety of tools, which would require extensive effort to amalgamate for capital asset planning.</p> <p>The current system may also present a risk if the County is audited for compliance with the Ambulance Act and MFIPPA.”</p>
Advisement	The Collective Agreement with OPSEU paramedics expired on December 31, 2015 and we have not scheduled bargaining dates.
Advisement	Changes in land ambulance deployment by neighbouring municipalities may have either positive or negative effects on FPS call volumes, deployment and response times.



Response Time Standards



Unit Hour Utilization



QUESTIONS



2017 ETS – FPS DRAFT Budget Project Proposal

Additional 12hrs/365day
Paramedic Coverage in Urban Area



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2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/ 365 days Paramedic Coverage

Project Description:

Enhance paramedic coverage by adding twelve hours of staffing in the urban response area.



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage

Project Description:

Background:

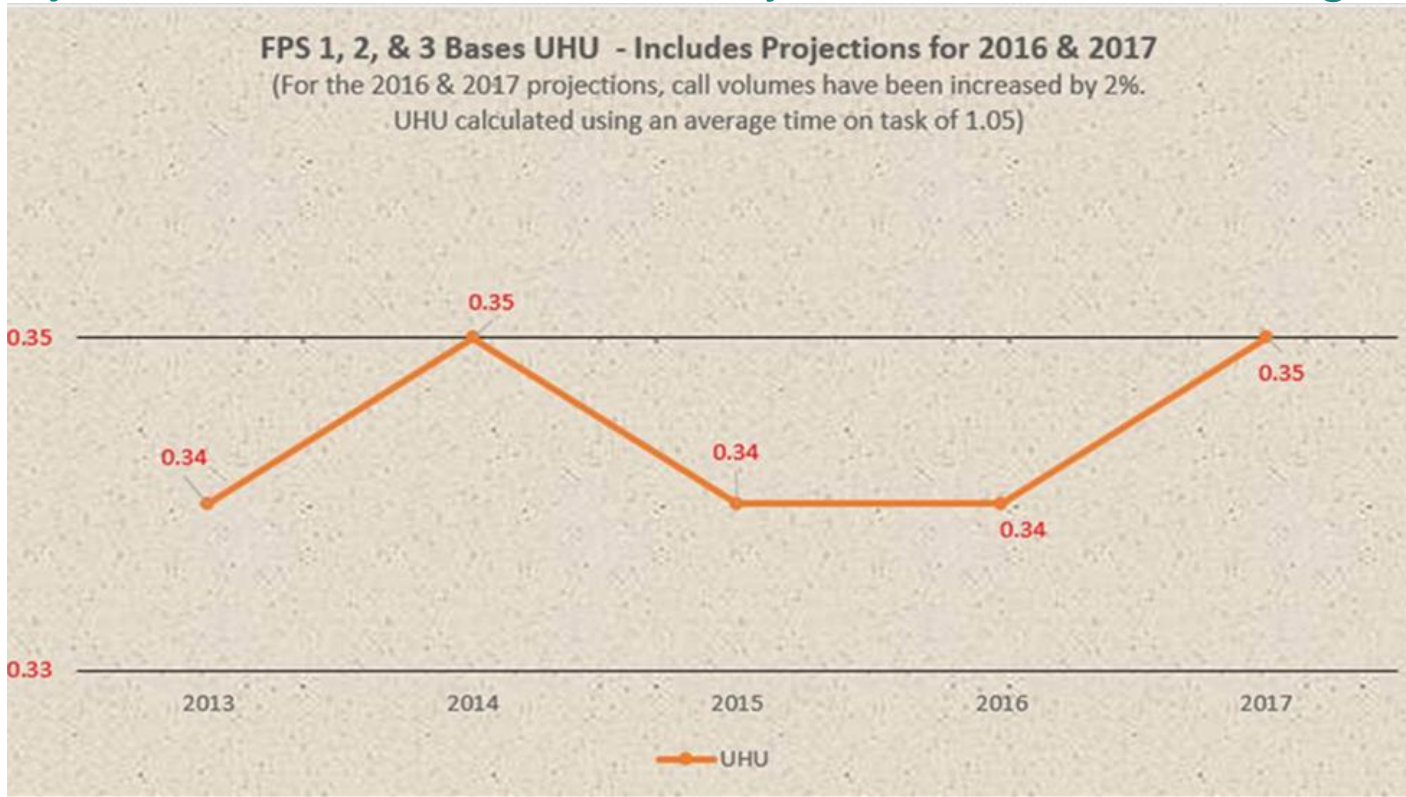
- Two (2) factors are contributing to the need for additional resources
 - Year over year **increase** in our Unit Hour Utilization to near .35
 - 6% **decrease** over the last three (3) years in our Response Time Standard (RTS) on CTAS 1 calls



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage

Project Ranking:

1. Safety to Persons/Property

- To meet the Response Time Standard set annually for all CTAS levels of patients
- Monitor UHU to ensure adequate resources available to meet response time goals



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage

Project Ranking:

2. Legislative Requirements

- The Ambulance Act
- Regulation 257/00
- Land Ambulance Certification Standards



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage

Project Ranking:

3. Council/Policy Direction

Response Time Standards – CTAS 1

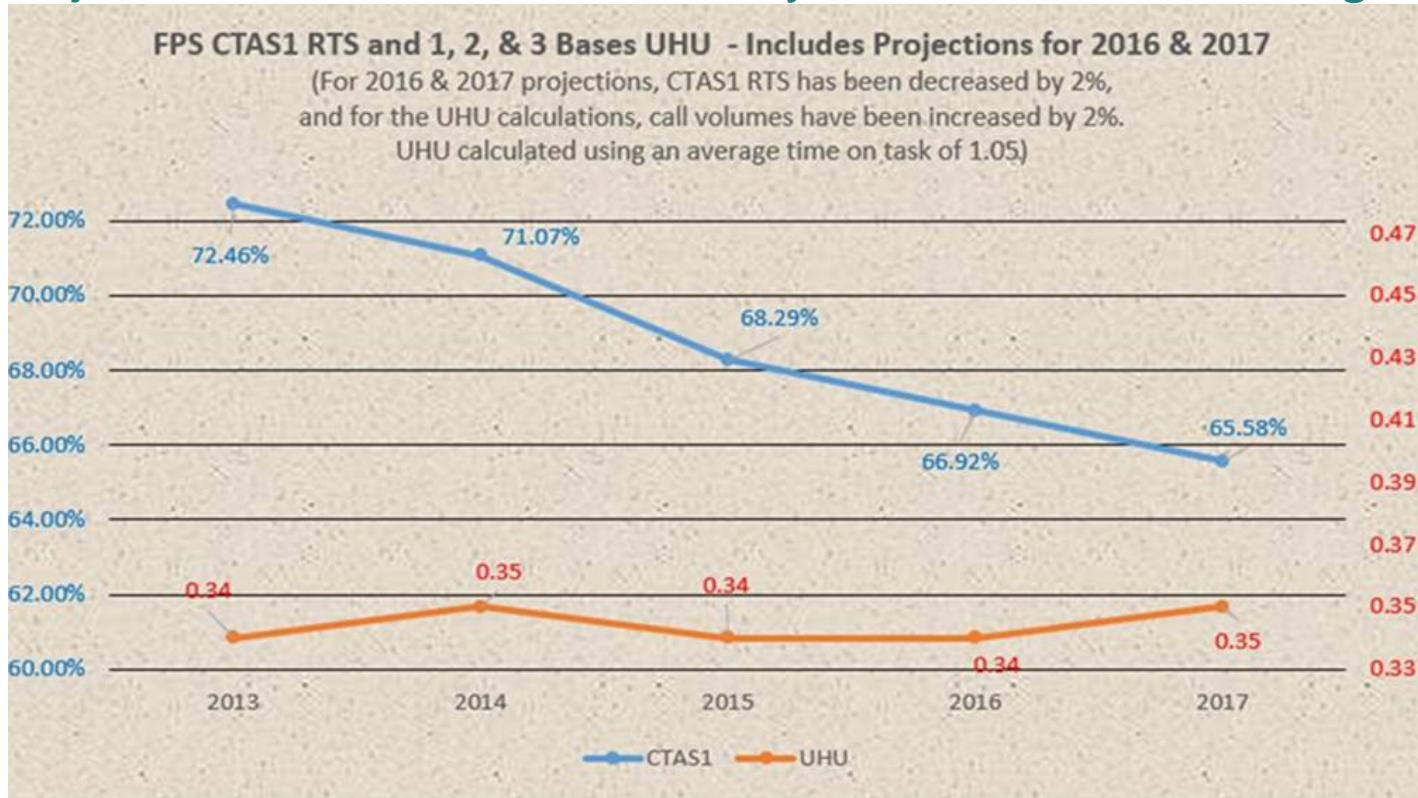
68% within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage

Project Ranking:

4. Operational Efficiency

- Meet industry risk management practices
- Reduce time pressures on crews
- **Right** resources, **right** time, **right** location
 - Kingston Urban Station Study



2017 Budget Project Proposal

Department: ETS/FPS

Project: Additional 12hrs/365days Paramedic Coverage

Financial Evaluation:

Total cost of project –

\$426,120 increase in wages, benefits and statutory deduction (to be implemented over two (2) fiscal years; 2017 and 2018)

Revenue sources –

The staffing increase will become eligible for the 50/50 funding through MOHLTC grant in the year following the implementation

Municipal levy

County share 2017 \$45,500 / 2018 \$68,700



QUESTIONS



2017 ETS – FPS DRAFT Budget Project Proposal

Community Paramedicine Wellness Clinics



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2017 Budget Project Proposal

Department: ETS/FPS

Project: Community Paramedicine – Wellness Clinics

Project Description:

To increase the frequency of Wellness Clinics throughout Frontenac.



2017 Budget Project Proposal

Department: ETS/FPS

Project: Community Paramedicine – Wellness Clinics

Project Description:

Background:

- 2014 – Wellness Clinics on Wolfe Island
- 2015 – expanded to include clinics in South, Central and North Frontenac through County Council budget and MOHLTC grant
- Clinics have been “wildly” successful and are now aligned through the North and South Frontenac Community Services Diner’s Club schedules for maximum exposure



2017 Budget Project Proposal

Department: ETS/FPS

Project: Community Paramedicine – Wellness Clinics

2015:

- Wolfe Island had 11 clinics with a total of 66 client contacts
- Northern Frontenac (SF,CF, NF) had a total of 7 clinics with a total of 87 client contacts

In 2016(Apr-Sept):

- Wolfe Island had 5 clinics with a total of 29 client contacts
- Northern Frontenac (SF,CF,NF) had 4 clinics with 81 client contacts



2017 Budget Project Proposal

Department: ETS/FPS

Project: Community Paramedicine – Wellness Clinics

Project Ranking:

3. Council/Policy Direction

Meeting the Aging Tsunami Challenge for Frontenac Seniors

- Community Paramedicine programs may assist with the Senior Housing strategy and help maintain seniors remaining in their own homes as they age.
- Community Paramedicine projects are effective in reducing 911 calls and can be correlated to RTS



2017 Budget Project Proposal

Department: ETS/FPS

Project: Community Paramedicine – Wellness Clinics

Financial Evaluation:

Total cost of project – \$18,000 per year

Revenue sources –

MOHLTC – CP funding of \$3000

Municipal levy – County share \$15,000



QUESTIONS





2017-2021 Business Plan Planning and Economic Development



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2016 – What Did We Do?

- First County Official Plan – January 2016
- \$300,000 in external funding approved for Advancing Economic Development in Frontenac through Collaboration
- Private Roads Study approved
- First Regional Brand for Frontenac
- Harrowsmith Community Improvement Plan adopted
- Business Ambassador program launched #InFrontenac

2016 Projects Update

Harrowsmith Community Improvement Plan

- To encourage rehabilitation initiatives and/or stimulate development in the hamlet of Harrowsmith. Once implemented, the **plan** allows South Frontenac to provide tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area.

CIP Evaluation	
Total Cost	\$70,000
Current Status	Completed October 2017

2016 Projects Update

Advancing Economic Development in Frontenac through Collaboration

- **Branding** – A region-wide brand to define Frontenac and showcase diversity. This is not a traditional corporate brand, it is a tool to foster a sense of place and grow the reputation of Frontenac as a desirable place to live, visit, and do business.

Branding Evaluation	
Total Cost	\$40,000
Current Status	Completed

2016 Projects Update

Advancing Economic Development in Frontenac through Collaboration – Cont'd

- **Community Development Coordinator (CDO)** (includes wages, benefits, office and transportation costs) – to be hired on a 3-year contract to deliver the actions of the economic development implementation plan.

CDO Evaluation	
Total Cost	\$ 100,000 per year
Current Status	On-going – CDO was hired for a 3-year contract effective August 15, 2016.



2016 Projects Update

Advancing Economic Development in Frontenac through Collaboration – Continued

- **Food & Beverage Business Retention and Expansion** – to encourage an environment that lends to enhancing and growing the current and future food related businesses in Frontenac.

F&B Evaluation	
Total Cost	\$10,000
Current Status	Work-in-progress - A Business Ambassador Program is being delivered by the CDO and is on-going. Food and beverage businesses are a priority in the program. This project is augmented by approved external funding.



2016 Projects Update

Advancing Economic Development in Frontenac through Collaboration – Continued

- **Web-based Portal** – A one-stop data tool for residents, visitors and businesses who are looking for information on Frontenac.

WB Portal Evaluation	
Total Cost	\$20,000
Current Status	Work-in-process – an URL (infrontenac.ca) has been secured. The site will be developed and hosted by the current web provider for the County. The site is slated to be completed by December 31, 2016. This project is augmented by approved external funding. (now \$30,000)



2016 Projects Update

Advancing Economic Development in Frontenac through Collaboration – continued

- **Accommodation Study** - to encourage and support the opening and operation of 100 new accommodation beds in the Frontenacs by 2020.

Accommodation Study Evaluation	
Total Cost	\$50,000
Current Status	Not started – RFP to go out in November, 2016
Recommendation	Defer the project to 2017 to allow for staff time to manage the project



2016 Projects

Advancing Economic Development in Frontenac through Collaboration – continued

- **External Funding** – Department staff were tasked to increase the 3 year \$500,000 budget by two fold.

Funding has been approved in 2016 as follows:

- | | |
|--|------------|
| • External funding (to be later named) | \$ 300,000 |
| • Township Collaborative contribution | \$ 65,000 |
| • Private Donation | \$ 5,000 |
| • Big Data for Small Places | \$ 50,000 |



2016 Projects Update

Communal Services Study

- A planning, fiscal, and environmental study to consider new development in settlement areas to be built using communal services. This can result in smaller lot sizes and better integration into the existing village fabric, and increase number of citizens within walking distance of commercial areas.

CSS Evaluation	
Total Cost	\$80,000
Current Status	Not started – RFP to go out in November, 2016
Recommendation	Defer the project to 2017 to allow for available staff time to manage the project

2016 Projects Update

Age-Friendly Community Plan

- To best meet the needs of seniors the County recognizes that the ways in which we plan and design our communities, deliver public services, and engage and communicate with seniors should be enhanced.

AFCP Evaluation	
Total Cost	\$40,000 (\$35,000 grant; \$5,000 in-kind)
Current Status	Work-in process - to be completed by February 2017

2016 Projects Update

Senior Housing Study

- Ongoing development of a seniors' housing project in each Township. Marysville (Frontenac Islands) project commenced in 2015. North, Central and South Frontenac started the process in 2016.

SHS Evaluation	
Total Cost	\$24,000
Current Status	On-going



2016 Projects Update

Private Roads Study

- A study to create land use policy criteria and use of legal tools to allow for continued waterfront development on private roads (currently 40% of County assessment is on private roads).

PRS Evaluation	
Total Cost	\$60,000
Current Status	Completed



Key Performance Indicators 2016

- 100% planning recommendations endorsed
- One successful hearing - Ontario Municipal Board
- Community Improvement Plans R.O.I.
- 3 km K&P Trail development to Sharbot Lake
- \$420,000 leveraged from other funding sources
- Four partnerships
- Two of collaborative projects completed



New or Enhanced Initiatives

13. Brand Recognition Program	Regional Signage Strategy and Implementation	Local Food/Agri-Business	Ferry by Foot Program
<p>Description: Bring awareness of the new brand for Frontenac to businesses, residents and visitors. Includes Business Ambassador Program</p>	<p>Description: Using the new region-wide brand determine and install the signage required for major roads, gateways, hamlets, trails and way-finding.</p>	<p>Description: Build on existing momentum to increase local food capacity and expand awareness of the value of local food /agri-business</p>	<p>Description: Develop a program to encourage visitors to Frontenac Islands to travel by foot rather than by vehicle.</p>
<p>Timelines: 2016-2017</p>	<p>Timelines: 2016-2019</p>	<p>Timelines: 2016-2018</p>	<p>Timelines: 2016-2019</p>
<p>Responsibility: Manager of Economic Development, Community Development Officer</p>	<p>Responsibility: Manager of Economic Development, Community Development Officer</p>	<p>Responsibility: Manager of Economic Development; Community Development Officer</p>	<p>Responsibility: Manager of Economic Development; Community Development Officer</p>
<p>Resources: Internal Communications Officer External: Township staff; Business Brand Ambassadors - (\$85,000 Economic Development Actions Plan augmented by external funding.</p>	<p>Resources: Internal GIS Specialist; External – Township staff and Economic Development Committees. (\$135,000 Economic Development Actions Plan augmented by external funding)</p>	<p>Resources: Internal Communications Officer, GIS Specialist; External Township staff; Economic Development Committees (\$110,000 Economic Development Actions Plan augmented by external funding)</p>	<p>Resources: Communications Officer, External – Township staff; Local community organizations; (\$65,000 - Economic Development Actions Plan augmented by external funding)</p>



Key Performance Indicators - 2017

- Percentage planning recommendations endorsed
- Success rate at Ontario Municipal Board
- Community Improvement Plans R.O.I.
- K&P Trail development to Sharbot Lake
- Dollars leveraged from other funding sources
- Number of partnerships
- Number of collaborative projects completed
- Number of Business Ambassador agreements



Questions?





2017 Budget Project Proposal Planning and Economic Development

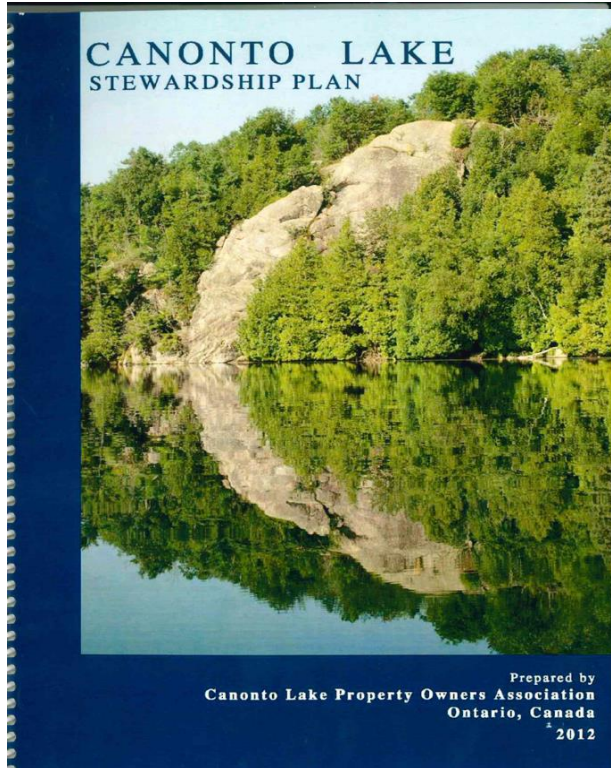


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2017 Budget Project Proposal

Department: Planning and Economic Development

Project: Community Opportunities Grant



Background:

- Former Grant : Small Scale Community Sustainability Initiatives was an approved project in the County's Integrated Community Sustainability Plan (ICSP) from 2009-2015
- Supported building community capacity and covered all four pillars of sustainability: social, cultural, economic and environmental.
- It is recognized that a number of community projects contribute towards sustainability.



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2017 Budget Project Proposal

Department: Planning and Economic Development

Project: Community Opportunities Grant

- 2009-2014 County investment approximately \$280,000
- Total project value to communities \$720,000
- Community groups have few funding recourses - grants available are few
- Complements Community Improvements Plans
- Encourages volunteerism



2017 Budget Project Proposal

Department: Planning and Economic Development

Project: Community Opportunities Grant

The grant will be offered in three streams:

1. Individual
2. Groups/Organizations
3. Businesses
 - » Priority will be given to asks/projects that fall within the themes and demographics of the Economic Development Charter: Trips and Trails, Food and Beverage, Recreational Lifestyle and Youth and Seniors.



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2017 Budget Project Proposal

Department: Planning and Economic Development

Project: Community Opportunities Grant

Examples

Theme/ Demographic	Individual (up to \$500) Provincial/ National/ World	Group/Organization (up to \$1000)	Business Marketing (up to \$5000)
Trips & Trails	- Mountain Biking	- Snowmobile Club - EOTA	- Accommodation
Food & Beverage	- Chef competition	- Farmer's Markets - Food Council	- Artisan Cheese - Breweries
Recreational Lifestyle	- Extreme Kayaking	- Cycling Tour - ATV Run	- Outfitters
Youth / Senior	- Marathons	- Team games	



2017 Budget Project Proposal

Department: Planning and Economic Development

Project: Community Opportunities Grant

- Grants for individuals would be awarded on a basis of a person being involved in an event at a provincial, national or world level and could be awarded the grant for each year to a maximum of three years.
- Grants for groups and/organizations could be awarded for more than one year but each subsequent year would be reduced by 25% (year 1= \$1000; year 2= \$750; year 3= \$500).
- Grants for businesses would be awarded on a one time basis. It would require the business to contribute 50% matching funds or if the business was matching funds with another funding (example Community Futures Development Corporation) a 1/3, 1/3, 1/3 combination could be considered.



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2017 Budget Project Proposal

Department: Planning and Economic Development

Project: Community Opportunities Grant

Financial Evaluation:

Timing of the project – 2017-2021

2017 Revenue Source:

- Levy \$28,000 (\$1 per resident)

Note: increased over the following two years to be the equivalent of \$2/county resident by 2019



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Questions?





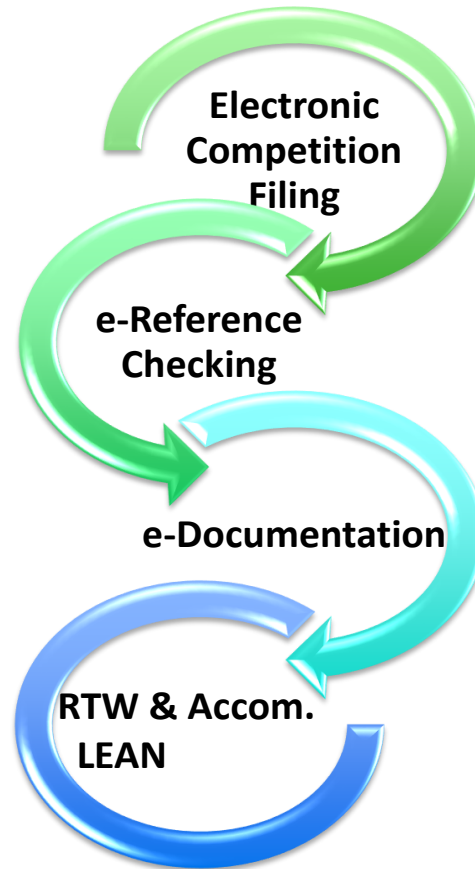
2017-2021 Business Plan

Human Resources

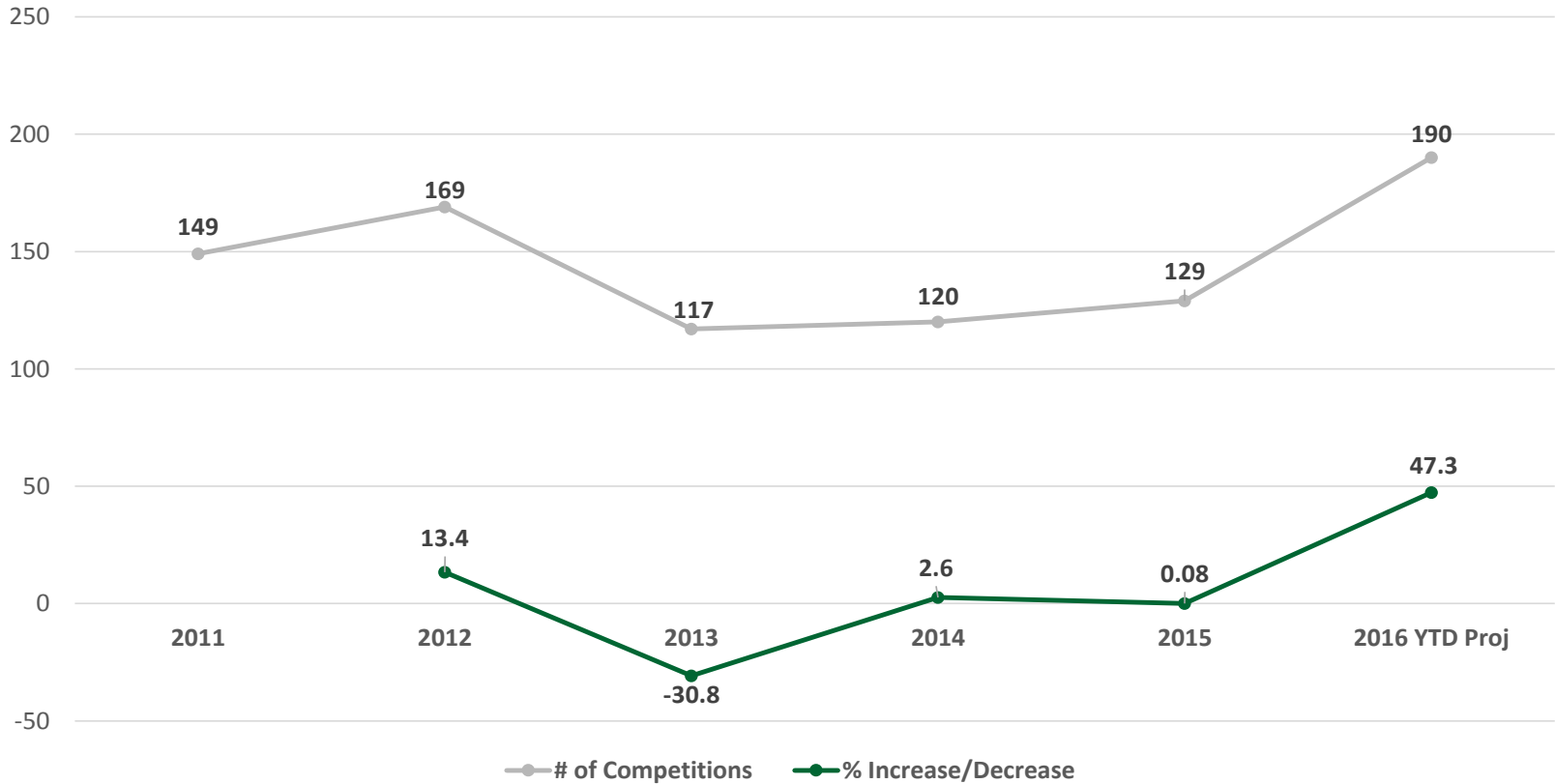


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Key Process Improvements - YTD

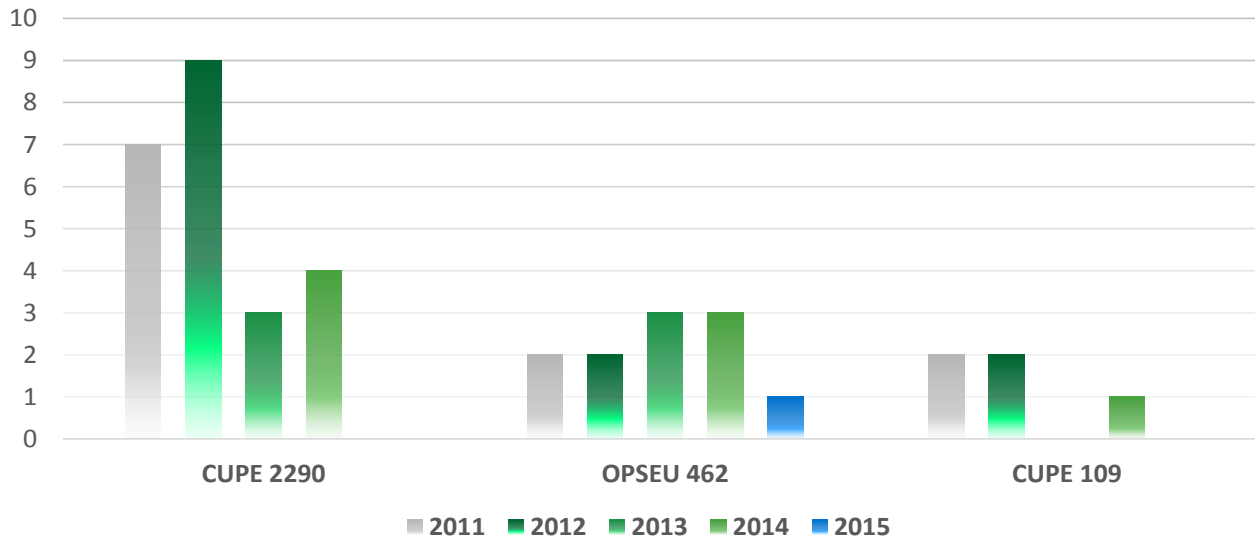


Key Stats – Recruitment Activity



Key Stats – Labour Relations Activity

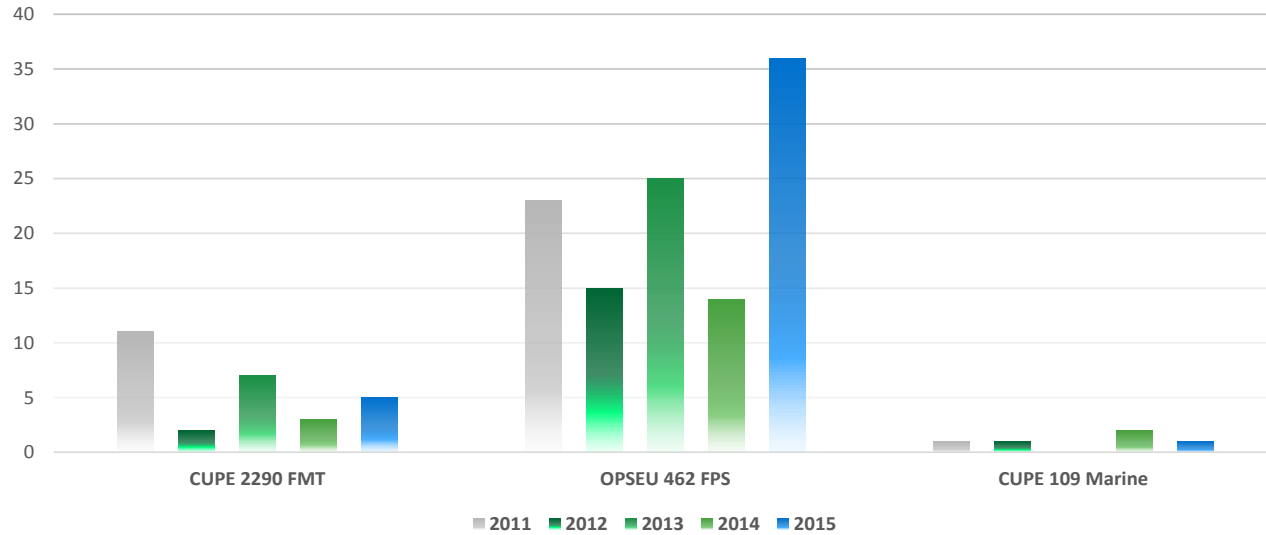
INVESTIGATIONS BY UNION GROUP



Union Group	# of Eee's
CUPE 2290 FMT	183
OPSEU 462 FPS	132
CUPE 109 Marine	16

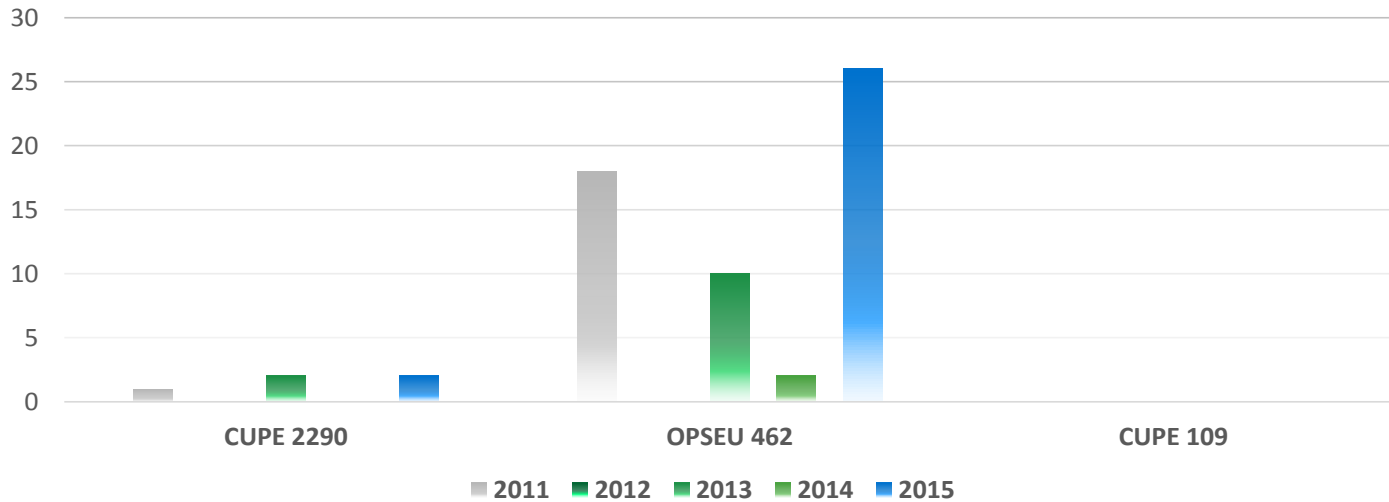
Key Stats – Labour Relations Activity

Grievances by Union Group

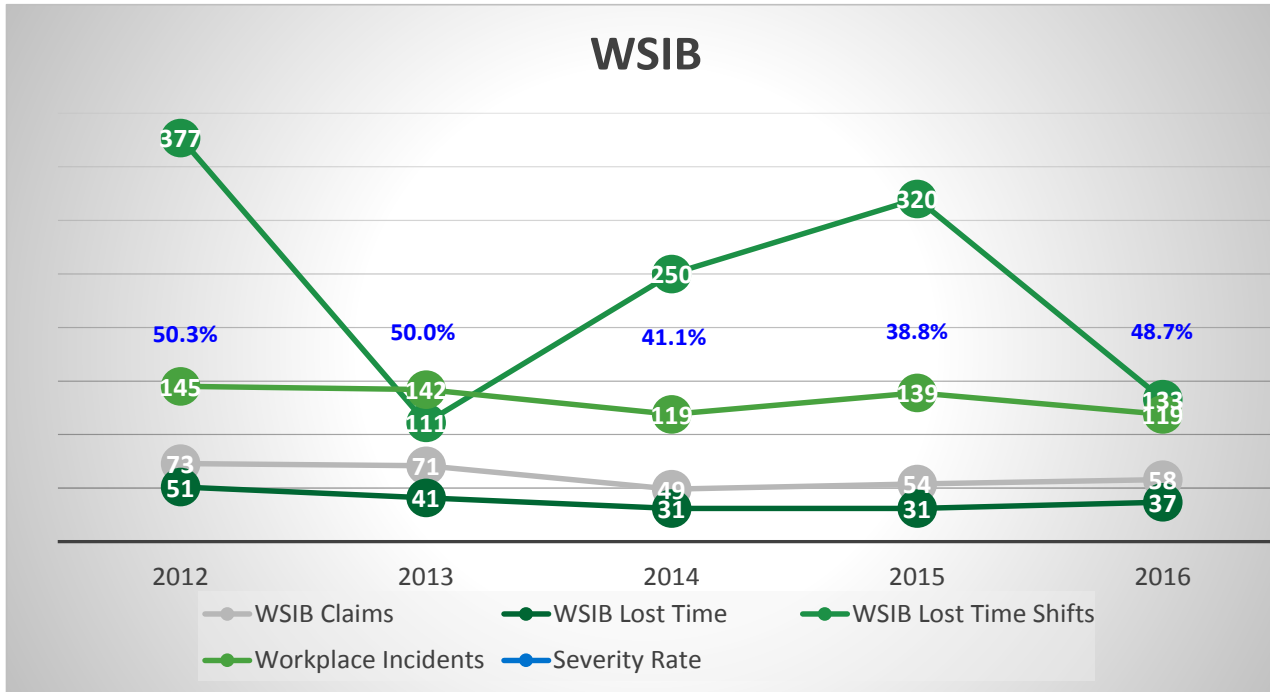


Key Stats – Labour Relations Activity

Arbitrations By Union Group



Key Stats – WSIB Activity



Key Program Review - 2017

- Market review of the benefits program
- Pay equity maintenance
- Competency framework developed for non-union positions
- Education and development plan
- Policy review



Risk Analysis

Level	Issue
Risk	
Caution	WSIB appeal; WSIB Schedule 2 and presumptive legislation; Absenteeism levels – short-term;
Advisement	Pay Equity; Pay Equity Commission; OPSEU 462 and CUPE 2290 CB; Arbitration – 2017

Risk Mitigation Strategy

Issue	Mitigation Strategy
Caution	
1. WSIB schedule 2	Prevention plan and strategies lead by FPS
2. WSIB decision reversals (1)	Legal contracted with WSIB expertise – appeals/hearings
3. Absenteeism - short-term disability	Ongoing monitoring and reporting; Third party adjudication or Abilities Management Consultant to manage complex absenteeism cases
Advisement	
4. Pay equity	Will have financial implications
5. OPSEU 462; CUPE 2290	Collective Bargaining – potential Fall 2016/Spring 2017
6. Arbitration	Engage legal expertise



2016 KPI Progress

Strategy	Goal	2016 YTD Result
Abilities Management/ Attendance Management	Minimum 80% of employees meeting attendance standard	FMT Nursing - 54.7% FMT Non-Nursing - 64.4% FMT Non-Union - 100.0% FPS Non-Union - 82.4% FPS Union - 52.6% Marine Services - 66.7% County Union - 90.9% County Non-Union - 90.9%
Labour Relations	Collective Agreement settlements within financial budgets and within comparator freely negotiated settlement and arbitrated awards Minimum number of grievances referred to mediation/arbitration	CUPE 2290 – 1.5% and 1.5% (2015 - 2016) OPSEU 462 – 1.75% and 1.75% (2014 – 2015) Grievance activity: 2016 – CUPE 2290 – 11 YTD; 3 resolved 2016 OPSEU 462 – 8 YTD; 2 withdrawn; 2 resolved (trending at 11 – 12 for the year)
Competency Based Performance Management Framework	Minimum 80% of performance appraisals completed on time. Identified employees improving competence	60.6% Competency based framework TBD in 2017



Questions?



FRONTENAC

2017 Budget Project Proposal Human Resources Competency Based Review

2017 Budget Project Proposal

Department: Human Resources

Project: Competency Based Framework

Background:

- Competency framework has not been updated since 1998
- Core and job specific competencies evolve to meet operational demands
- Competencies are the framework to accurate job descriptions, effective recruitment & selection, learning & development, performance management and succession planning



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2017 Budget Project Proposal
Department: Human Resources
Project: Competency Based Framework

Project Proposal

- Hire a temporary full time (up to six months) Human Resources Generalist/Consultant to support the development of the competency based framework and updating of related tools.



2017 Budget Project Proposal
Department: Human Resources
Project: Competency Based Framework

Other Options Evaluated:

- Develop over a longer period of time with existing resources (18-24 months)



3. Competency Based Framework



Competency:

Skill

Ability



2017 Budget Project Proposal

Department: Human Resources

Project: Competency Based Framework

2. Legislative Requirements

- Competencies related to accommodations, RTW
- Salary planning and pay equity
- WSIB
- Human Rights
- Recruitment of key skills and appropriate reflection of these skills in advertising



2017 Budget Project Proposal

Department: Human Resources

Project: Competency Based Framework

4. Operational Efficiency

- Complete performance management cycle linked to strategic direction of the County
 - » Increasing retention and engagement
 - Hiring the best
 - Developing
 - Managing
 - Promoting



2017 Budget Project Proposal
Department: Human Resources
Project: Competency Based Framework

Financial Evaluation:

Total cost of project: \$38,000

Timing of project: 2017

Revenue sources: Municipal levy



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2017 Budget Project Proposal
Department: Human Resources
Project: Competency Based Framework





2017-2021 Business Plan

Financial Services



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Update 2016 Major Initiatives

- Retro pay and pension modules have been implemented on the financial system
- Work order system has received a Lean review and procurement for software solution will be reviewed in 2017 budget
- Request for proposal for audit services has been delayed to 2017 in order to investigate external audit as a shared service with the Townships



Major Initiatives

1. Implement new software tools in Financial system	2. Investigate additional software tools for capital planning	3. Request for Proposal for Audit Services
<p>Description: Investigate automated purchasing options to provide efficiencies in the processing of accounts payable.</p>	<p>Description: Review the County’s current capital planning within each department. Investigate software tools to provide assistance with capital asset planning in Ameresco Capital Planning module.</p>	<p>Description: Issue a Request For Proposal for audit services has been delayed to 2017 in order to investigate external audit as a shared service with the Townships.</p>



Major Initiatives

<p>4. Refine retroactive payment and OMERS pension reporting procedures</p>	<p>5. Asset Management Plan Enhancements</p>	<p>6. Investigate energy management tools</p>
<p>Description: Refine the payroll procedures for retroactive payments and OMERS pension reporting to provide efficiencies and reduce the time required to complete the procedure.</p>	<p>Description: Review of asset management strategies by reviewing life cycle costing and useful life data from the Work Order system. Implement improvements in the management of work orders.</p>	<p>Description: Review the County's current energy management processes within each department. Investigate tools to provide efficiencies and assist with energy management.</p>

Risk Analysis and Mitigation Strategies

- Current work order system is primarily manual, decentralized and maintained with a variety of tools, which requires extensive effort for capital planning purposes
- Work order system has received a Lean review and project team has select a new software solution
- Procurement of the new software system will be reviewed in 2017 budget



Key Performance Indicators



and why
you need
them...



Key Performance Indicators 2016

Indicator	Goal	2016 YTD Result
Employment Changes Within 5 Business Days	85%	97.9%
Accounts Receivable Collected Within 45 Days	85%	98.2%
Accounts Payable Processed Within 45 Days	85%	98.7%
External Financial Reporting Completed by Deadline	85%	100%
Annual Client Survey	85%	97.5%
Maximize Investment Yield		Achieved
Obtain Unqualified Audit Opinion		Achieved
Compliance with Finance Policies & Procedures	100%	99%



Questions?



FRONTENAC

County Work Order System



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2017 Budget Project Proposal

Department: Corporate Services

Project: Work Order System

Project Description:

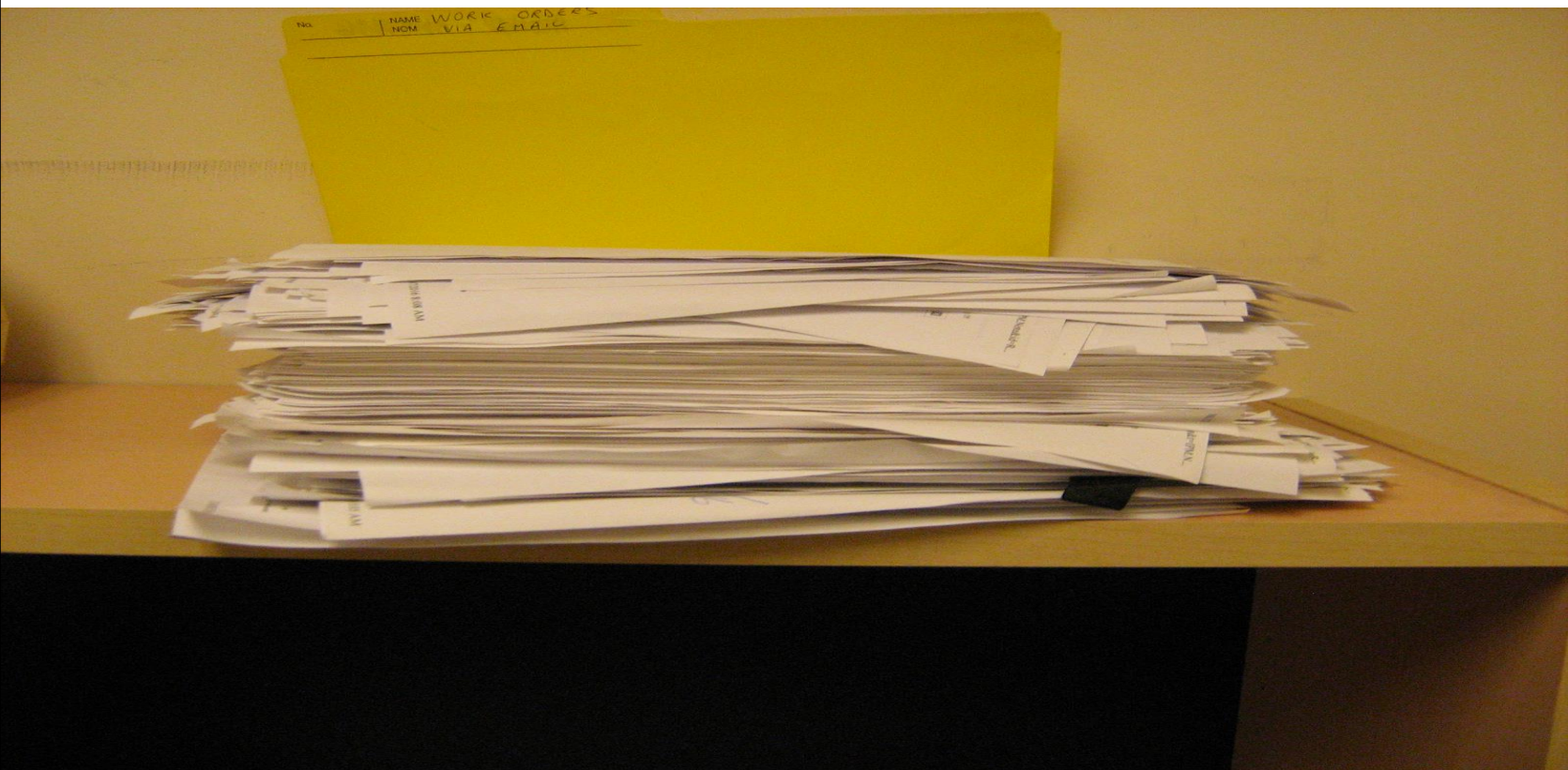
This project will involve the implementation of a integrated work order system to service the County of Frontenac.

Current Challenges:

- 9,400 maintenance, rehabilitation and service requests annually
- Inefficient manual process involving emails to track
- No feedback from maintenance schedule for capital planning and budget forecasting for asset replacement.



Fairmount's Email Based Work Order System



Frontenac Paramedic Services Work Order System



2017 Budget Project Proposal

Department: Corporate Services

Project: Work Order System

1. Safety to Persons/Property

- Streamlined process to alert maintenance of outstanding issues
 - Reduce risk of damage by quickly implementing corrective actions
 - Protect safety of employees/residents by ensuring issues are addressed quickly



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2017 Budget Project Proposal

Department: Corporate Services

Project: Work Order System

3. Council/Policy Direction

Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority



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2017 Budget Project Proposal

Department: Corporate Services

Project: Work Order System

4. Operational Efficiency

- Data from work order system will assist with:
 - Budgeting
 - Forecasting
 - Best practice analysis
 - Life cycle management
 - Comparing actual vs. expected work order costs
 - Risk management



2017 Budget Project Proposal

Department: Corporate Services

Project: Work Order System

Financial Evaluation

- Initial Purchase: \$60,000
- Annual Cost: \$15,000

- Revenue sources:
- OCIFA & Federal Gas Tax \$60,000

2017 Municipal levy - County share: \$4,052



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Questions?



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2017-2021 Business Plan

Frontenac Municipal Information Services



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2016 Key Performance Indicators

Indicator	Goal	2016 YTD Results
Service Desk Orders closed within one hour of creation	Achieve a 50% rate or resolution within one hour	34%
Identify top 3 work orders requests and provide training	NO repeat of top three staff difficulties	<ol style="list-style-type: none"> 1. 604 Website Maintenance requests 2. 229 User setup requests 3. 151 Intranet maintenance requests
Client Satisfaction Survey	Achieve a 95% positive response rate.	98%



Service Level Changes

2017	Employee Scheduling Software	Initial cost \$60,000
2017	Corporate Intranet	Initial cost \$15,000

Service Level Changes

2018	Open Data	<p>Cost= \$3000.00</p> <p>Following our 2016 priorities to public awareness and accountability. The county will initiate an Open Data initiative.</p>

Risk Analysis

Level	Issue
Risk	<ol style="list-style-type: none"> <li data-bbox="975 451 1707 486">1. No immediate risk.
Caution	<ol style="list-style-type: none"> <li data-bbox="975 532 1707 704">1. Current employee scheduling system is not fulfilling all requirements. Long term status of the employee scheduling system current vendor is a concern. <li data-bbox="975 715 1707 801">2. Increase of social designed SPAM and cryptography attacks.
Advisement	<ol style="list-style-type: none"> <li data-bbox="975 888 1707 959">1. Township internal network and Internet access

Risk Mitigation

Risk Level	Issue
Caution	1. Tender for new scheduling system
Advisement	<ol style="list-style-type: none">1. Encourage townships to build out both internal and external network capabilities.2. Maintain our multi level security measures currently in place and user awareness training.



Questions?



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2017 Budget Project Proposal Information Services

County Staff Intranet



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AGENDA ITEM #a)

2017 Budget Project Proposal

Department: Information Services

Project: Staff Intranet

Background:

The County's current Intranet was a trial project that was constructed without budget or dedicated resources. It has proven as a valuable conduit to information for County staff.



2017 Budget Project Proposal

Department: Information Services

Project: Staff Intranet

Project Description:

The current intranet is limited in reach as staff can only access it from within the County's protected network. This Intranet project would be an **externally hosted** solution enabling staff to access resources from outside the Counties buildings.



2017 Budget Project Proposal

Department: Information Services

Project: Staff Intranet

Options Evaluated:

- Update the current intranet side **without** providing external access to staff.
- Status quo

2017 Budget Project Proposal

Department: Information Services

Project: Staff Intranet

Legislative Requirements:

- Accessibility for Ontarians with Disabilities (AODA)



2017 Budget Project Proposal

Department: Information Services

Project: Staff Intranet

Operational Efficiency:

- Beyond their operational benefits, intranets can also help develop and reinforce the corporate culture of the County.
- As this will be a externally hosted intranet our partner municipalities could be extended an invitation to participate.



2017 Budget Project Proposal

Department: Information Services

Project: Staff Intranet

Financial Evaluation:

Total Cost of Project: \$15,000

Revenue Source:

2017 Municipal Levy: \$15,000

2017 Municipal Levy – County Share: \$6,665



2017 Budget Project Proposal

Department: Information Services

Project: Staff Intranet

Questions?



2017 Budget Project Proposal Information Services Staff Scheduling System



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AGENDA ITEM #a)

2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

Background:

It has been identified that our current employee scheduling software is not satisfying all the Counties functional requirements. The longevity of the current vendor has also been identified as a concern.



2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

Project Description:

This project will investigate the replacement of the current corporate staff scheduling system which has been in use since 2006.



2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

System Deficiency:

- Labour-intensive timecard tracking, data entry, and approval processing
- The current application does not allow for employees to access their work schedule's from outside the corporate network.
- All Time off Requests, Shift Exchanges, Schedule Views and Availability Changes must be completed from a County Computer on our internal network.



2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

Other Options Evaluated:

- Status Quo



2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

Operational Efficiency

- An automated time and attendance solution will see efficiency by enforcing schedule practices and Collective Agreement compliance consistently and accurately across the organization.
- Labour-intensive timecard tracking, data entry, and approval processing would be automated.



2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

Operational Efficiency

- Reducing the administrative time associated with attendance exceptions and employee inquiries.
- An invitation would be extended to our partner municipalities to participate



2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

Financial Evaluation

Initial Purchase:	\$60,000
Ongoing annual maintenance fee:	6,000
Allocation to replacement reserve:	12,000
Revenue Source:	
2017 Municipal Levy:	\$78,000
Transfer from Replacement Reserves:	\$18,400
2017 Municipal levy – County Share :	\$13,104



2017 Budget Project Proposal

Department: Information Services

Project: Staff Scheduling System

Questions?





2017-2021 Business Plan
Legislative Services



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Status of Major Initiatives Cont.

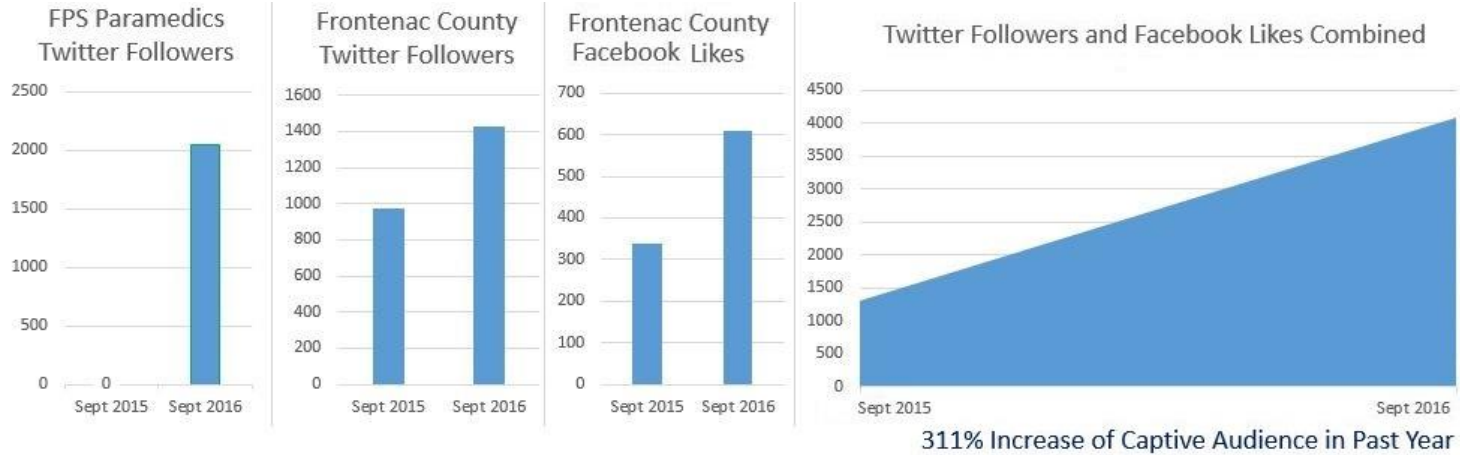
- 2016 first year of accessibility awareness campaign and included:
 - » County and Township Councils proclaimed April 3 – 9 as Accessibility Awareness Week
 - » A Twitter campaign with the hashtag #AccessibleFrontenac reached 19,922 accounts accounting for 56,231 Impressions
 - » Frontenac News published a story on Accessibility Week #InFrontenac
 - » Staff attended ICSP Breakfast on April 7 and reached 22 organizations/businesses.
- Moved the County's shared network drive over to a TOMRMS filing system
- Finalized a complaints handling policy
- Council approved updates on four major policies related to accountability and transparency



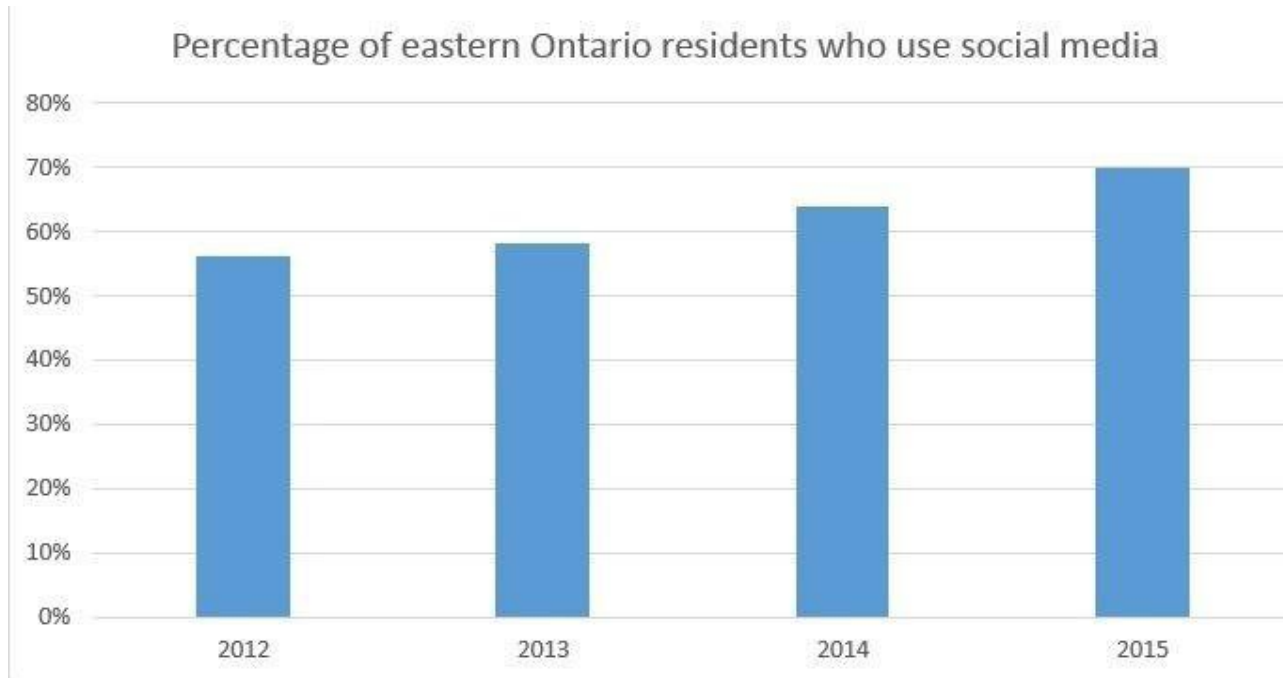
Strengthen Community Engagement

	Media Releases	News Print
2016	21	\$3,700
2015	14	\$41,250
2014	29	\$5,000

Strengthen Community Engagement



Why Social Media?



Currently 70% of eastern Ontario residents use social media
4.66% average annual growth in past 4 years

* Statistics from RedBrick Communications



What's New

1. Open Government	2. Records Management	3. Personal Health Information Protection Act Training
<p>Description: There are three aspects to open government, those being:</p> <ol style="list-style-type: none"> 1. Open data 2. Open information 3. Open dialogue <p>Timelines: 2017-2021</p> <p>Responsibility: Clerk, IT,</p> <p>Resources: Internal</p>	<p>Description: In 2017, the County's Records Archival and hard copy filing will be taken through a Lean Process to ensure the County's records are easily</p> <p>Timelines: 2016-2017</p> <p>Responsibility: Clerk</p> <p>Resources: Internal</p>	<p>Description: The County of Frontenac, collects personal health information and must comply with Personal Health Information Protection Act. The province is focused on tightening the rules around the use, collection and disclosure of personal health information..</p> <p>Timelines: 2017-2019</p> <p>Responsibility: Clerk</p> <p>Resources: Internal</p>

Accomplishments for 2016


Major Policy Review

Review of Accountability and Transparency Policies which resulted from the Bill 8

- Delegation of Authority By-law;
- Procedural By-law updates regarding changes to closed meeting requirements;
- Designation of Head for the purposes of MFIPPA and PHIPA;
- Complaints Handling Policy.



Service Level Changes

	Proposed Service Level Change	Rationale/Relative to Objectives
2016/17	County building needs/space assessment and accessibility review – in conjunction with CAO	Council has referred this the an administrative office design task force for recommendations
2018	Implementation of Civic Web Portal 	<p>To provide the public, council members and staff with easy online access to information. Published agendas and supporting items become available online within this user friendly and completely accessible interface.</p> <ul style="list-style-type: none"> • Searchable database of records and meeting documents • Subscription features so members of the public can receive agendas via email automatically • Public request forms connected to the clerk's department • Attendance and voting tracking • Customize colors and images so it matches your current website
2019	Broadcasting of County Council meetings and events	Small population with a land mass of 4,000 km ² made up of small communities prohibits residents from attending meetings. Streaming will provide the public with an opportunity to watch Council meetings live, helping to promote citizen engagement and provide citizens with a sense of community with respect to the region. This technology is mobile and will permit not only the streaming of Council meetings, but also the streaming of any event.

Risk Analysis and Mitigation Strategies

Risks

Caution

- New legislation and shift in Provincial direction

Advisement

- Complaints
 - » Ombudsman/Patient Ombudsman
 - » IPC
- New penalties for wilful destruction of Records
- Increased fines for persons guilty under offence under PHIPA
- No limitation period for prosecutions under PHIPA (previously was six months)



Key Performance Indicators

Indicator	Goal	2016 YTD Result
% of policies updated to meet legislation within first 6 months and with 12 months	70% updated within 6 months	90%
	100% updated within 12 months.	100%
% new followers to County's Twitter	10%	46%
% new followers to FPS Twitter	10%	100%
% new followers to County's facebook page	10%	80%
# of businesses provided with AODA information per year	100	45
% of complaints meeting the complaints policy criteria	90%	N/A this will start in 2017
% of internal client satisfaction	90%	98.95%



Questions?



FRONTENAC

2017 County Council Project Proposals



- Membership in
 - the Great Lakes & St. Lawrence City Initiative
\$2,750
 - the Community Schools Alliance
\$1,000





Report 2016-110

Recommend Report to Committee of the Whole

To: Warden and Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: October 12, 2016

Re: 2017 DRAFT Budget – Business Plans and Project Proposals

Recommendation

That the Council of the County of Frontenac receive report 2016-110, 2017 Draft Budget - Business Plans and Project Proposals;

And Further That Council approve the 2017-2021 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2017 draft budget deliberations.

Fairmount Home
Dietary – Kitchen Main Dishwash Area
Administration Area Air Conditioning Unit
PSW Shift 7.5 Hours - Continuation
Reception Area – AODA & Functionality
Frontenac Paramedic Services
Additional 12hrs/ 365day Paramedic Coverage in Urban Area
Community Paramedicine

Planning and Economic Development	
Community Opportunities Grant	
Corporate Services	
Council	Membership in: Great Lakes and St. Lawrence City Initiative Community Schools Alliance
Finance	County Work Order System
Human Resources	Competency Based Review
Information Services	County Staff Intranet
	Staff Scheduling System

Background

The County has a number of high level planning documents including the Integrated Community Sustainability Plan, the Official Plan, the Strategic Plan and the Long Range Financial Plan. The Budget Policy, adopted in June 2015, (Appendix A) identifies that business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, the business plans will identify anticipated changes in service level funding considerations, key performance indicators, and risk and customer services objectives.

Comment

Business Plans: Staff have prepared the second iteration of departmental/unit business plans which have been updated since the 2016 budget deliberations. These will continue to be reviewed and revised, but set a general direction for the next five years. Business plans include staff’s anticipation of future requirements based on analysis of industry trends, demographics, anticipated legislative changes, and other pressures. Any increase in service level anticipated in future years is presented for Council information, as each service level change would be brought to Council for approval prior to implementation. However in approving these business plans, Council is endorsing the work plan and general staff direction for the next five years.

Key performance indicators are a critical component of the business plan on which staff will report annually. These indicators will also be reviewed and refined.

Project Proposals: Staff are providing Council with project proposals for 2017 that align with Council strategic directions and priorities

In its review of project proposals it is suggested that Council

1. accept the project proposal and move it to the next stage of budget deliberation,
2. request additional information from staff
3. amend a project proposal and move the amended proposal to the next stage of the budget deliberation
4. reject a project proposal

Sustainability Implications

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

Financial Implications

The Budget Policy identifies the target operational levy increase as the Ontario CPI as calculated in August of the year prior to the budget, 1.5% in 2016. As identified in the policy, while the target levy is Ontario CPI, it is important to recognize that many parts of a municipal budget are composed of items that may fluctuate above or below CPI. Increases in service delivery should not be mitigated by stabilization reserve transfers unless it is used to phase increases on to the levy over time.

The cost of project proposals and proposed revenue sources are outlined in the attached **Schedule A**.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team
County of Frontenac Corporate Services Managers

Schedule A

Project Proposals	2017						
	Total	Prov	Fees	City/Other	Reserves	County	
	\$	\$	\$	\$	\$	\$	\$
Fairmount							
1 PSW continuation of position	85,800	85,800		0		0	
2 Fairmount AC unit	26,335			17,908		8,427	
3 Dietary Kitchen Main Dish Wash area	7,500			5,100		2,400	
4 Reception area redesign	9,500			6,460	2,000	1,040	
5 Share of IS projects - Scheduling software, intranet	30,240	0		20,563		9,677	
6 Share of Work Order software	6,254	0		4,253		2,001	
Total County impact Fairmount							23,545
Frontenac Paramedic Services							
7 New 12 hour service implemented 1/2 year	213,060	0		167,506		45,554	
8 Community paramedicine	18,000	3,000		0		15,000	
5 Share of IS projects - Scheduling software, intranet	44,415	0		34,823	1,900	7,692	
6 Share of Work Order software	2,471	0		1,937		534	
Total County impact FPS							68,780
Human Resources							
9 Competency based framework	38,000					38,000	
							38,000
Corporate services							
5 Share of IS projects - Scheduling software, intranet	18,900				16,500	2,400	
6 Share of Work Order software	2,644			1,127		1,517	
							3,917
Ferry							
5 Share of IS projects - Scheduling software, intranet	945	756	189			0	
6 Share of Work Order software	31	25	6			0	
							0
Planning & Ec Dev							
10 Community Opportunity Grants	28,000					28,000	28,000
Council							
11 Memberships	4,000					4,000	4,000
External							
CFDC							
Option 1 Operation	30,000					30,000	30,000
Option 2 Food & Beverage	35,000					35,000	35,000
TOTAL	601,095	89,581	195	259,677	20,400	231,242	231,242

 **FRONTENAC Business Plan 2017-2021**

Department: Fairmount Home
Administrator: Lisa Hirvi (Interim)
Version/Date: September 2016

Department/Unit Strategic Goals

Fairmount Home (“Fairmount”) will provide a holistic lifestyle for all residents by responding to their unique needs and wishes related to their desired lifestyle in an effort to satisfy their physical, social, emotional, spiritual, mental and cultural needs resulting in being recognized as the “home of choice” due to our Gentlecare™ approach.

Key strategic directions

1. To provide responsive and dignified care to Fairmount’s residents always seeking to improve their quality of life
2. To provide an efficient, positive and safe work environment based upon best practices and mutual respect
3. To seek the involvement of the wider community by reaching out as a leader and participant to improve the lives of the elderly throughout the entire area as a positive voice for long term care

Alignment with Council Strategic Priorities:

Goal #1 and #3

Meeting the Aging Tsunami Challenge and Respect for the Tax Payer: “Issues surrounding seniors is a common theme running through County of Frontenac Documents”. This plan addresses the needs of the seniors living in the County’s long term care home while at the same time identifies the goal of community outreach to become a leader in the region as the population rapidly ages.

This plan incorporates the regular monitoring of best practices for more efficient and improved ways of providing care to seniors respecting our residents, our employees and our ratepayers.

Sustainability & Resilience

We will endeavour to seek out opportunities and resources that will allow Fairmount to reduce our financial and environmental impact on our community. Also maintain a strategy for recruitment, training and employee retention to ensure an exceptional team of staff and volunteers.

Department/Unit Function

Fairmount is governed by the Provincial *Long Term Care Homes Act, 2007* (LTCHA) and licensed by the Ministry of Health and Long Term Care (MOHLTC). Fairmount is a 128 bed, long term care home serving adults whose needs can no longer be met within the community, whose medical conditions are relatively stable and who do not require intensive, ongoing intervention by physicians and other health professionals. Notwithstanding, residents may have a serious condition requiring intensive personal care or complex medical needs requiring nursing expertise. The waiting list for admission to Fairmount is long and often numbers in excess of 200 people at any one time.

Legislative Framework

- *Long-Term Care Homes Act, 2007 (LTCHA):*
<http://www.ontario.ca/laws/regulation/r10079>

Proclaimed July 1, 2010, the LTCHA, 2007 is the cornerstone of the Province's strategy in improving and strengthening resident care in Ontario's long term care homes. The Act emphasizes a resident focused model of care, significant involvement of "resident & family councils" and greater public reporting and transparency. The MOHLTC continues to develop, refine and modify regulations contained within the LTCHA.

- *Long Term Care Service Accountability Agreement (L-SAA):*
Local Health Integration Networks (LHINs) assist in delivering the MOHLTC directives of regionally coordinated and integrated health care services. The LHINs have assumed responsibility for long term accountability and funding through the L-SAAs.
- All other applicable employment, labour, and environmental legislation

Clients

Fairmount provides 24-hour nursing care which incorporates nursing care through a team consisting of physicians, a full-time Nurse Practitioner (NP), Registered Nurses (RNs), Registered Practical Nurses (RPNs), and Personal Support Workers (PSWs). Support services provided include: physiotherapy, occupational therapy, restorative therapy and social work. Fairmount also provides recreational activities, dietary, housekeeping, laundry, maintenance and administrative services. Fairmount enjoys the services of a dedicated and active team of volunteers.

Internal: Fairmount Residents

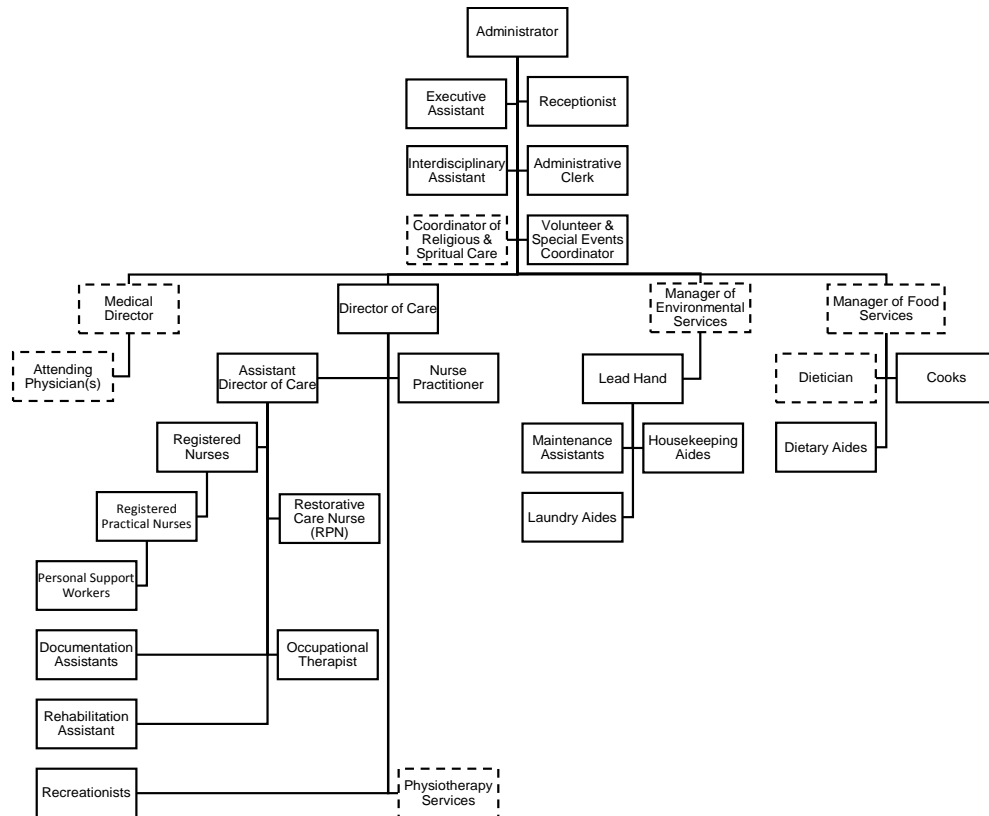
External: Resident family members, Power of Attorneys, and volunteers

Resident Population Statistics (January 2016):

	50-59 Years	60-69 Years	70-79 Years	80-89 Years	90+ Years	Total # Residents	% of Residents
Male	3	3	3	7	9	25	20%
Female		5	20	40	34	99	80%
Total	3	8	23	47	43	124	100%
% of Population	2%	6%	19%	38%	35%	100%	

Note: At this time, there were four (4) beds waiting to be filled.

Organizational Chart



Fairmount Home Business Plan 2017-2021

Employee Complement

	2016	2017	2018 - 2021
Full Time (non-union)	3	4	4
Full Time (CUPE 2290)	75	75	75
Part-time (non-union)	0	0	0
Part-time (CUPE 2290)	59	59	59
Contract	3	2	2
Total Employees	141	142	142

Notes:

Contract employees include Interim Administrator (2016) and Managers of Environmental Services and Food Services. These figures do not include casual employees.

Existing Service Levels

Mandatory services to be provided under the LTCHA include:

- Accommodation
 - Lodging
 - Provision of meals
 - Environmental services; laundry, housekeeping and building maintenance
 - Administration
- Hospitality Services:
 - General recreation
 - Activation programs
 - Spiritual programs
 - Social programming
- Health Services:
 - Physician services
 - Clinical nursing care
 - Personal care
 - Palliative care
 - Restorative care

- Case management – assessment care planning, scheduling, conferencing and documentation
- Intermittent Health Professionals Services; therapeutic, social work and pharmaceutical

Residents pay for supplemental personal services:

- Pharmacy (not covered by OHIP), dental care, foot care, hairdressing, transportation, supplemental recreation i.e. Diner's Club and day excursions

2016 Ministry of Health & Long Term Care Funding

Funding Envelope	Resident per diem funding as at July 1, 2016	Service Envelope Description
Nursing and Personal Care	$ \begin{aligned} &\$94.37 / \text{diem} \\ &\times \\ &0.9953 \text{ CMI (adjusted)} \\ &= \\ &\$93.93 / \text{diem (adjusted)} \end{aligned} $	Resident nursing and care requirements based upon assessed individual needs and adjusted to meet case mix
Program and Support Services	\$9.41 / diem	Resident restorative and social programs inclusive of registered dietician services
Raw Food	\$8.33 / diem	Resident meals and snacks inclusive of specialized dietary requirements
Other Accommodation	\$54.52 / diem	Resident indirect needs: administration, housekeeping, laundry, dietary services and facility maintenance
Total Resident Per Diem Provincial Funding	\$166.19	

Fairmount Home Business Plan 2017-2021

	(Adjusted for CMI)	
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Resident Accommodation Revenue

The MOHLTC directs and sets fees for Resident accommodation costs that are recovered through Resident payments remitted to Fairmount.

Resident Room Accommodations	Resident per diem fees as at July 1, 2016	Accommodation Description
Basic (28 beds)	\$58.99 / diem	Two residents: shared sleeping space and shared bathroom
Semi-Private (36 beds)	\$71.12 / diem	Two residents: separate sleeping space and shared bathroom
Preferred - (64 beds)	\$84.27/ diem	One resident: private sleeping space and bathroom

Budget – Revenue Sources for Operating Expenses

Revenue Source	2016 Budget	2017 Draft Budget
Province	\$5,440,035	\$5,977,967
Residents	\$2,979,822	\$3,015,129
Other including reserve transfers	\$231,851	\$135,097

Major Policy Review

Fairmount has policy manuals for administration and programs, infection prevention and control and health & safety, which are reviewed annually. The LTCHA and Regulations require an annual review of specific policies, for example, zero tolerance for abuse and neglect of residents and minimize restraining of residents.

Department/Unit Objectives

1. Improve quality of care to our residents
2. Reduce the occurrence and effect of illness and injury on workforce productivity, promote employee engagement and reduce/manage costs
3. Maximize the use of non-municipal funding resources
4. Maximize best practice reviews, information technology resources and time saving tools
5. Improve community outreach

Major Initiatives to meet Unit Objectives

1. Development of Quality Improvement Plans	2. Accreditation Indicators	3. Attendance/Availability Improvement
<p>Description: Development of/and keeping current quality improvement plans and staff/resident surveys</p> <p>Timelines: 2017-2021</p> <p>Responsibility: Management Quality Assurance Committee (QAAC) Health Quality Ontario (HQO)</p> <p>Resources: Internal</p>	<p>Description: Striving to reach and maintain the highest level of accreditation to ensure that Fairmount maintains a long waiting list of potential residents with a variety of care levels</p> <p>Timelines: 2017-2021</p> <p>Responsibility: All staff</p> <p>Resources: Internal</p>	<p>Description: To decrease the number of sick days, replacement labour costs and reduce the number of overtime shifts</p> <p>Timelines: 2017-2021</p> <p>Responsibility: All staff</p> <p>Resources: Internal</p>

Fairmount Home Business Plan 2017-2021

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4. Seek alternative funding sources	5. Move to full electronic charting and documentation	6. Development of an outreach plan
<p>Description: Work closely with Corporate Services to seek volunteers and revenue sources. Propose that Fairmount be used as a model for pilot projects</p> <p>Timelines: 2017-2021</p> <p>Responsibility: Fairmount Management Programming staff Volunteer Coordinator</p> <p>Resources: Internal</p>	<p>Description: Eliminate all paper and manual reporting to improve accessibility to documents and to accurately reflect the time spent with each resident for (Case Mix Index) CMI</p> <p>Timelines: 2017-2021</p> <p>Responsibility: Medical teams</p> <p>Resources: Internal</p>	<p>Description: To provide educational and networking opportunities to the community for long term care issues and the resources available. Act as a resource in the community by providing guidance and expertise</p> <p>Timelines: 2017-2021</p> <p>Responsibility: Management</p> <p>Resources: Internal</p>

Service Level Changes

Fairmount has been fortunate over the years to have completed capital projects including a full redevelopment of the home and replacement of the auditorium.

In 2011, the number of PSWs per shift (day and afternoon shifts) was reduced from four (4) to three (3) per unit with the exception of the secure unit that remained at four (4) on a day shift, if there are no sick calls. Staffing levels have remained unchanged since 2011.

Fairmount Home Business Plan 2017-2021

Although staffing levels have not changed since 2011, LTC Homes' landscape is changing, as the residents' level of care has become heavier and more demanding. This situation makes it challenging for staff to complete their assigned duties within their shift and is contributing to increased stress levels, illness/injury and absenteeism and a decrease in morale.

The Director of Care prepared a presentation to County Council regarding the increasing levels of care in LTC Homes that provides detail about the increasing levels of care. Appendix B and B-1 are the Recommend Report to Council (2016-079) and presentation that were approved at its July 20, 2016 meeting.

Proposed Service Level Change		Rationale/ Relative to Objectives
2017	Additional PSW Shift (previously approved by Council as a pilot for four (4) months ending December 31, 2016)	See Project Proposal

Financial Projection

See Appendix A.

Risk Analysis

Level	Issue
Risk	<ol style="list-style-type: none"> 1. Infrastructure, Facility & Grounds Maintenance: potable water, septic, and heating/cooling infrastructure are historic concerns for the Fairmount location. Failure of one of these systems could result in an emergency situation and major financial expenditures 2. Municipal contribution increases by less than inflation rate. Based on historical provincial base funding increases compared to the increase in operating costs, it is unlikely that this KPI is achievable
Caution	<ol style="list-style-type: none"> 1. Staffing levels vs. Increased Care Levels: heavier care such as lifts, feeding and resident complex behaviors increases the time needed to complete duties and properly chart the activity. Lack of

Fairmount Home Business Plan 2017-2021

	<p>documentation could result in poor inspection results and decreased revenue. Fairmount reputation could also suffer negatively affecting the resident waiting list</p> <ol style="list-style-type: none"> 2. Staff Attendance/Availability: poor attendance, the wellness of staff, and lack of availability not only results in additional costs, it reduces available staffing levels 3. The County's current work order system is primarily manual, decentralized and maintained with a variety of tools, which would require extensive effort to amalgamate for capital asset planning. <p>The current system may also present a risk if the County is audited for compliance with the Long-Term Care Homes Act, Ambulance Act and MFIPPA."</p>
Advisement	<ol style="list-style-type: none"> 1. Staffing Retention: Fairmount will experience a larger staff turnover than the historical average due to retirements, a shrinking workforce, and heavier care requirements

Risk Mitigation Strategies

Issue	Mitigation Strategy
<p>Risk:</p> <ol style="list-style-type: none"> 1. Facility Infrastructure 	<ol style="list-style-type: none"> 1. Ensure that environmental services remain a high priority by working closely with the Ministry of the Environment and the Public Health Unit. The septic and water systems are constantly monitored and may require significant future capital investment. Provincial regulations change frequently regarding such systems which may require additional costs beyond available operational funds. Sufficient reserve funds need to be established.

<p>Caution:</p> <p>Staffing Levels / Increased Care Levels / Charting & Revenue</p> <p>Staff Attendance/Availability</p> <p>Work Order deficiency</p>	<ol style="list-style-type: none"> 1. Availability of experienced personnel may fluctuate due to external forces. The deployment of different strategies such as adjusting the number of years of experience required when posting positions may be necessary. 2. Maintaining a proper balance between resident care and administration (charting) is essential. Resident care should always be the first priority. Develop "Quality Improvement" Champions on each team. 3. A constant and consistent approach to monitoring and follow-up of employee attendance and overtime costs is required. 4. Propose to establish a Human Resources Committee comprised of both Management and front line staff to discuss solutions to current absentee issues. 5. New work order software system will address the work order risk
<p>Advisement:</p> <p>Staffing Retention</p>	<ol style="list-style-type: none"> 1. Monitor and improvement employee engagement. 2. Ensure proper charting for CMI and staffing accordingly. 3. Cross training and succession planning to "grow our own" dedicated, flexible and knowledgeable employees

Key Success Factors

1. Meeting the care needs of our residents in a dignified and professional manner.
2. Providing a safe and respectful work environment for our employees.
3. Providing affordable long term care services.

Fairmount Home Business Plan 2017-2021

4. Engagement of the wider community to improve the lives of the elderly in the region.

Key Performance Indicators

Objective 1 – Improve quality of care to our residents and build on Fairmount’s excellent reputation

Indicators:

- Reduction in number of falls **Goal:** Below Provincial average
- Reduction of number of restraints used **Goal:** Below Provincial average
- Resident Length of Stay **Goal:** Monitor Resident length of stay as a level of care indicator

- Resident/family satisfaction survey **Goal:** Obtain 95% satisfaction level
- Accreditation level awarded **Goal:** Maintain “Exemplary” level
- Annual compliance audit **Goal:** Receive no written orders

Objective 2 – To reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee attachment and reduce/manage costs by continuing to encourage a safe and respectful work environment

Indicators:

- Reduce sick time costs **Goal:** Minimum 80% of employees meeting the target for absenteeism
 - Nursing (CUPE 2290) - no more than 10 days in a 12 month period
 - Non-nursing/Non-Union - no more than 7 days in a 12 month period;

- Reduce overtime costs **Goal:** 25% reduction in number of overtime shifts filled

- Reduce labour administration costs (grievances and arbitrations)

Goal: 25% reduction in costs

Objective 3 & 4 – Continue to focus on charting resident care to improve the Case Mix Index (CMI) score generating additional non-municipal revenue

Indicators:

- Increase CMI revenue

Goal: 1% increase CMI revenue

- Increase other revenue sources resulting in municipal contributions increasing by less than the rate of inflation

Goal: Obtain special project funding

Goal: Coordinate the creation of a “Friends of Fairmount” fundraising community group

Objective 5 – Development and implementation of an outreach program regarding seniors issues

Indicator:

Host a spring and fall community information session focusing on relevant seniors issues

Goal: To reach 50 participants

Increase the community's use of tele-medicine equipment/system that is in place

Goal: 5% increase the use of the tele-medicine service

Increase the use of social media

Goal: To be determined in consultation with Communications

L-SAA Required Indicators:

Debt service coverage ratio

Goal: Target 1 with Standard ≥ 1

Total Margin

Goal: Target 0 with Standard ≥ 0

Appendix A – Financial Projection

Fairmount Home Business Plan 2017-2021

Appendix B – Increasing Levels of Care

Appendix B – Report 2016-079 - Information Report to Council -Fairmount Home - Level of Care

Appendix B-1 – Report 2016-079 - Presentation

Fairmount Home Business Plan 2017-2021



**Fairmount Home – Level of Care
County Council July 20, 2016**

Future Demands for Long-Term Care Population 65 years +

2011

- » Baby Boomers (1946-1964) reached 65 years
- » 5 million
- » 1 in 7 Canadians (14% of the population)
- 2036
 - » 10 million (100% increase)
 - » 1 in 4 Canadians (25% of the population)



Resident Profile

2011

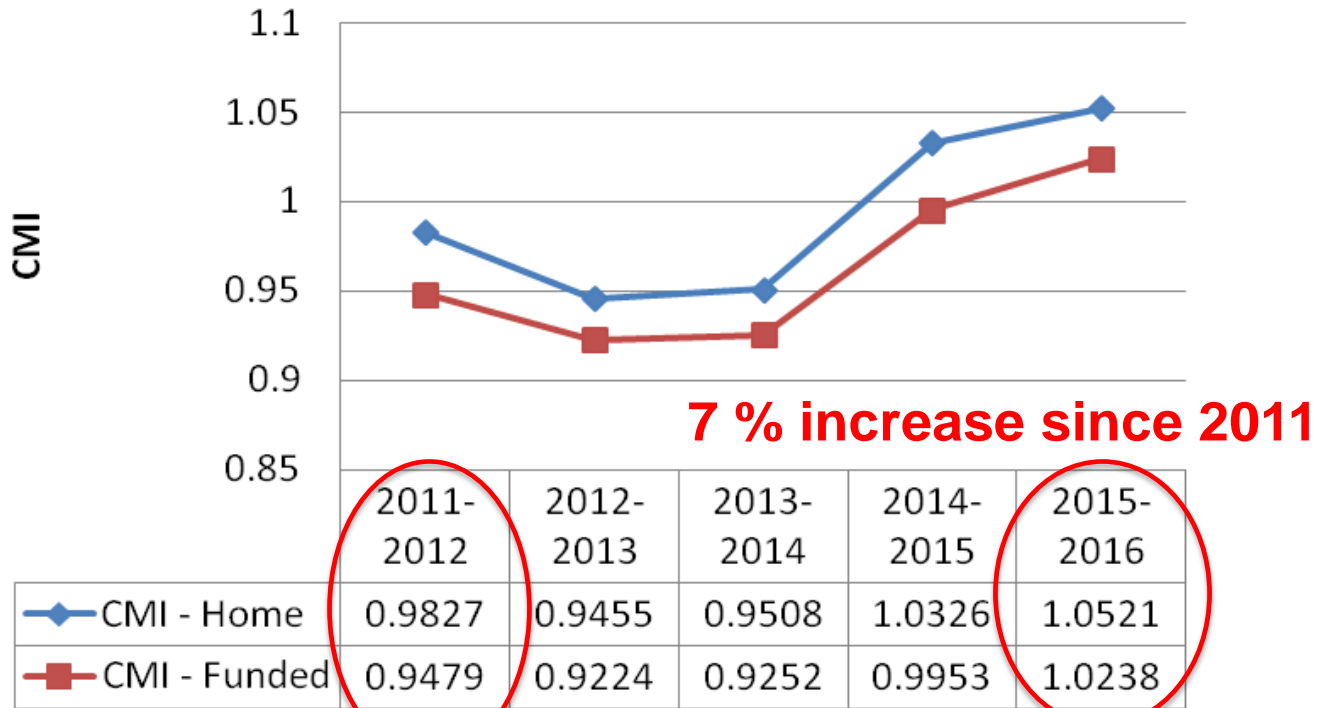
- Low to high care needs
- Several provided own care independently
- 25% need 2-person care
- Higher cognitive status
- Manageable responsive behaviours
- One chronic disease

2016

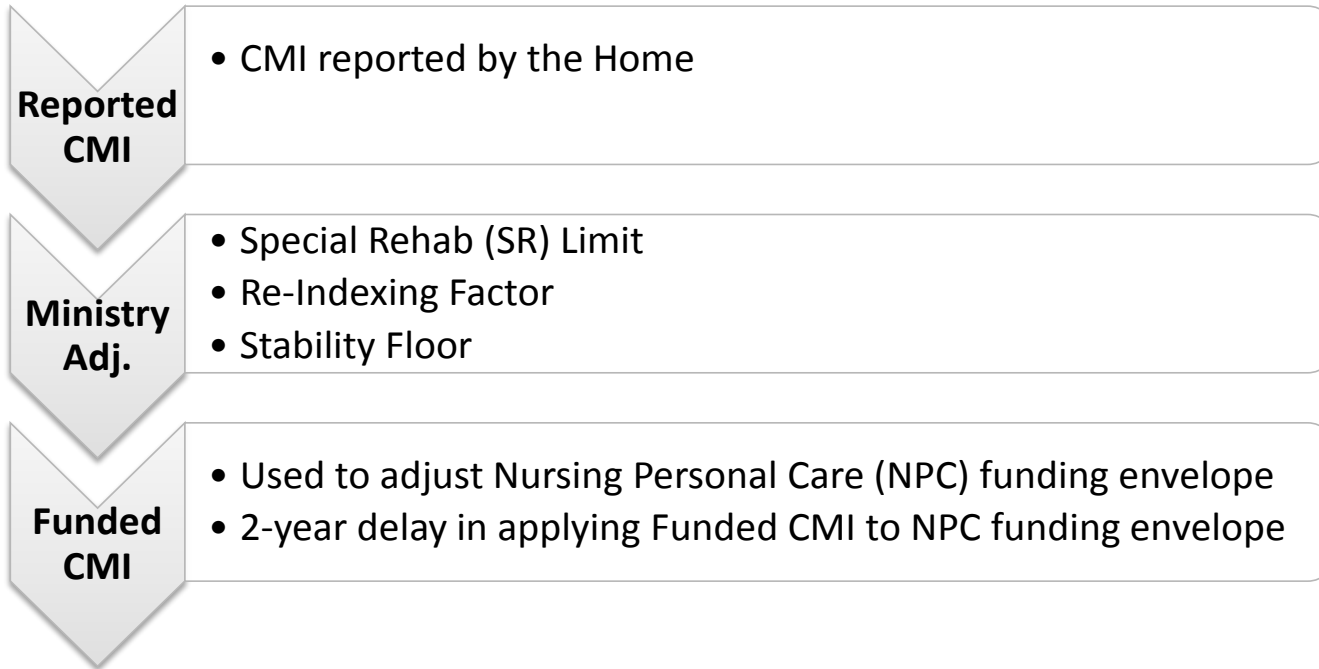
- 66% need moderate to total assistance with ADLs
- 53% need 2-person care
- Increased cognitive impairment & physical aggression
- > 1 chronic disease



Case Mix Index (CMI)



Home CMI vs. Funded CMI



Staffing Levels (PSW) – Unchanged from 2011

Unit (32 Residents)	Day Shift 7 – 3pm	Evening Shift 3 – 11 pm	Night Shift 11 – 7 am
1 South	3	3	1
1 North	3 (+1 if no sick calls)	3	2
2 South	3	3	2
2 North	3 (+1 float if no sick calls)	3	2



Use of Float & 4th Staff

April & May 2016 – no sick calls

- 1 North 4th Staff – 32 of 61 days (52%)
- 2 North Float - 15 of 61days (25%)



Staffing Levels on Day Shift in Ontario LTC Homes

John M. Parrott Centre 28 Residents	Providence Manor 38 Residents	Lanark Lodge 40-56 Residents	Finlandia Village 32 Residents	Fairmount Home 32 Residents
2.5: 28 + Bath Team	5:38	$\frac{3}{4}$:40-56 Beds	4:32	3:32
1:11 * minus baths	1:8	1:11 * minus baths & snacks	1:8	1:11



Province of Ontario

- > 78,000 residents live in 630 LTCHs
- Increased demand with > 20,000 seniors on waiting lists
- Increasingly complex care requirements
- Advanced forms of dementia & aggressive behaviours
- Younger populations with multiple health & neurological diseases
- Policy direction – enhance community care & allow seniors to stay in their homes as long as possible – admitted into LTCH with greater care needs
- Ontario funds LTC at lower level than any other province



Impact on Fairmount Home

- Resident safety
 - » Waiting up to 30 min for response to call bell – residents try to get up themselves & risk falls/injury
- Staff Safety
 - » Working alone with resident responsive behaviours
 - » Two-person transfers may be done solo – increased risk of injury to staff and/or resident
 - » Increased stress & burnout
- Resident/Family complaints
 - » Insufficient staffing levels – increased wait time for care



Call to Action – 4 Hours per Resident per Day

- Calling on Ontario to deliver on 2003 promise to legislate
 - minimum daily care standard for LTCH residents
- Minimum standard – 4 hours per resident per day



More Staff Critically Needed to Meet Complex Resident Care Needs

Toronto, Ontario (January 29, 2015) – Without increased staff, long term care residents will not get the care they need and will increasingly be at risk, warns the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS).

“At 3.4 hours per resident per day, current staffing levels continue to fall far short of the 4.0 hours per resident per day recommended by the Sharkey Report in 2008,” says Tim Siemens, OANHSS Board Chair.

OANHSS delivered its message today to the Standing Committee on Finance and Economic Affairs at pre-budget hearings in Toronto. OANHSS is urging the government to increase staffing levels to a provincial average of 4.0 hours per resident per day over the next three years, at a cost of approximately \$385 million.



OANHSS



FRONTENAC

CUPE / *Canadian Union of Public Employees*

Help raise awareness for a 4-hour daily care standard for long-term care residents. Every 4th day of the month, it's Time to Care day in Ontario and CUPE long-term care workers, supporters and allies will "make it blue."

The **#makeitblue** day is to: Raise awareness of need for legislated 4-hour daily care standard for residents.



FRONTENAC

Call to Action – Fairmount Status

	Total Hours per Day	Additional Shift	Revised Total Hours per Day
Total - RN, RPN, PSW	345.0	7.5	352.5
# of Residents	128		128
Hours per Resident per Day	2.70		2.75
Call to Action - 4 hours per Resident per Day	4.00		4.00
Shortfall:			
Hours per Resident per Day	(1.30)		(1.25)



Fairmount Objectives

- #1 - Improve quality care
 - » Challenge due to increasing levels of care and current staff levels
- #2 - Reduce occurrence & effect of illness/injury
 - » Inadequate time to complete proper care e.g. 2-person transfers
 - » Working alone – residents with responsive behaviours
- #3 - Maximize use of non-municipal funding resources
 - » Insufficient time to properly chart that impacts on CMI & funding



Recommendation

- **Create 7.5 hour shift - PSW**
 - Shift start time 0600 hours
- Total wages & benefits – PSW (1.0 FTE)
 - \$85,800 per year, which is
 - **\$28,600 for 4-month period**
- **Test pilot** – Sep-16 to Dec-16 & then evaluate

Questions?



FRONTENAC



Report 2016-079

Recommend Report to Council

To: Warden and members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Lisa Hirvi, Interim Administrator Fairmount Home
Date of meeting: July 20, 2016
Re: **Fairmount Home – Level of Care**

Recommendation

With respect to the issue of increased levels of care required for Fairmount Home's residents and the current staffing levels that are inadequate to provide quality, resident-centered care, Council provide staff with the direction as follows:

1. To create a seven and one-half (7½) hour Personal Support Worker (PSW) shift.
2. Implement the seven and one-half (7 ½) hour PSW shift for the period September 1, 2016 to December 31, 2016.
3. Evaluate the results and report to Council in January 2017.

Background

Residents are entering into long term care homes with increasingly complex care requirements. Current staffing levels do not match the resident care needs required. Therefore, delivering safe, quality, dignified and resident-centered care has become more challenging.

Comment

Fairmount Home's (Fairmount) business plan includes three objectives that are to 1) improve quality care, 2) reduce the occurrence and effect of illness/injury and 3) maximize the use of non-municipal funding resources.

It has become more challenging to achieve these objectives with the increasingly complex care requirements for the residents. For example, residents are admitted with more than one chronic disease, increased cognitive impairment and physical aggression. Furthermore, a greater number of residents require increased assistance

with the activities of daily living (ADL) and two-person care. The increasing complex care requirements are substantiated by Fairmount's case mix index (CMI) that has increased by about 7 percent in the past five years (2011-2012 – 0.9827; 2015-2016 – 1.0521 before Ministry adjustments). There is a direct link with staff documentation of resident care provided, the resulting CMI and potential increase in provincial funding. A change in CMI and funding is an opportunity to adjust staffing levels based on resident care requirements.

Providing quality care has become a challenge when staffing levels for nursing has remained unchanged since 2011, yet resident care requirements have continued to increase. This issue has resulted in safety concerns for residents and staff, as well as, complaints from residents/families about insufficient staffing levels.

The Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) is urging the government to increase staffing levels to a provincial average of four hours per resident per day over the next three years. This message is being shared by other organizations such as the Canadian Union of Public Employees (CUPE) with its #makeitblue campaign to raise the awareness of the need for legislated 4-hour daily care standard for residents. Fairmount's current staffing level is approximately 2.7 hours per resident per day.

Sustainability Implications

The funding for the nursing and personal care (NPC) envelope is affected by the CMI that increased more than budgeted in 2016. Therefore, there are additional unbudgeted funds that can be used towards the recommended four hour nursing shift.

Furthermore, it is recommended that the additional staffing be trialed for the four month period ending December 31, 2016. If there are positive results based on Fairmount's objectives, staff will provide further recommendations for 2017.

Fairmount will support OANHSS and other organizations' efforts for the legislated four hour daily care standards for residents.

Financial Implications

PSW wages and benefits are \$85,800 per year (1.0 FTE), which is \$28,600 for the four month period ending December 31, 2016.

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Home, County of Frontenac



Business Plan 2017 - 2021

Department: Emergency and Transportation Services
Unit: Frontenac Paramedic Services
Director: Paul J. Charbonneau
Version/Date: September, 2016

Department/Unit Strategic Goals

To deliver excellent service to our communities. We endeavour to provide patient care and response, that meets or exceeds objective and measurable standards and increases public awareness of health risks and injury prevention, with efficiency and accountability.

Key strategic directions

1. To support paramedic wellness, both physical and mental, to ensure a healthy workforce,
2. To meet the legislated Response Time Standard,
3. Maintain Unit Hour Utilization (UHU) to ensure resources availability and response demands,
4. To lead a culture shift through focused investment on superintendents' role as effective managers of people.

Alignment with Council Strategic Priorities

Goal#1: Meeting the Aging Tsunami Challenge for Frontenac Seniors

Community Paramedicine programs may assist with the Senior Housing strategy and help seniors remaining in their own homes as they age.

Goal#3: Respect for the taxpayer and focused economic development

Demands for 911 Paramedic Services are increasing as the population ages. Innovative programs and projects to meet the objectives of the "Aging at Home Strategy" adopted by the Ontario Government will assist in reducing staffing demands and budget increases.

Sustainability & Resilience

Ensuring a strategic long term view of paramedic services to the communities served while maintaining financial sustainability.

Department/Unit Function

Frontenac Paramedic Services (FPS) is a progressive team of highly qualified paramedic professionals committed to **“Our Purpose”**:

- To excel in compassionate patient care as key partners in out-of-hospital care
- To actively engage our communities
- To be leaders in staff growth, recognition and development through progressive programs, training and equipment.

By responding to emergencies in a coordinated and expeditious manner, the citizens of the Frontenac Paramedic Services response area can be confident in the quality of out-of-hospital care provided in compliance to the Basic Life Support (BLS) and Advanced Life Support (ALS) Standards.

Frontenac Paramedic Services will provide Paramedic Services throughout the County of Frontenac and the City of Kingston 24/7/365. We will commit to the provision of paramedic services in a manner that allows the closest available and most appropriate ambulance to be dispatched regardless of location or jurisdiction, and will work with other municipal, provincial and international agencies, as required, to respond to requests for assistance in such instances. Our service will work cooperatively with other agencies to provide comprehensive emergency medical services that are accessible, integrated, seamless, accountable, and responsive.

Community Paramedicine (CP) within the County began in 2014, with Wellness Clinics on Wolfe Island and then expanded in 2015 throughout the County. Paramedics now utilizing the “Ontario Paramedic Referral Program”, through the Community Care Access Centres (CCAC), utilizing the PERIL predictive rule. Further initiatives in CP will come through the completion of a research project by Queen’s University, in consultation with many regional stakeholders.

Legislative Framework

- The Ambulance Act R.S.O. 1990 Chapter A.19
[Link to the Ambulance Act](#)
- The Ambulance Services Collective Bargaining Act, 2001
[Link to the Ambulance Services Collective Bargaining Act](#)
- Occupational Health & Safety Act:
[Link to the Occupational Health and Safety Act](#)
- Pay Equity Act:
[Link to the Pay Equity Act](#)
- Labour Relations Act:
[Link to the Labour Relations Act](#)
- Employment Standards Act:
[Link to the Employment Standards Act](#)
- Ambulance Services Collective Bargaining Act:
[Link to the Ambulance Services Collective Bargaining Act](#)

Emergency and Transportation Services – Frontenac Paramedic Services Business Plan 2017 -2021

- Ambulance Service Documentation Standards:
[Link to the Service Documentation Standards](#)
- Ambulance Service Patient Care and Transportation Standards:
[Link to the Ambulance Service Patient Care & Transportation Standards](#)
- Ambulance Service Communicable Disease Standards:
[Link to the Ambulance Service Communicable Disease Standards](#)
- Deceased Patient Standards:
[Link to the Deceased Patient Standards](#)
- Land Ambulance Service Certification Standards:
[Link to the Land Ambulance Service Certification](#)

Clients

FPS is committed to maintaining a patient centric focus in decision making, based on evidence based research and practice.

Internal: FPS serves the paramedic, administrative and logistics staff, providing leadership, guidance and issues management.

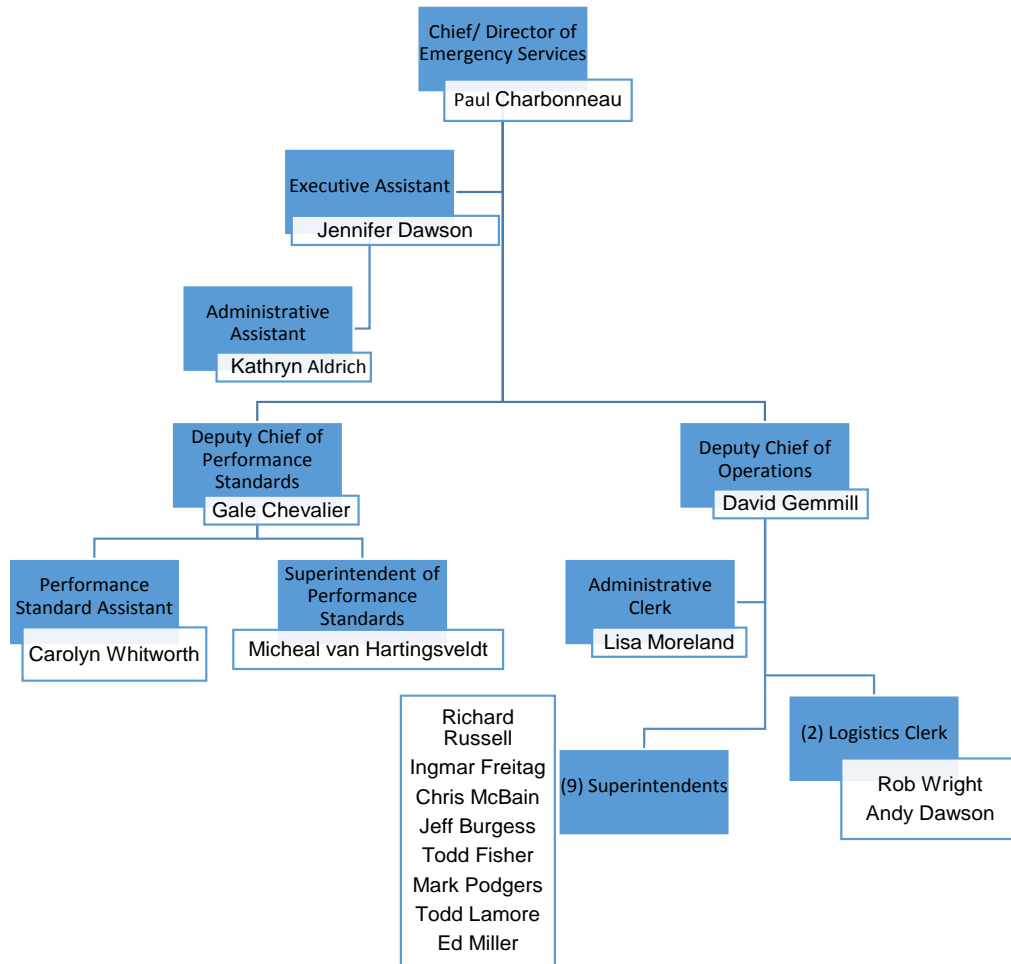
FPS is a community planning resource regarding new subdivisions.

External: The patients and citizens of the County of Frontenac and the City of Kingston who request 911 response and/or attend community engagement activities.

Employee Complement

	2017	2018	2019	2020	2121
Full Time (non-union)	17	18	18	18	18
Full Time (union)	82	82	82	82	82
Part-time (non-union)	2	2	2	2	2
Part-time (union)	57	57	57	57	57
Contract					
Total Employees	158	159	159	159	159

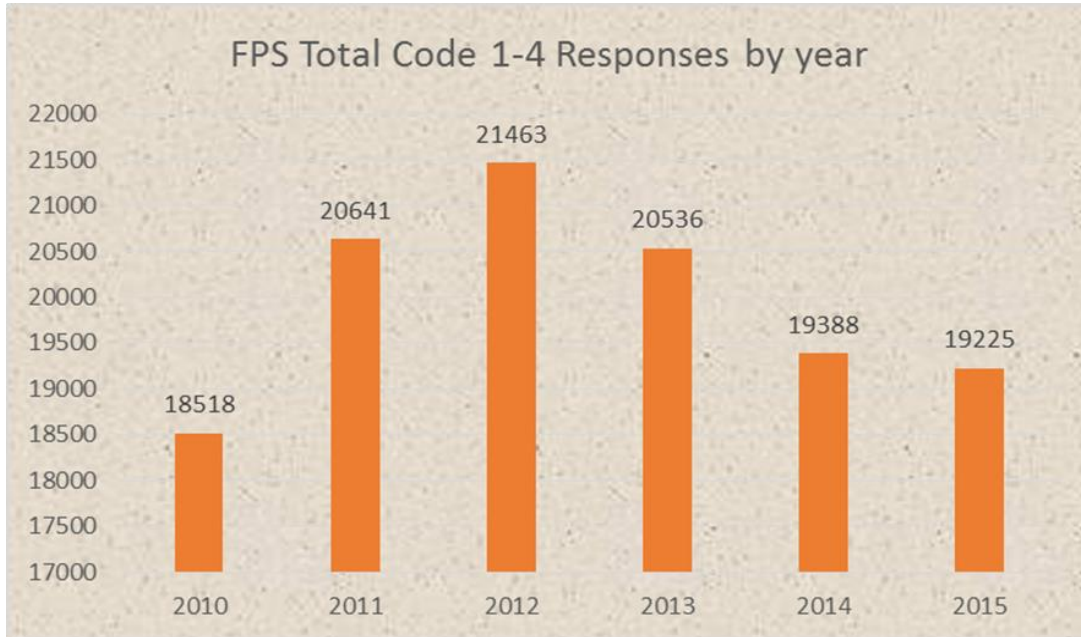
Emergency and Transportation Services – Frontenac Paramedic Services Business Plan 2017 -2021



Emergency and Transportation Services – Frontenac Paramedic Services Business Plan 2017 -2021

The County of Frontenac continues to respond to changing levels of request for 911 service.

Statistics



Policy and Program Review

	2017	2018	2019	2020	2021
Legend	X = Major		Y = Routine		
Policy Review	X	Y	Y	X	Y
Response Time Standard	X	X	X	X	X
Unit Hour Utilization	X	X	X	X	X
Attendance Management/ EAAP	X	X	Y	Y	Y
Performance Management Competency Program	Y	Y	Y	Y	Y

Emergency and Transportation Services – Frontenac Paramedic Services Business Plan 2017 -2021

Training and Development	X	X	Y	Y	Y
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Department/Unit Objectives (will link to KPIs below)

1. Meet and/or exceed Legislative Response Time Standards (RTS)
2. To reduce the occurrence of illness and/or injury on workforce productivity and to promote employee physical and mental wellness.
3. Maintain industry Unit Hour Utilization (UHU)
4. Implement Collaborative Just Culture
5. Continue to change leadership culture

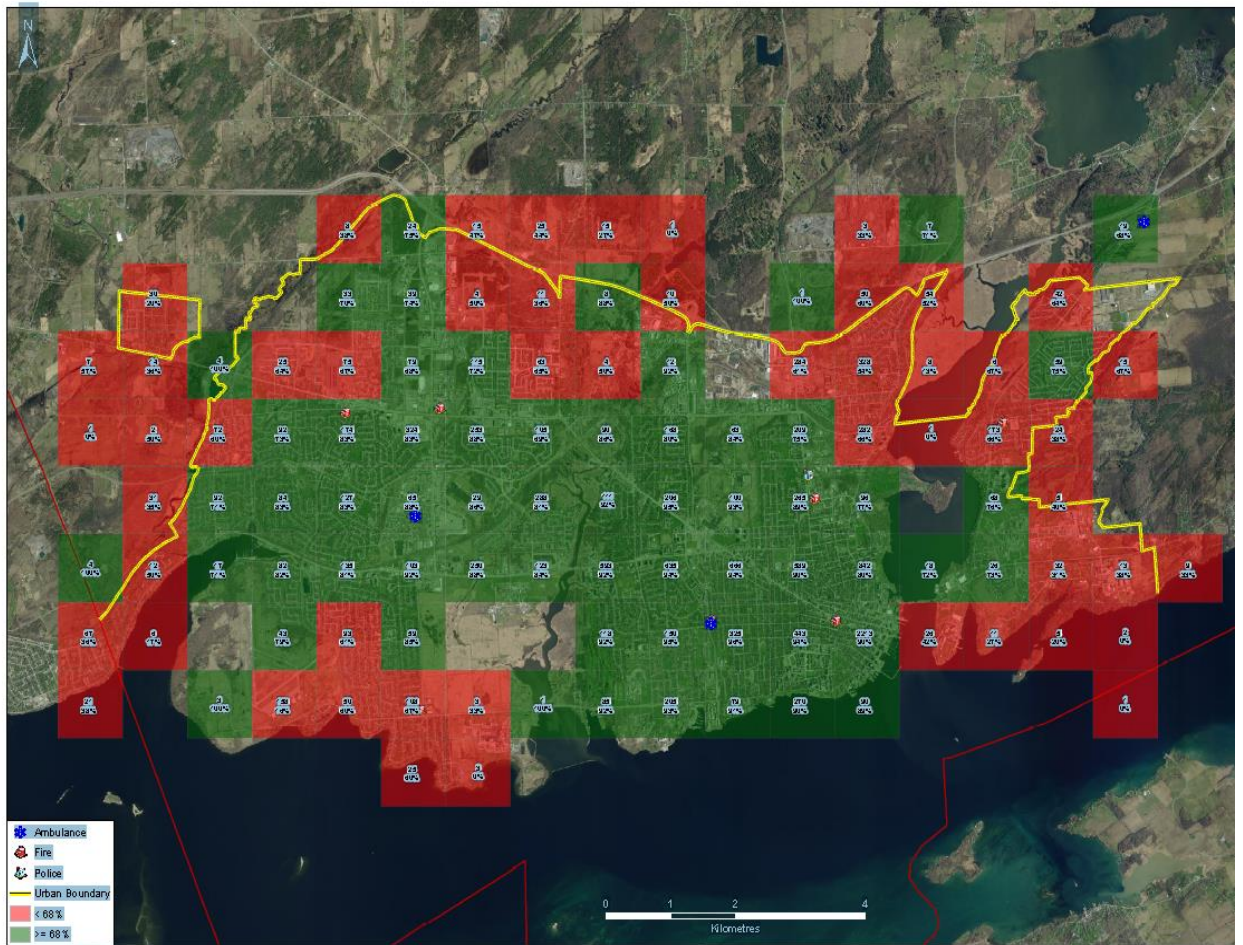
Major Initiatives to meet Department Objectives

1. Implement Urban Station Study locations/co-locations	2. Attendance and Ability Management	3. Add paramedic resources to ensure UHU is within industry guidelines.
<p>Description: In order to meet the County of Frontenac’s legislated RTS additional station locations must be opened within the City of Kingston Urban Development Area</p> <p>Timelines: 2017 through 2021</p> <p>Responsibility: Internal and in partnership with the Kingston Fire and Rescue</p> <p>Resources: Internal</p>	<p>Description: Continue to support paramedic wellness, both physical and mental</p> <p>Timelines: 2017-2018</p> <p>Responsibility: Internal</p> <p>Resources: External and internal training at Continuing Medical Education (CME’s) \$20,000</p>	<p>Description: As UHU increases the service’s resources are moving toward over-maximization and usage; this too can impact RTS. An additional 12 hour ambulance will need to be added to reduce the UHU and meet RTS</p> <p>Timelines: 2017</p> <p>Responsibility: Internal</p> <p>Resources: Internal</p>

4. Implement “Collaborative Just Culture”	5. Leadership Culture
<p>Description:</p> <p>Enhance patient risk by Improving Safety and Reliability With a Focus on Systems, Behaviors, Error Analysis, and accountability</p> <p>Timelines: 2017-2021</p> <p>Responsibility: Internal</p> <p>Resources: Internal</p>	<p>Description:</p> <p>Continue with the 3A’s of Leadership and Authority training</p> <p>Timelines: 2016-2017</p> <p>Responsibility: Internal</p> <p>Resources:</p> <p>External – Loyalist College (\$10,000) and Internal with assistance of Human Resources</p>

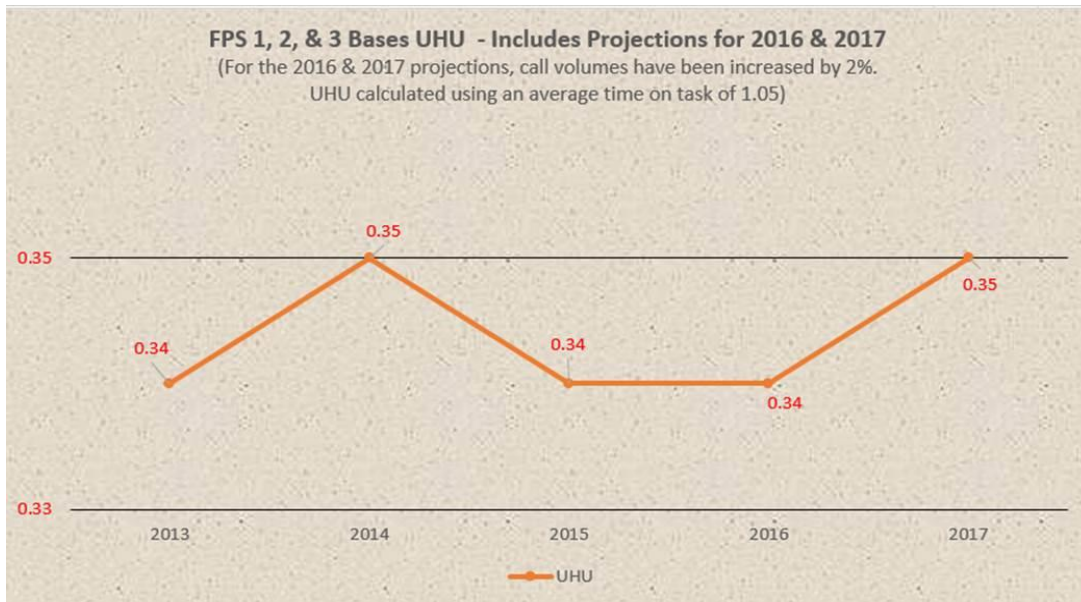
Kingston Urban Station Study

Council received the Urban Station Study Report in September 2015. Although several factors remain fluid regarding co-location opportunities with the Kingston Fire and Rescue at the airport and Division /Elliott locations, the need for a station in the northwest portion of the Urban Boundary should be addressed in 2017. Options will be presented to County Council as part of the 2017 Budget.



Service Level Changes

As call volumes increase so does the Unit Hour Utilization (UHU) number. The higher the UHU number the risk increases of falling response times and unit availability. Projecting a modest 2% increase in call volume would suggest that additional resources would be required when the UHU reaches .35. Factors that would influence the timing of this would be additional resources being contemplate for Lennox & Addington County and Leeds & Grenville County.



County Council may need to evaluate the effects of the possible closure of the L&A County Denbigh ambulance base on North Frontenac Township

Proposed Service Level Change		Rationale/ Relative to Objectives
2017	Additional 12 hour ambulance	UHU and RTS compliance
2017	CP - Wellness Clinics	County Council Strategic Goals
2018	Training Superintendent	Increased legislative requirements
2019-2021	New Station or Co-location with Kingston Fire & Rescue	UHU and RTS compliance

Emergency and Transportation Services – Frontenac Paramedic Services Business Plan 2017 -2021

Financial Projection – See Appendix A

Risk Analysis

Level	Issue
Risk	
Caution	<ol style="list-style-type: none"> 1. The Land Ambulance (LA) Grant, to Designated Delivery Agents (DDAs) is discretionary on the part of the Ontario Government and not legislated 2. The County’s current work order system is primarily manual, decentralized and maintained with a variety of tools, which would require extensive effort to amalgamate for capital asset planning. <p>The current system may also present a risk if the County is audited for compliance with the Ambulance Act and MFIPPA.”</p>
Advisement	<ol style="list-style-type: none"> 1. Changes in land ambulance deployment by neighbouring municipalities may have either positive or negative effects on FPS call volumes, deployment and response times 2. The Collective Agreement with OPSEU paramedics expired on December 31, 2015 and we have not scheduled bargaining dates

Risk Mitigation Strategies

Issue	Mitigation Strategy
Risk	
Caution <ol style="list-style-type: none"> 1. LA Grant 2. Work order deficiencies 	<ol style="list-style-type: none"> 1. Continue to participate in discussions with EHSB, Municipal Treasurers and stakeholders to ensure the grant remains in place. 2. Work order software
Advisement <ol style="list-style-type: none"> 1. Deployment 	<ol style="list-style-type: none"> 1. Continue to participate in discussions with Leeds & Grenville, Lennox & Addington and Lanark

Emergency and Transportation Services – Frontenac Paramedic Services Business Plan 2017 -2021

Issue	Mitigation Strategy
2. Collective Bargaining	Counties regarding future improvement/reductions in service levels in those municipalities'. 2. The employer continues to offer dates for bargaining

Key Success Factors

Attendance and Abilities Management

- To further assist Paramedics in developing a clear understanding of the disability management strategy (including prevention, accommodation and support recovery), that will assist in preventing and managing absences from work.

RTS/UHU Targets/Urban Station Study

- The service is meeting the RTS in those areas currently illustrated in red in the urban areas of the City of Kingston and maintain acceptable UHU levels.

Collaborative Just Culture

- The service focusses on culture of risk management versus blame.
- Build on a culture of patient safety, where paramedic self-reporting of errors increases.

Leadership Culture

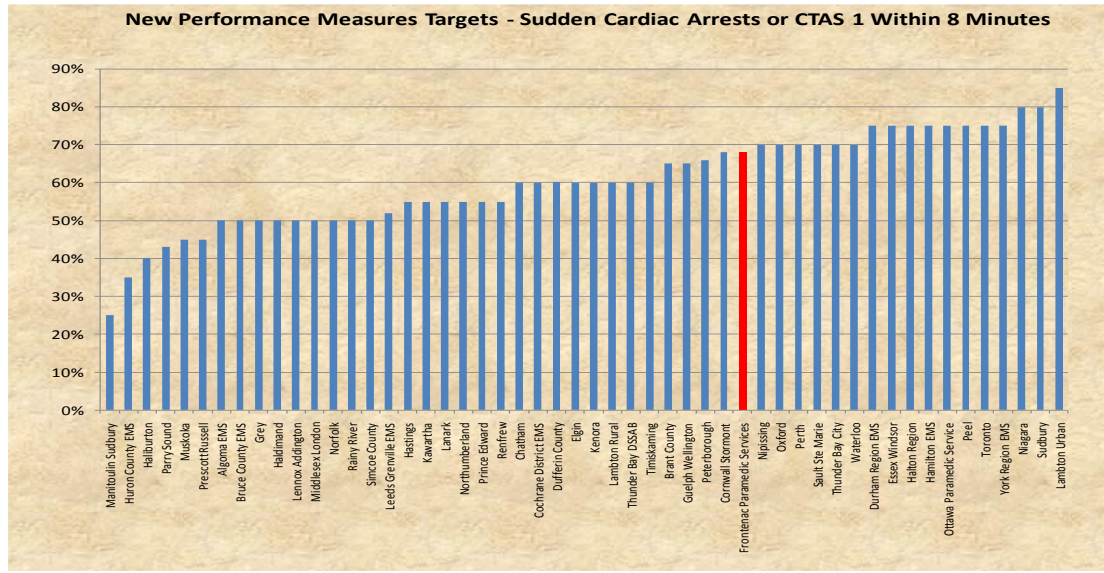
- The FPS leadership team is aligned by goals, mindset, values and behaviours.
- The FPS leadership team lives its “Guiding Principles”:
 - We are at our best when we:
 - Take up challenges to move the service ahead
 - Look after day to day tasks well, and remove the obstacles that impede service to the community
 - Work as a team, setting aside personal agendas to work towards common outcomes
 - Recognize the contributions and the importance of everyone's role and encourage each other to step up.
 - Actively seek input from others in significant decisions
 - Exercise empathy and compassion towards those around us
 - Give everyone the opportunity to lead and excel

Key Performance Indicators

Objective 1: Legislated Response Time Standard (RTS)

RTS is a retrospective review of how we performed compared to what the County Council has set as its RTS targets. The County of Frontenac has one of the highest RTS targets in Ontario and has met and/or exceeded its targets since inception of new RTS criteria in 2013.

Goal: To meet the Response Time Standard set annually for all CTAS levels of patients.



The County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2015:

For the calendar year of **2015**, from January 1 to December 31,

i. Designated Delivery Agent (DDA) - SUDDEN CARDIAC ARREST **48%** percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a person equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.

ii. EMS Designated Delivery Agent - CTAS 1

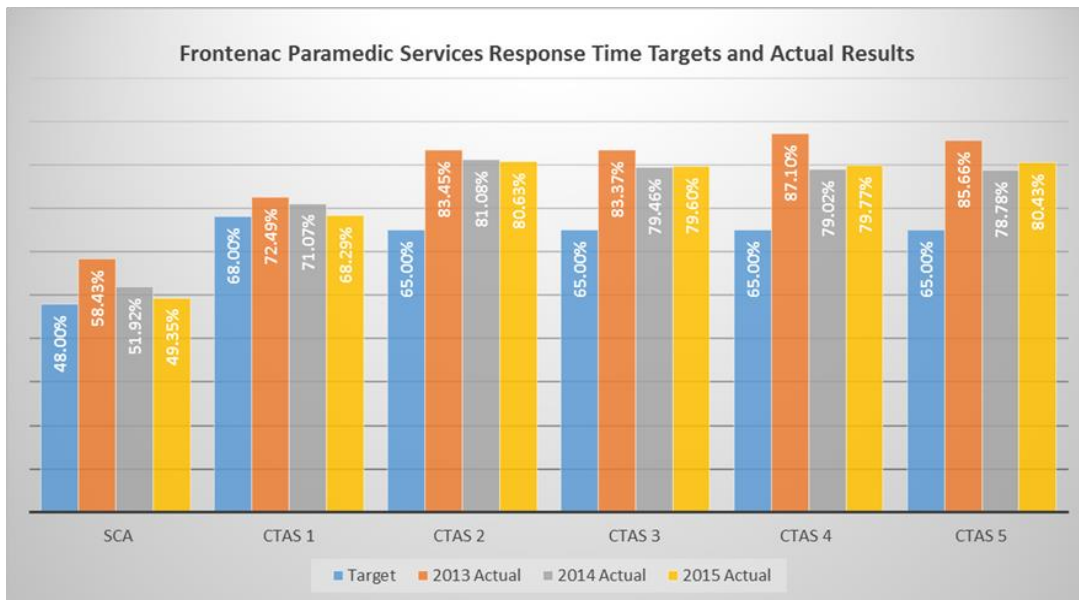
68% percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.

iii. EMS Designated Delivery Agent - CTAS 2, 3, 4, 5

The **County of Frontenac** will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within a period of time determined appropriate by the DDA and noted below in Table 1, or as resources permit (level of effort):

Table 1, CTAS 2, 3, 4, 5 EMS Delivery Agent Commitment

CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	65%
3	10 minutes	65%
4	10 minutes	65%
5	10 minutes	65%



Objective 2: To reduce the occurrence of illness and/or injury on workforce productivity and to promote employee physical and mental wellness.

Goal: 80% of employees meeting the target for absenteeism

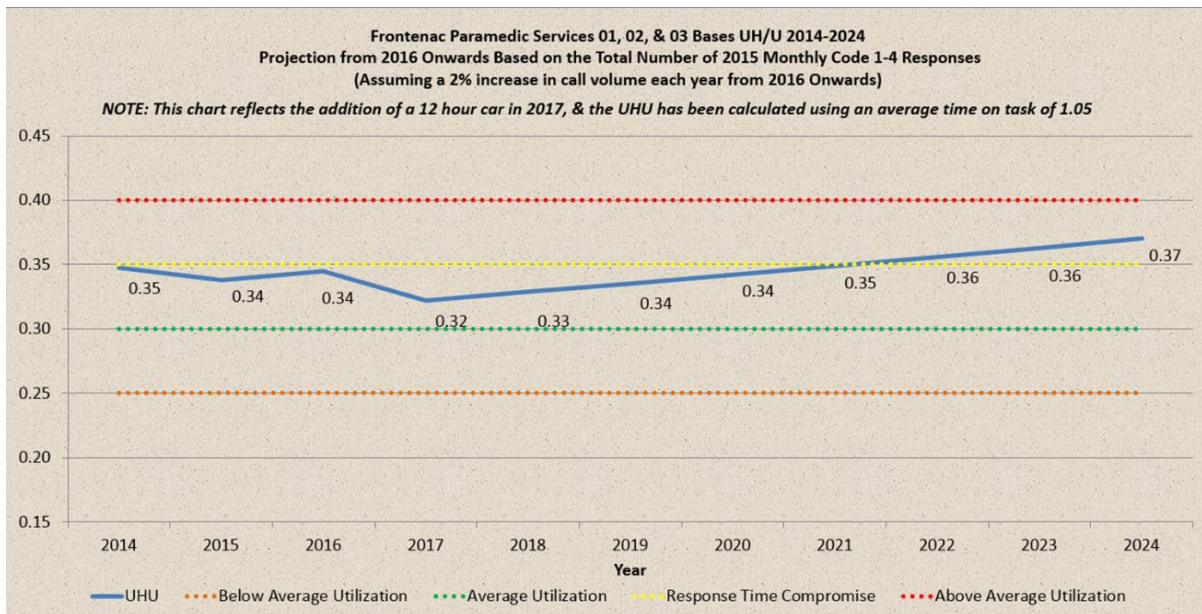
- Paramedics (OPSEU 462) – no more than 12 days in a 12 month period

Objective 3: Unit Hour Utilization (UHU)

UHU is predictive in nature based on historical data. It can be influenced by many factors such as out of scope call volume increases, episodic call

Emergency and Transportation Services – Frontenac Paramedic Services Business Plan 2017 -2021

volume events i.e. Homecoming, etc., deployment changes (+/-) by neighbouring municipalities. A target ceiling of .35 UHU is utilized to indicate when FPS may see system response pressures and need to consult with County Council on options to maintain or improve system performance.



Goal: Monitor FPS UHU against industry standards to ensure adequate resources available to meet County Council’s legislated Response Time Standards (RTS)

Objective 4: Customer Complaints

Customer complaints arise from concerns regarding a number of issues including patient care, Paramedic attitude and response times. Complaints may be handled internally or may be investigated by the Ministry of Health. Monitoring causes of patient complaints and providing coaching and education can reduce the number of complaints received.

Goal: Reduce the number of complaints received annually/Reduce number of complaints referred to Ministry of Health.

Objective 5: Loyal customers

Patients with frequent ambulance use may benefit from programs such as Paramedic Referral to CCAC, as well as Community Paramedicine initiatives. Reducing the number of repeat 911 calls will save money and free up resources for emergency calls

Goal: Decrease the number of calls by loyal customers by 50%

The key performance indicators for the FPS unit are intended to provide Council and the public with an indication that service delivery is on track.

Appendix A – Financial Projection



FRONTENAC

Business Plan 2017-2021

Department: Planning and Economic Development
Director: Joe Gallivan
Manager: Anne Marie Young
Version/Date: September 2016

Department Strategic Goals

To ensure land use planning advice to County Council and the member Townships that recognizes the rural character of the Frontenacs that is based on a solutions-oriented framework, and to promote economic development that can benefit all citizens and businesses.

Furthermore, the Department is responsible for being one of the leaders in the implementation of the three strategic planning goals established by County Council:

To focus on service delivery of the aging population across the Frontenacs, which is large and growing and will need more public services and facilities in the coming years;

Work with the Townships, other Eastern Ontario Counties, and the Province of Ontario on preparing for a “post-landfill reality” to ensure the issue is dealt with on a regional basis; and

Focus efforts through the Economic Development Charter to set priorities for economic development objectives and revenue generation.

Key Strategic Directions

1. To ensure that plans are in place to be a leader in rural land use planning and the long term sustainability of the Frontenacs.
2. To develop and maintain a regional plan that deals with cross-jurisdictional, collaborative issues for the County and Townships to improve infrastructure, stabilize and improve villages, and protect the natural heritage system.
3. To work with Council, Townships, citizens, businesses, and other stakeholders to strengthen the economic opportunities across the region.

Alignment with Council Strategic Priorities:

Goal #3 Economic Development and Value for Taxpayers: by ensuring that the County has numerous opportunities to work collaboratively with the Townships and other Eastern Ontario regions to advance economic development opportunities.

Sustainability & Resilience:

Ensuring a strategic long term view of regional planning and economic development.

Department Function

Planning and Economic Development staff comprised of the Director of Planning & Economic Development, the Manager of Economic Development, Community Planner and the Community Development Officer provide services to the County and the Townships in the following areas:

Regional Land Use Planning	Strategic Planning	Economic Development Initiatives
Township Official Plan and Zoning Updates	Special Projects (e.g., Seniors Housing, Rural Transportation)	Trail Development and Management
Tourism Promotion	Community Development	

Legislative Framework

- The Planning Act, R.S.O. 1990, c. P.13*
- *The Planning Act, R.S.O. 1990, c*
<http://www.ontario.ca/laws/statute/90p13>
- *Provincial Policy Statement (2014)*
<http://www.mah.gov.on.ca/Page10679.aspx>
- *The Municipal Act, 2001, S.O. 2001, c. 25*
<http://www.ontario.ca/laws/statute/01m25>
- *Development Charges Act*
<http://www.mah.gov.on.ca/Page9839.aspx>
- *Environmental Protection Act*
<http://www.ontario.ca/laws/statute/90e19>
- *Canadian Environmental Protection Act*
<http://www.ec.gc.ca/lcpe-cepa/default.asp?lang=En&n=26A03BFA-1>
- *Source Water Protection Plans*
<http://crca.ca/watershed-management/studies-and-mapping/source-water-protection/>
<http://quintesourcewater.ca/web/>
<http://www.mrsourcewater.ca/en/>
- *Frontenac County Official Plan (adopted October, 2014)*
- *Township Official Plans and Zoning By-laws*
- *K&P Implementation Plans and Trails Master Plan*
- *Frontenac Economic Development Charter*
- *Frontenac Economic Development Implementation Plan*

Relationships:

Planning and Economic Development will work with County Council and Township Councils, external agencies, upper level governments, citizens, and businesses.

Internal:

- **County Council** - act as a lead department in implementation of Council's strategic planning goals/priorities, and to work with Council on long-term regional planning policy (both from a land use and economic development perspective). Also work with Committees of Council on same long-term regional issues.
- **County Administration** - Primary internal relationships are with: Geographic Information Systems (GIS) for data collection, land use planning analysis, and mapping; Communications for information sharing, promotion, consultation, and the use of social media; and the Chief Administrative Officer's Office for strategic planning and economic development. Also, where necessary provide planning direction to internal staff.

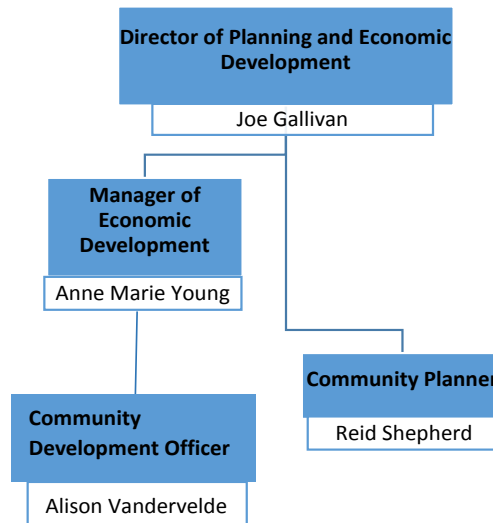
External:

The majority of relationships for Planning and Economic Development are external:

- **Citizens** – consultation on land use planning issues, information/data sharing, economic development projects.
- **Upper Level Governments** – communicating with Provincial ministries (e.g., Municipal Affairs, Environment and Climate Change, Natural Resources and Forestry, Tourism Culture and Sport) and Federal Departments (Environment, Finance) to seek advice, apply for grant funding, and to lobby County policy positions.
- **Member Municipalities** – work with Townships on collaborative planning to strengthen the region.
- **Local External Agencies** – a key part of regional collaboration. The Department will communicate, consult, and work with agencies such as North Frontenac and South Frontenac Community Services, Community Futures Development Corporation (CFDC), Eastern Ontario Trails Alliance (EOTA), Ducks Unlimited, Land 'O Lakes Tourism, and cottage associations.
- **Local Business** – as part of the implementation plan for Economic Development Plan - staff will work with existing businesses and start-up businesses to stabilize and improve local business activity, particularly those operating within the core/focus of County Council's economic agenda.

Employee Complement

	2017	2018	2019	2020	2021
Full Time (non-union)	3	3	3	3	3
Full Time (union)	1	1	1	1	1
Part-time (non-union)	0	0	0	0	0
Part-time (union)	0	0	0	0	0
Contract (including summer students)	2	2	3	3	3
Total Employees	6	6	7	7	7
Total FTE	3	3	4	4	4



Existing Service Levels:

Policy Planning

- Development and management of Frontenac County Official Plan
- Ongoing preparation and management of local Community Improvement Plans.
- Special projects: Private Roads Study, Seniors Housing, Population and Employment Projections, Natural Heritage Study.
- Sustainability Planning
- Trails Master Plan implementation

Land Use Planning

- Subdivisions – review and approval in conjunction with Townships.
- Township Planning (North Frontenac, Central Frontenac, Frontenac Islands)
 - o Full Services
 - Official Plan and Zoning By-law Updates
 - Planning reports for Zoning Amendments, Official Plan Amendments, minor variances, severances, easements/right of ways.
 - Site visits
 - Township Council and/or Committee attendance
 - Consultation/advice to citizens and developers on planning matters.
 - Ontario Municipal Board (OMB) attendance to provide planning evidence.

Federal and Provincial Funding Opportunities

- Submissions for grant funding for economic development related projects.

Trail Management and Construction

- K&P Trail construction and maintenance

Economic Development

- Community Improvement Plans
- Community Profiles and Business Trends
- Business Retention and Expansion
- Trails Network Development
- Age-Friendly Community Plans
- Business Ambassador Program
- Regional Marketing Plan

Community Development

- First Impressions Community Exercises
- Partnerships

Major Policy/Program Review:

	2017	2018	2019	2020	2021
County Official Plan			X		
Community Improvement Plans	X	X	X	X	X
Local Township Planning	X	X	X	X	X
Economic Development Action Plan	X	X	X	X	X
Communal Services Study	X				
ICSP (<i>Directions for Our Future</i>) update		X			
Recreation Infrastructure Plan		X			
K&P Trail Maintenance Plan	X				
Age-Friendly Community Plan	X				
Population and Employment Projections update		X			
Township Planning – Official Plan and Zoning By-law Updates (North, Central, and Frontenac Islands)	X	X	X	X	X

Department Objectives

1. Effective and efficient land use planning activity
2. Integrate Land Use Planning and Economic Development actions
3. Improve communication and public consultation with citizens
4. Implement Economic Development Action Plans

Major Initiatives

<p>1. Increase Public Awareness of County Planning & Economic</p>	<p>2. Continued Support of Community Development Officer position – 3 year term</p>	<p>3. Update Township Official Plans and Zoning By-laws to Encourage Small Business Start-Ups</p>
<p>Description:</p> <p>Planning & Economic Development Department was created in January, 2015, in part to recognize that its mandate is to work with citizens, businesses, Townships, and other levels of government and to be a leader in rural land use planning and economic development. Merging the two together will promote a ‘solutions-oriented’ approach recognizing the rural nature of Frontenac</p> <p>Greater awareness is needed for the general public to understand our services and ongoing projects. This will involve new and continued outreach through social media, a separate section on the County website, visibility at public events, and the creation of a ‘one stop’ business web portal.</p> <p>Timelines: 2017-2021 (ongoing)</p>	<p>Description:</p> <p>Through the work completed on the Economic Development Charter, it was recommended that a ‘Community Development Officer’ (CDO) position be created to focus directly on implementation of the Economic Development Implementation Action Plans. This position would act as the ‘point person’ for working with existing and potential businesses in Frontenac.</p> <p>Timelines: 2016 to 2019</p> <p>Responsibility:</p> <p>Manager of Economic Development; Director of Planning & Economic</p>	<p>Description:</p> <p>Frontenac County provides planning services to North, Central, and Frontenac Islands Townships.</p> <p>Each Township Official Plan and Zoning By-law will undergo a review and update over the next five years. One of the goals will be to update policy and zoning rules to make it easier for new small scale farming, artisanal businesses, and other rural start-up businesses to be permitted with limited planning approvals.</p> <p>Timelines: 2017 to 2021</p> <p>Responsibility:</p> <p>Director of Planning & Economic Development</p>

<p>Responsibility: Director of Planning & Economic Development; Manager of Economic Development.</p> <p>Resources: Internal with assistance from Community Planner, Community Development Officer, GIS Specialist, Manager of Information Systems, Communications Officer and Chief Administrative Officer.</p>	<p>Development, Community Planner</p> <p>Resources: Internal</p> <p>Communications Officer, GIS Specialist</p> <p>Resources: External</p> <p>Township Councils and staff, CFDC, Land 'O Lakes Tourism, Ministry of Tourism and Culture, Frontenac Arch Biosphere</p> <p>(\$100,000 per year as per economic development action plan)</p>	<p>Resources: Internal</p> <p>Community Planner, GIS Specialist</p> <p>Resources: External</p> <p>Township Councils and staff, CFDC, Consultants</p>
<p>4. Seniors Housing Project</p>	<p>5. Community Improvement Plans</p>	<p>6. K&P Trail Development Plans</p>
<p>Description: Ongoing development of a seniors' housing project in each Township. Marysville (Frontenac Islands) project commenced in 2015.</p> <p>Timelines: 2016 to 2020</p> <p>Responsibility: Director of Planning & Economic</p>	<p>Description: Continuation of CIP program across Frontenac. Initiate CIP #5 in 2016 and a Regional CIP in 2017.</p> <p>Timelines: 2016 to 2020</p> <p>Responsibility: Manager of Economic Development, Community Planner</p>	<p>Description: Continued construction of the K&P Trail through Frontenac County, from Tichborne to Sharbot Lake.</p> <p>Timelines: 2016-2017</p> <p>Responsibility:</p>

<p>Development, CAO's Office</p> <p>Resources: Internal</p> <p>Manager of Legislative Services/Clerk; GIS Specialist</p> <p>Resources: External</p> <p>Township Staff, Housing Consultant (\$24,000)</p>	<p>Resources: Internal</p> <p>GIS Specialist, CDO, Communications Officer, Finance</p> <p>Resources: External</p> <p>Township Staff; MAH staff (\$70,000 per plan)</p>	<p>Manager of Economic Development</p> <p>Resources: Internal</p> <p>Community Planner, GIS Specialist</p> <p>Resources: External</p> <p>Contractors Township public works staff (\$494,000)</p>
<p>7. Regional Signage Strategy and Implementation</p>	<p>8. Communal Servicing Study</p>	<p>9. Age – Friendly Community Plan</p>
<p>Description: Using the new region-wide brand determine the signage required for major roads, gateways, hamlets and way-finding in Frontenac. It will provide a consistency of theme and producing seamless boundaries across the region. Erect uniform signage on trails at strategic access points County-Wide to indicate and promote near-by eatery and accommodations businesses, other amenities.</p> <p>Timelines: 2016 to 2019</p>	<p>Description: A planning, fiscal, and environmental study to consider new development in settlement areas to be built using communal services. This can result in smaller lot sizes and better integration into the existing village fabric, and increase number of citizens within walking distance of commercial areas.</p> <p>Timelines: 2016 and 2017</p>	<p>Description: To best meet the needs of seniors the County recognizes that the ways in which we plan and design our communities, deliver public services, and engage and communicate with seniors should be enhanced. Fostering an age-friendly community will contribute to improved quality of life for all citizens.</p> <p>Timelines: 2016 to 2017</p>

<p>Responsibility: Manager of Economic Development; Community Development Officer</p> <p>Resources: Internal</p> <p>Communications Officer, GIS Specialist</p> <p>Resources: External</p> <p>Township staff; Economic Development Committees</p> <p>(\$135,000 Economic Development Actions Plan augmented by external funding)</p>	<p>Responsibility: Director of Planning & Economic Development</p> <p>Resources: Internal</p> <p>GIS Specialist, Finance</p> <p>Resources: External</p> <p>Township staff; Ministry of Environment and Climate Change, Consultant (\$80,000 approved in 2016),</p>	<p>Responsibility: Manager of Economic Development; Community Planner</p> <p>Resources: Internal</p> <p>GIS Specialist, Finance</p> <p>Resources: External</p> <p>Steering Committee members; Consultant (\$35,000 external funding and \$5,000 in-kind staff and venue space)</p>
<p>10. Accommodation Study</p>	<p>11. Local Food /Agri-Business Awareness</p>	<p>12. Ferry by Foot Program</p>
<p>Description: A region-wide study that will identify locations in Frontenac intended to increase accommodation facilities - expects to encourage and support the opening and operation of 100 new accommodation beds (target=1 job/5 beds) in Frontenac by 2020. These rooms should be developed in all four Frontenac municipalities.</p>	<p>Description:</p> <p>Build on existing momentum to increase local food capacity and expand awareness of the value of local food /agri-business to generate greater demand in Frontenac and to include a marketing communications plan.</p> <p>Timelines: 2016 - 2018</p>	<p>Description: Develop a program to encourage visitors to Frontenac Islands to travel by foot instead of a vehicle. Will also encourage development (e.g. reinstate a farmers market) (farm-gate sales) or enhancement of attractions such as Big Sandy Bay.</p> <p>Timelines: 2016 - 2019</p> <p>Responsibility: Manager of Economic Development;</p>

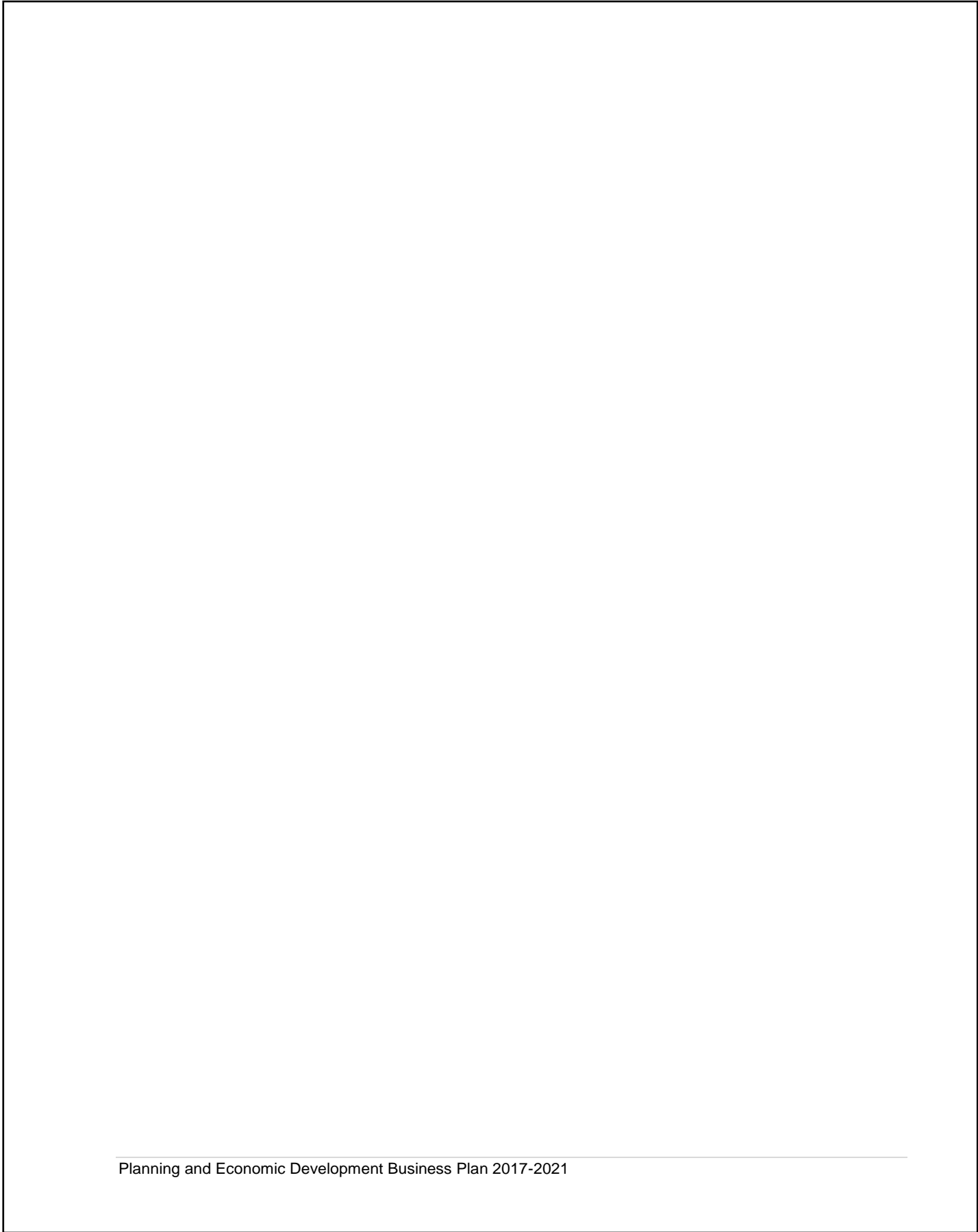
<p>Timelines: 2017</p> <p>Responsibility: Manager of Economic Development; Community Development Officer</p> <p>Resources: Internal Communications Officer, Community Development Officer</p> <p>Resources: External Township staff; Economic Development Committees Consultant (\$50,000 Economic Development Actions Plan)</p>	<p>Responsibility: Manager of Economic Development; Community Development Officer</p> <p>Resources: Internal Communications Officer, GIS Specialist</p> <p>Resources: External Township staff; Economic Development Committees (\$110,000 Economic Development Actions Plan augmented by external funding)</p>	<p>Community Development Officer</p> <p>Resources: Internal Communications Officer</p> <p>Resources: External Township staff; local community organizations (\$65,000 - Economic Development Actions Plan augmented by external funding)</p>
<p>13. Brand Recognition Program</p>	<p>14. Recreational Infrastructure Study</p>	<p>15. Tourism Packaging Initiative</p>
<p>Description: Bring awareness of the new brand for Frontenac to businesses, residents and visitors. A marketing plan is necessary to insure the brand is known at local, regional, national and global level. The business ambassador program is intricate to brand recognition.</p> <p>Timelines: 2016-2017</p>	<p>Description: Log the existing recreational infrastructure and investigate the potential of new ventures in recreational lifestyle in Frontenac.</p> <p>Timelines: 2018</p> <p>Responsibility: Manager of Economic Development;</p>	<p>Description: Develop a collaborative of tourism related businesses to offer a variety of unique experiences for residents and visitors.</p> <p>Timelines: 2018</p> <p>Responsibility: Manager of Economic Development; Community Development Officer</p>

<p>Responsibility: Manager of Economic Development; Community Development Officer</p> <p>Resources: Internal</p> <p>Communications Officer, Community Development Officer</p> <p>External Township staff; Business Brand Ambassadors -(\$85,000 - Economic Development Actions Plan augmented by external funding)</p>	<p>Community Development Officer</p> <p>Resources: Internal</p> <p>Communications Officer GIS Specialist</p> <p>Resources: External</p> <p>Township staff; Recreation Committees</p> <p>(\$50,000 - Economic Development Actions Plan</p>	<p>Resources: Internal</p> <p>Communications Officer, Community Development Officer</p> <p>Resources: External</p> <p>Township staff; Economic Development Committees</p> <p>(\$30,000 - Economic Development Actions Plan</p>
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<p>This table summarizes how our Major projects align with the Planning and Economic Objectives.</p>	<p>1. Effective and efficient land use planning activity</p>	<p>2. Integrate Land Use Planning and Economic Development actions</p>	<p>3. Improve communication and public consultation with citizens</p>	<p>4. Implement Economic Development Action Plans</p>
<p>Increase public awareness of County Planning & Economic Development</p>	<p>✓</p>	<p>✓</p>	<p></p>	<p></p>

Support of Community Development Officer position	✓	✓	✓	✓
Update Township Official Plans and Zoning By-laws	✓		✓	
Seniors Housing Project	✓			
Community Improvement Plans	✓		✓	
K&P Trail Development	✓		✓	
Regional Signage Strategy	✓	✓		✓
Communal Services Study	✓	✓	✓	
Age-Friendly Community Plan	✓	✓	✓	
Accommodation Study	✓	✓		✓
Local Food/Agri-Business Awareness	✓	✓	✓	✓
Foot by Ferry Program	✓	✓	✓	✓
Brand Recognition	✓	✓	✓	✓
Recreational Infrastructure Study			✓	✓
Tourism Packaging Initiative			✓	✓

Planning and Economic Development Business Plan 2017-2021



Planning and Economic Development Business Plan 2017-2021

Service Level Changes

Proposed Service Level Change		Rationale/ Relative to Objectives
2016-2019	Community Development Officer	This position would act as the 'point person' for working with existing and potential businesses in Frontenac / All four objectives
2016-2017	Communal Services Study	Result in smaller lot sizes and better integration into the existing village fabric, and increase number of citizens within walking distance of commercial areas / All four objectives
2016-2019	Regional Signage Strategy and Implementation	Result will be a consistency of theme and look producing seamless boundaries across the region
2017	Accommodation Study	First step to identify the need for accommodation facilities - expects to encourage and support the opening and operation of 100 new accommodation beds in Frontenac by 2020.
2017	Age Friendly Community Plan	Fostering an age-friendly community will contribute to improved quality of life for all citizens.
2018	Recreation Infrastructure Plan	Existing and new recreational infrastructure potentially offering new ventures in recreational lifestyle in Frontenac.

2019	Tourism Packaging	A collaborative of tourism related businesses offering a variety of unique experiences for residents and visitors
Ongoing	Annual reserve allocation	

Risk Analysis:

Level	Issue
Caution	<ol style="list-style-type: none"> 1. Communal Services Study – developers may be risk averse to building this type of subdivision. 2. K&P Trail – Land Acquisition from Tichborne to Sharbot Lake – short term acquisition is important to continue to extend trail system to Sharbot Lake
Advisement	<ol style="list-style-type: none"> 1. Township Planning – Zoning and Official Plan Updates – should the County Official Plan approval be delayed by an OMB hearing, the County may not be given approval authority until such hearing is completed. 2. Significant OMB Appeals / Legal Issues – appeals of subdivisions, Official Plan Amendments, could result in many staff hours being used. 3. On-going support to Community Development Officer Position (3 year contract). Significant public investment with high responsibility to improve economic health of Frontenac

Key Success Factors:

Regional Vision

- Ensuring that County Council has a regional perspective when considering land use and economic development issues.
- Providing County Council with proactive solutions on key regional issues (e.g., watershed planning, regional transportation, development servicing options).

Leadership Role in Collaboration

- Act as lead department, in association with CAO's Office, to promote collaborative solutions on land use, transportation, and economic development issues.
- Demonstrated by regional projects endorsed by County Council.

Clear, Long Term Vision for Regional Sustainability

- Ensuring that the new County Official Plan will continue to serve as a 'high-level' County-wide planning document that has a focus on finding solutions to regional issues.
- Working with citizens and Council to consider future application of the County's sustainability plan (*Directions for Our Future*)
- Leaders and employees held accountable and recognized not just for performance and results but also for demonstrating the corporate values

Leader in Trail Development

- Ensuring K&P Trail is completed and safe for use over the long term.
- Focus on developing economic 'foundation' along trail with uses that will support and increase activity along the trail system.

Implementation and Monitoring of Economic Development Action Plan

- Focus on developing economic 'foundation' along trail with uses that will support and increase activity along the trail system.
- Developing a plan to work with Townships, citizens, upper level governments, and local businesses on coordinated approach to investing in action plans, including accessing funding programs from the Provincial and Federal governments.
 1. Improve the effectiveness and efficiency of Land Use Planning at the County
 2. Integrate Land Use Planning and Economic Development actions
 3. Improve communication and public consultation with citizens

4. Implement Economic Development Action Plans

Key Performance Indicators:

Land Use Planning

Objective #1 Effective and efficient land use planning activity

- % Planning Recommendations Endorsed
- Success Rate at Ontario Municipal Board

Economic Development

Objective #2 Integrate Land Use Planning and Economic Development actions

- Community Improvement Plan(s) Positive R.O.I. (10:1 ROI)
- K&P Trail Development to Sharbot Lake – 10.8 km complete from Tichborne by July 2017.
- Increase in the number of businesses in Frontenac specifically related to accommodation and local food (100 new beds/5 new businesses/5 years)
- Success rate in funding applications submitted (85:100)

Objective #3 Improve communication and public consultation with citizens

- Increase in subscribers to County social media

Objective #4 Implement Economic Development Action Plan

- Business leads/inquiries that advance beyond preliminary stage (15:100)
- Business Brand Ambassadors enlisted (100)
- Community Opportunities Grant R.O.I.

The key performance indicators for the Planning & Economic Development Department are intended to provide Council and the public with an indication that service delivery is on track.

Appendix A – Financial Projection

 **FRONTENAC Business Plan 2017-2021**

Department: Corporate Services
Unit: Human Resources
Director: Marian VanBruinessen
Manager: Barb McCulloch
Version/Date: September 2016

Department/Unit Strategic Goals

The County of Frontenac Corporate Services' mission is "to efficiently and measurably deliver excellent services, recognized as an employer of choice with dedicated and capable staff, adding value in all areas of service delivery, while simultaneously working to strengthen the capacity of the local municipalities we represent."

In support of the Corporate Services' mission, Human Resources' strategic goal is to partner with internal and external stakeholders to recruit, develop, engage and retain a highly qualified and diverse workforce while fostering a healthy, safe and productive work environment with the overall goal to improve organizational performance.

Key Strategic Directions

1. To provide excellent Human Resources services that are aligned with best practices
2. To educate and support internal stakeholders in people management
3. To engage external partners, as appropriate, for human resource management functions
4. To embrace technology to facilitate analysis, reporting and human resources planning

Alignment with Council Strategic Priorities

Goal #1: Meeting the Aging Tsunami Challenge for Frontenac Seniors

Although this strategic priority is focused on Frontenac Seniors as taxpayers, the statistics show that the County of Frontenac workforce is also aging. As such, people management is and will continue to be critical as an aging workforce is expected to impact human resources functions such as succession planning, abilities management, benefits usage and flexible work arrangements.

Goal #3: Respect for the taxpayer and focused economic development

Financial sustainability – Salaries and benefits are the County's most significant expense that represents approximately 65% of operating expenses, so it is imperative to effectively develop and manage employees. The Human Resources team and other internal stakeholders are key resources in managing these costs through effective people management based on best practices.

Long-term financial planning – In order to proactively respond to the changing labour market, it is important for Human Resources to use long-term planning to manage the current staff complement as well as future staffing requirements. Long-term planning will assist in developing and maintaining a workforce that is highly qualified and diverse.

Support continued efforts to rationalize costs across the Townships and County – Human Resources will continue to work with the Townships to identify opportunities for efficiencies and cost savings and to share best practices.

Sustainability & Resilience

Human Resources will provide a strategic, long-term approach in the recruitment, development, engagement and retention of its workforce that will assist in a sustainable and resilient workplace.

Department/Unit Function

Human Resources comprised of a Manager, Human Resources, a Human Resources Generalist and an Occupational Health Nurse, provides the following services to the County:



Legislative Framework

- *Employment Standards Act, 2000 (ESA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm
- *The Ontario Human Rights Code*
<http://www.ohrc.on.ca/en/ontario-human-rights-code>
- *The Occupational Health and Safety Act 1990 (OHSA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm
- *Workplace Safety and Insurance Act, 1997*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm
- *Labour Relations Act, 1995*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
- *Hospital Labour Disputes Arbitration Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h14_e.htm
- *Ambulance Services Collective Bargaining Act, 2001*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm
- *Ambulance Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm

- *Accessibility for Ontarians with Disabilities Act, 2005*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Highway Traffic Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h08_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
<http://www.ontario.ca/laws/statute/07l08>
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Pay Equity Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
- *OMERS ACT, 2006*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06o02_e.htm

Clients

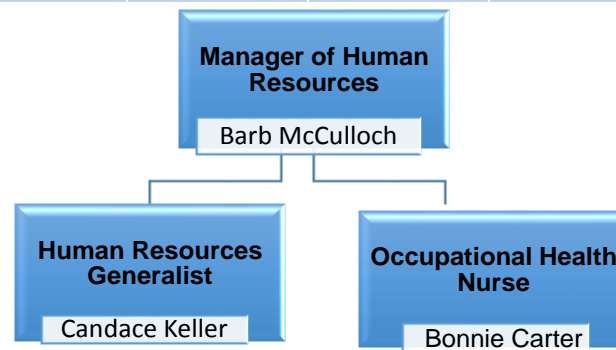
Human Resources provides quality, client-focused services to the following stakeholders:

Internal: County Council and staff

External: Townships, employment candidates and the general public

Employee Complement

Status	2017	2018	2019	2020	2021
Full-Time (non-union)	3	3	3	3	3
Part-Time (non-union)					
Contract					
Total Employees	3	3	3	3	3
FTE	3	3	3	3	3



Human Resources Business Plan 2017 -2021

Existing Service Levels

The following statistics for 2015 present the description and volume of work within Human Resources and Occupational Health:

Statistics

No. Employees and Average Age

Department	Service	Number of Employees	Average Age
All Departments	Non-Union	35	50
Fairmount Home and Corporate Services	CUPE Local 2290	183	42
Emergency and Transportation Services	OPSEU Local 462	132	39
	Frontenac Paramedic Services		
	CUPE Local 109	16	52.5
	Marine Services		
Total		366	42

Collective Agreements

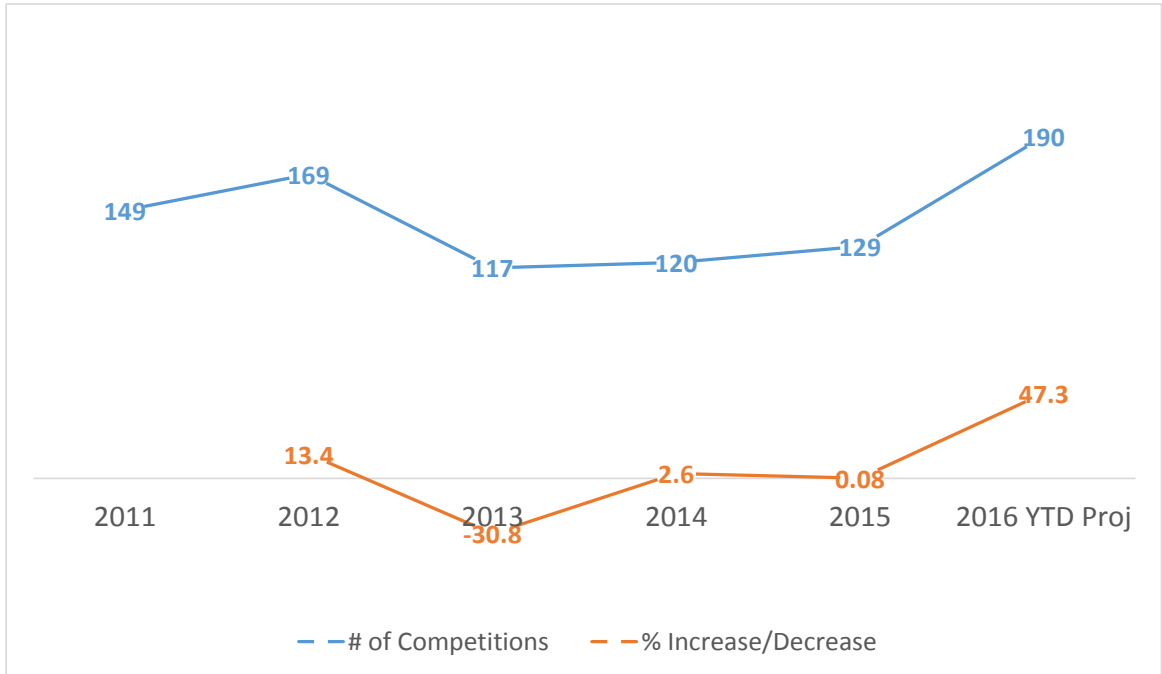
Department	Collective Agreements	Expiry Date	Status
Fairmount Home and Corporate Services	CUPE 2290	January 1, 2015 December 31, 2016	Notice to bargain not yet received
Frontenac Paramedic Services	OPSEU 462	January 1, 2014 to December 31, 2015	Collective bargaining expected to commence late Fall 2016/winter 2017
Marine Services	CUPE 109	January 1, 2014 to December 31, 2017	N/A

Human Resources Business Plan 2017 -2021

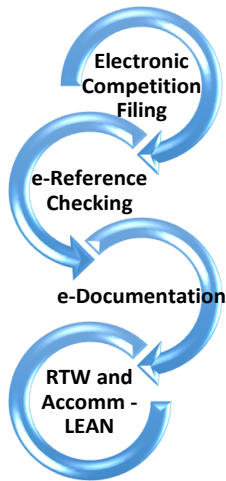
Recruitment 2015

Department	Number of Job Competitions	Number of Internal Hires	Number of External Hires	Number of Unfilled/ Cancelled
Corporate Services	10	1	8	1
Fairmount Home	91	75	14	2
Emergency and Transportation Services	27	26	0	1
Marine Services	1	1	0	0
Total	129	103	22	4

2011 – 2016 YTD Competition Trend

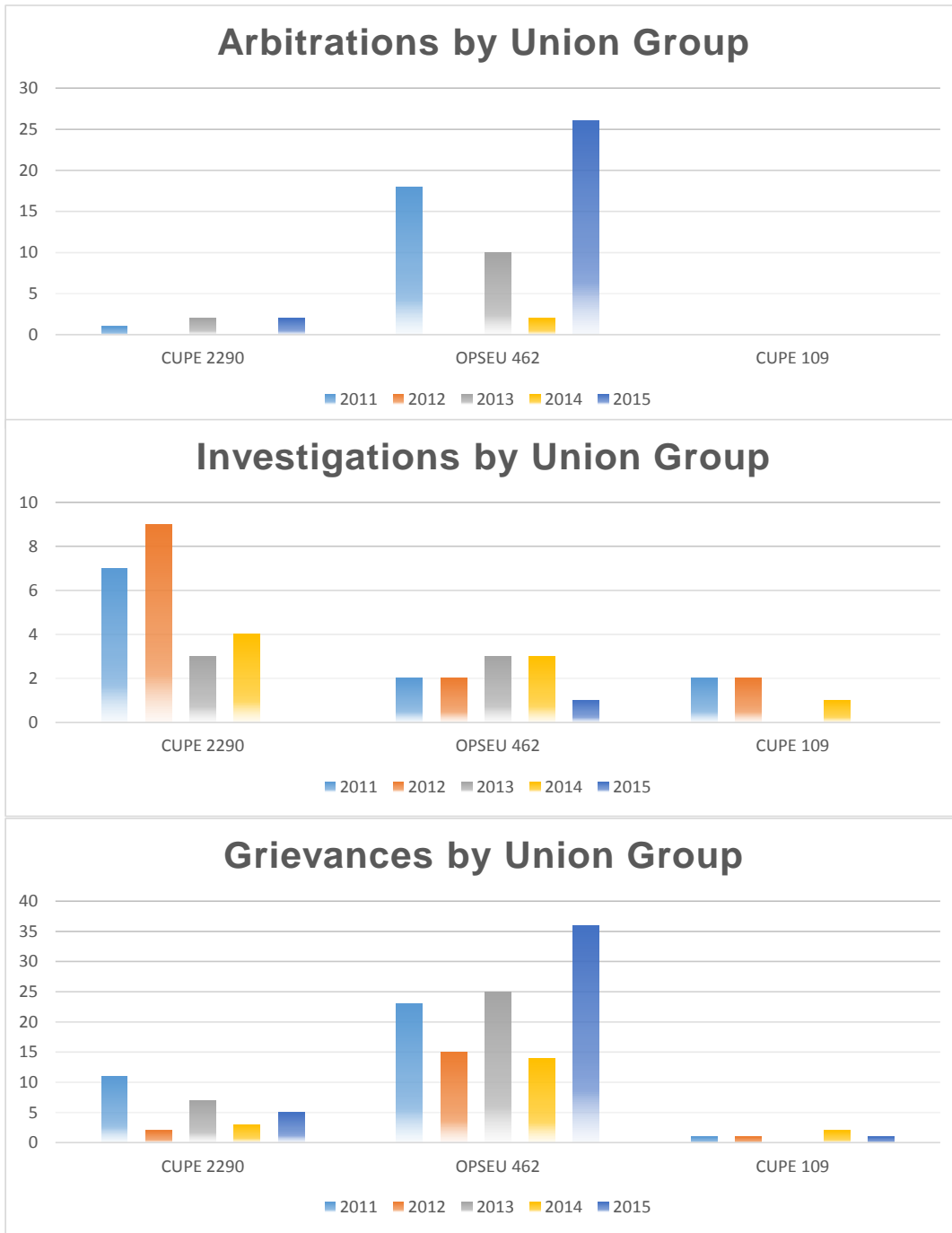


Recruitment Process Improvement Initiatives 2016 YTD



Employee Turnover 2015

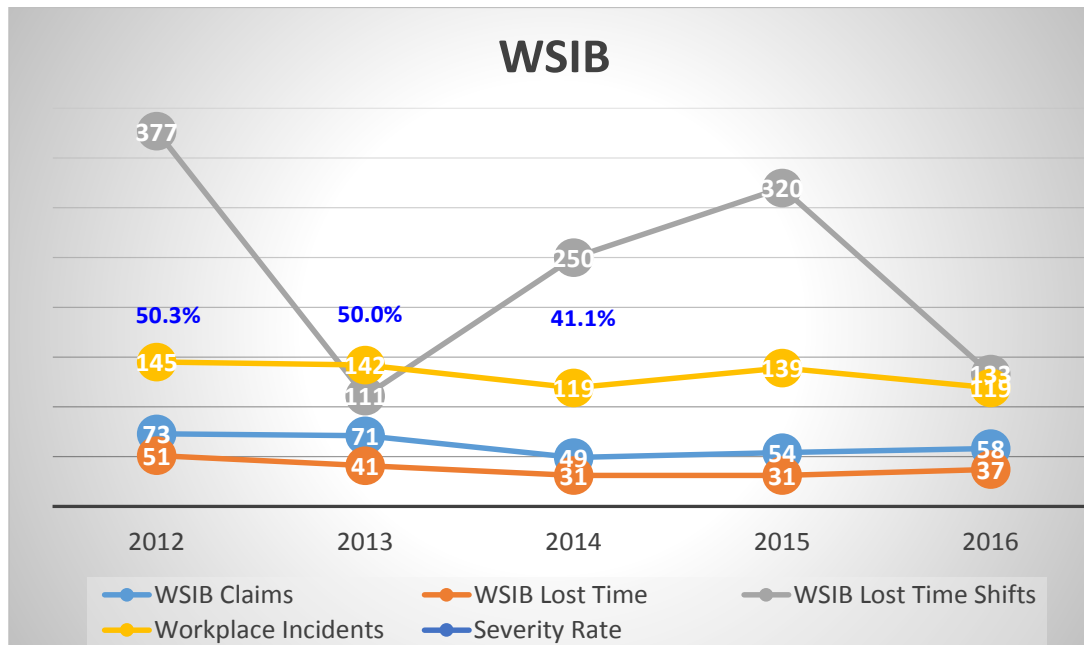
Department	Resignation	Retirement	Contract Completed	Termination	Total Termination
All Departments (non-union)	1	0	1	1	3
Fairmount Home	14	3	2	14	33
Emergency and Transportation Services	9	1	0	1	11
Total	24	4	3	16	47
Employee Turnover	$47/355 \times 100 = 13.24\%$				



Human Resources Business Plan 2017 -2021

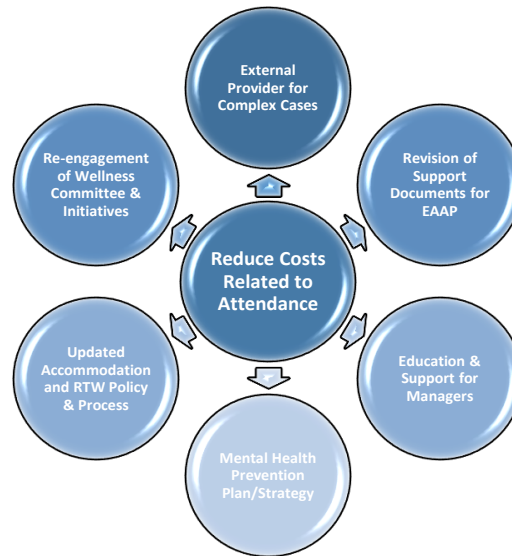
Occupational Health Statistics

Year	Clinical Apts/ Physical Health Checks	Non-Occupation Accidents	Workplace Incidents	Claims WSIB	Claims Lost Time	# Lost Time Shifts (130 = 1 cs.)	# Modified Work Plans	# Employees Modified Work	Average # Shifts on Modified Work
2015	138	9	139	54	31	320	75	35	25
2014	120	14	119	49	31	250	98	26	18
2013	128	9	142	71	41	111	65	15	35
2012	112	5	145	73	51	377	126	31	54



Human Resources Business Plan 2017 -2021

Attendance Management Strategy



Policy and Program Review

	2017	2018	2019	2020	2021
Legend	X = Major		Y = Routine		
Compensation Review (policies, etc.)	Y		Y		Y
Benefits - market review (provide support to Finance)	X			X	
Pay Equity (Maintenance)	X	Y	Y	Y	Y
Abilities Management Program	Y	Y	Y	Y	Y
Labour Relations Strategy	Y	Y	Y	Y	Y
Performance Management Competency Policy & Program	X	Y	Y	Y	X
Education & Development – Non-Legislative	X	Y	Y	X	Y

Human Resources Business Plan 2017 -2021

Education & Development - Legislative	X	Y	Y	Y	Y
Job Description Update (non-union)	X	Y	Y	Y	Y
Job Description Review (union)	X	Y	Y	Y	Y
Policy Review	X	Y	Y	X	Y

Department/Unit Objectives (will link to KPIs below)

1. Review, update and implement the **Abilities Management strategy** to reduce the occurrence and effect of illness and injury on workforce productivity; promote employee engagement/attachment and reduce/manage costs.
2. Monitor the **Labour Relations strategy** to assist with labour-management relations and labour cost sustainability/management.
3. Develop a **Competency Based Framework** for improvements in recruitment and selection, orientation/onboarding, performance appraisals and performance management tools, education and development, and succession planning (S.D.O.R. # 4 – cross training)

Major Initiatives to meet Unit Objectives

1. Develop and/or Review Abilities Management Strategy	2. Monitor Labour Relations Strategy
<p>Description:</p> <p>To review and updated the abilities management strategy (including prevention/wellness, return to work and accommodation, supporting healthy and safe recovery) that will assist in preventing and managing absences from work.</p> <p>Timelines:</p> <p>2016 - 2019</p> <p>Responsibility:</p> <ul style="list-style-type: none"> • Human Resources and Occupational Health <p>Resources:</p> <ul style="list-style-type: none"> • Internal partners e.g. managers, supervisors, employees, unions • External partners e.g. ability management specialists, health care professionals, wellness partners 	<p>Description:</p> <p>To monitor the labour relations strategy in order to effectively manage the relationship between the County and its unions/ employees, creating a sustainable and differentiated competitive advantage in the broader workforce.</p> <p>Timelines:</p> <p>2017 and forward – continued implementation, monitoring and revision based on internal and external factors</p> <p>Responsibility:</p> <ul style="list-style-type: none"> • Human Resources <p>Resources:</p> <ul style="list-style-type: none"> • Internal partners e.g. managers, supervisors • External partners e.g. labour relations consultant

3. Develop Competency Based Framework	4. Evaluate Technology for Human Resources
<p>Description:</p> <p>To achieve a high performing team by developing job related competencies for all non-union positions enabling success and skill enhancement for employees.</p> <p>Train supervisory staff to allow skill development and first point of contact resolution. Human Resources will be consultants to Supervisors</p> <p>Anticipated results:</p> <p>Full cycle performance management including recruitment, orientation/onboarding, performance appraisals, individual development plans, and succession planning.</p> <p>Timelines:</p> <p>2017 - 2018</p> <p>Responsibility:</p> <ul style="list-style-type: none"> • Human Resources • Senior Leadership Team • Managers <p>Resources:</p> <p>Internal</p>	<p>Description:</p> <p>To evaluate INFO HR and determine the most appropriate HRIS for Human Resource tracking and reporting, enabling effective HR data driven decision making and efficiencies.</p> <p>Anticipated results:</p> <p>Providing timely and accurate data to inform decision making related to human resources. Create efficiency, allowing employees at all levels to access appropriate information.</p> <p>Timelines:</p> <p>2017-2018</p> <p>Responsibility:</p> <ul style="list-style-type: none"> • Human Resources • Finance • Information Systems <p>Resources:</p> <ul style="list-style-type: none"> • Internal • External – software provider; temporary HRIS Specialist to enable implementation

Service Level Changes

Proposed Service Level Change		Rationale/ Relative to Objectives
2016 - 2018	Abilities Management Strategy Short-term Disability	Continue to utilize an external abilities management specialist to provide service for complex STD cases.
2016-2017	Temporary Full-time Human Resources Consultant/Generalist (up to 6 months)	Assist in developing and implementing the competency based framework to support job descriptions, recruitment, performance appraisals, performance management, education and learning strategy and succession management framework.

Financial Projection – Appendix A

Risk Analysis

Level	Issue
Risk	
Caution	WSIB appeal; WSIB Schedule 2 and presumptive legislation related to PTSD cases; Absenteeism levels – short-term;
Advisement	Pay Equity; Pay Equity Commission; OPSEU 462 and CUPE 2290 CB; Arbitration – 2017;

Risk Mitigation Strategies

ISSUE	MITIGATION STRATEGY
CAUTION	
1. WSIB Schedule 2	Prevention Plan and strategies lead by FPS
2. WSIB decision reversals (1)	Legal contracted with WSIB expertise – appeals/hearings

Human Resources Business Plan 2017 -2021

3. Absenteeism - short-term disability	Ongoing monitoring and reporting Third party adjudication or Abilities Management Consultant to manage complex absenteeism cases
ADVISEMENT	
4. Pay Equity	Will have financial implications
5. OPSEU 462; CUPE 2290	Collective Bargaining – potential Fall 2016/Spring 2017
6. Arbitration	Engage legal expertise

Key Success Factors

Shared Leadership

- Political, administrative and bargaining unit leadership that supports the vision, values and strategies
- Demonstrated by behaviours and accountability

Clear Roles, Responsibilities and Accountabilities

- Effective work, job design and delegation of authority
- Managers/supervisors accountable for effective human resource performance and well-being
- Employees aware of corporate and departmental direction and how performance directly affects achieving goals and objectives
- Leaders and employees accountable and recognized for performance and results, as well as, demonstrating the corporate values

Collaborative Union/Management Partnerships

- Joint initiatives, agreements and collaborative problem-solving that reflect the Human Resource vision and values and the Labour Relations strategy

Clearly Articulated Human Resource Policies

- Current policies that are meaningful, communicated and recognize the need for departmental flexibility
- Consistent application of those practices requiring a corporate approach

Key Performance Indicators

Objective 1 Abilities Management strategy:

Reduce the occurrence and effect of illness and injury on workforce productivity, to promote employee engagement/attachment and reduce/manage costs.

- KPI – 80% of employees meeting the target for absenteeism
- Paramedics (OPSEU 462) – 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

Objective 2 Labour Relations strategy:

Assist with labour-management relations and labour cost sustainability/management.

KPI

- Collective agreement settlements within financial budgets and within comparator freely negotiated settlements and arbitrated awards
- Minimum number of grievances referred to mediation/arbitration

Objective 3 Competency Based Framework:

Develop competency based framework that supports the strategy and direction of the County of Frontenac, including completion of competency framework, updated job descriptions, interview booklets, individual development plans and performance appraisals. The implemented model will inform recruitment and selection, education and development and effective succession management. (S.D.O.R. # 4 – cross training).

KPI

- % of performance appraisals completed on time
- % of employees improving competence

Overall objective: Evaluate the performance of Human Resources using an annual survey of internal clients to determine areas for improvement.

KPI

- 80% satisfaction

Appendix A – Financial Projection

Human Resources Business Plan 2017 -2021



Business Plan 2017-21

Department: Corporate Services
Unit: Financial Services
Director: Marian VanBruinessen
Manager: Susan Brant
Version/Date: September 2016

Department/Unit Strategic Goals

The Financial Services unit provides financial services within a legislative framework of financial policies and internal controls that supports the strategic direction of Council, protects the County's financial position and minimizes risk to the ratepayer.

Key Strategic Directions

1. To ensure transparency and accountability of the County of Frontenac's financial transactions
2. To direct the management and investment of the County's financial resources
3. To ensure the accuracy, security and integrity of the corporation's financial systems and accounts
4. Risk management including implementation of mitigation strategies to manage potential risks
5. To apply best practices in financial management and investigate cost effective options for enhancements to the County's financial services

Alignment with Council Strategic Priorities:

Goal #3: Respect for the taxpayer and focused economic development

By managing the County's financial resources and procurement process to ensure transparency and best value for the Corporation.

Sustainability & Resilience: a strategic long term view of the management and investment of the County's assets and financial resources to support a financially sustainable municipality.

Department/Unit Function

Financial Services staff comprised of the Treasurer, Deputy Treasurer, Financial Analyst, Finance Clerk (AR), Finance Clerk (AP), Payroll and Employee Benefits Clerk (FRO/FPS/HOW) and Payroll and Employee Benefits Clerk (FMT) provide services to the organization in the following areas:

<ul style="list-style-type: none"> • Payroll & Employee Benefits 	<ul style="list-style-type: none"> • Accounts Receivable/Payable 	<ul style="list-style-type: none"> • Capital Asset Management
<ul style="list-style-type: none"> • Procurement • Financial Services – Township of Frontenac Islands 	<ul style="list-style-type: none"> • Financial Reporting • Financial Services – County of Frontenac Departments 	<ul style="list-style-type: none"> • Financial Systems • Budget Systems • Risk Management • Investment Management

Legislative Framework

- *The Occupational Health and Safety Act 1990 (OHSA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm
- *Employment Standards Act, 2000 (ESA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm
- *Workplace Safety and Insurance Act, 1997*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm
- *Labour Relations Act, 1995*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
- *Hospital Labour Disputes Arbitration Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h14_e.htm
- *Ambulance Services Collective Bargaining Act, 2001*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_01a10_e.htm
- *Ambulance Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90a19_e.htm
- *Accessibility for Ontarians with Disabilities Act, 2005*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
http://www.elaws.gov.on.ca/html/statutes/english/elaws_statutes_07l08_e.htm
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Pay Equity Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90p07_e.htm
- *OMERS ACT*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06o02_e.htm

Clients

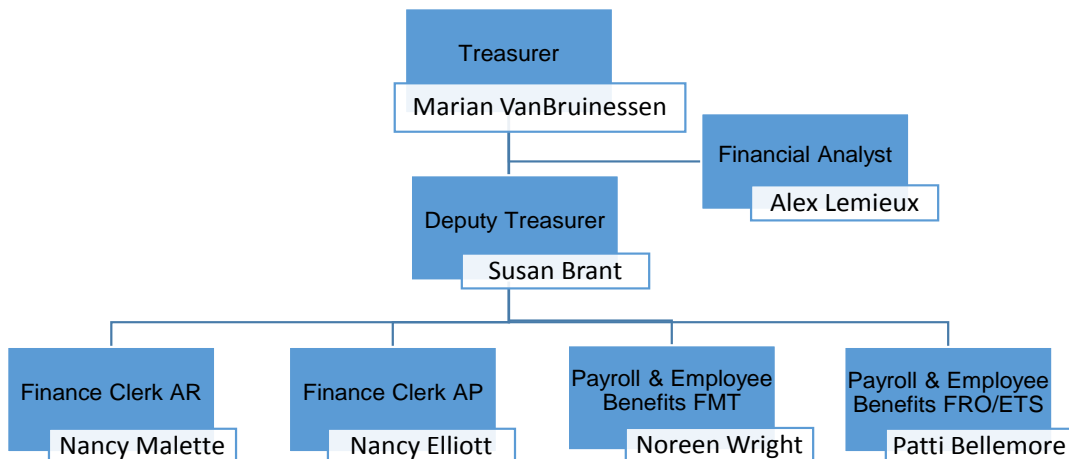
The Financial Services unit provides the financial services that support Council, County departments and external agencies.

Internal: The Financial Services unit primarily services internal resources by providing financial services, guidance and leadership for Council and all County of Frontenac departments.

External: Financial Services support is provided under contract to the Township of Frontenac Islands. Citizen and contractor inquiries with respect to financial transactions and financially sustainable municipality.

Employee Complement

	2017	2018	2019	2020	2021
Full Time (non-union)	2	2	2	2	2
Full Time (union)	5	5	5	5	5
Contract					
Total Employees	7	7	7	7	7
Total FTE	7	7	7	7	7



Financial Services Business Plan 2017-2021

Existing Service Levels:

The Financial Services unit provides the following services:

- Management of the County financial systems including Microsoft Dynamics Great Plains, CityWide Solutions asset management software and FMW budget software
- Payroll reporting includes source deductions, T4s and pension reporting to OMERS for the County of Frontenac and Frontenac Islands
- Accounts receivable and accounts payable administration for the County of Frontenac and Township of Frontenac Islands
- Fairmount resident admissions that ensures residents receive all benefits to which they are entitled, management of resident administration files and monthly billing.
- Management of contracts and insurance to mitigate risk to the County of Frontenac
- Internal financial reports prepared for department heads, staff and Township of Frontenac Islands. External financial reporting to MOHLTC, MTO, MMAH, AMO, CRA, OMERS and financial auditors for the County of Frontenac and Township of Frontenac Islands.
- Investment management to ensure best return for County investments
- Financial Services Transaction Activity

2015	County of Frontenac	Township of Frontenac Islands
Account receivable invoices/property tax bills (FI)	2,300	4,195
Cash receipt	2,900	1,880
Capital asset records management	\$22.5 million	\$18.7 million
Number of employees provided payroll & employee benefit administration	473	78
Accounts payable invoices	6,530	2,870
Contracts management	80	
RFP/RFQ	15	

Financial Services Business Plan 2017-2021

Policy and Program Review

	2016	2017	2018	2019	2020	2021
Debt				x		
Investment				x		
Reserve				x		
Budget				x		
Asset Management		x			x	
Procurement		x			x	
Risk Management			x		x	
Trust		x				x
Benefit (with HR)	x				x	
WSIB Sch 1 versus Sch 2 – Annually	x	x	x	x	x	x
Insurance	x				x	

Department/Unit Objectives (will link to KPIs below)

1. Provide efficient, cost-effective financial services which meet the needs of our clients
2. Protect the County's financial systems and investigate service enhancements
3. Ensure the County continues to comply with Finance policies
4. Apply a Lean review to at least one County practice annually

Financial Services Business Plan 2017-2021

Major Initiatives to meet Unit Objectives

1. Implement new software tools in Financial system	2. Investigate additional software tools for capital planning	3. Request for Proposal for Audit Services
<p>Description: Investigate automated purchasing options to provide efficiencies in the processing of accounts payable.</p> <p>Timelines: 2017</p> <p>Responsibility: Financial Service & Information Services</p> <p>Resources: Internal</p>	<p>Description: Review the County's current capital planning within each department. Investigate software tools to provide assistance with capital asset planning in Ameresco Capital Planning module.</p> <p>Timelines: 2017</p> <p>Responsibility: Financial Services, Information Services & representatives from other County departments</p> <p>Resources: Internal</p>	<p>Description: Issue a Request For Proposal for audit services has been delayed to 2017 in order to investigate external audit as a shared service with the Townships.</p> <p>Timelines: 2017</p> <p>Responsibility: Financial Services & Township Financial Services</p> <p>Resources: Internal</p>
4. Refine retroactive payment and OMERS pension reporting procedures	5. Asset Management Plan Enhancements	6. Investigate energy management tools
<p>Description: Refine the payroll procedures for retroactive payments and OMERS pension reporting to provide efficiencies and reduce the time required to complete the procedure.</p> <p>Timelines: 2016/17</p> <p>Responsibility: Financial Services</p> <p>Resources: Internal</p>	<p>Description: Review of asset management strategies by reviewing life cycle costing and useful life data from the Work Order system. Implement improvements in the management of work orders.</p> <p>Timelines: 2017/18</p> <p>Responsibility: Financial Services & Representatives from other County departments</p> <p>Resources: Internal</p>	<p>Description: Review the County's current energy management processes within each department. Investigate tools to provide efficiencies and assist with energy management.</p> <p>Timelines: 2018/19</p> <p>Responsibility: Financial Services & Representatives from other County departments</p> <p>Resources: Internal</p>

Financial Services Business Plan 2017-2021

Major Initiatives Alignment with Unit Objectives	Software Tools for Financial System	Software Tools for Capital Planning	Request for Proposal for Audit Services	Refine retroactive payment and OMERS procedures	Asset Management Plan Review	Investigate energy management tools
Financial Services which meet client's needs	✓	✓	✓	✓	✓	✓
Protect financial systems & service enhancements	✓	✓	✓	✓	✓	✓
Financial best practices	✓	✓	✓	✓	✓	✓

Service Level Changes

Provide a discussion of anticipated service level changes. Keep in mind that service level changes will require a full business case and project proposal for council. Discuss total cost of ownership, analysis of options considered and procurement options.

Proposed Service Level Change	Rationale/ Relative to Objectives
N/A	

Financial Projection: see Appendix A

Risk Analysis:

Level	Issue
Caution	<ul style="list-style-type: none"> • The County’s current work order system is primarily manual, decentralized and maintained with a variety of tools, which would require extensive effort to amalgamate for capital asset planning. •The current system may also present a risk if the County is audited for compliance with the Long-Term Care Homes Act, Ambulance Act and MFIPPA. •The current work order system has received a Lean review and a project team has selected a new software solution.

Issue	Mitigation Strategy
Caution	<ul style="list-style-type: none"> • A Work Order system will provide centralized, consistent management of the County’s assets to assist with capital planning and budgeting for the County assets. •An automated Work Order system will mitigate the potential Ministry of Health audit risks mentioned in the Risk Analysis advisement. • Procurement of a software solution has been proposed for early 2017.

Key Success Factors:

Shared Leadership

- Financial leadership and administrative that supports the County’s vision, strategies and values
- Demonstrated by behaviours and accountability

Clear Roles, Responsibilities and Accountabilities

- Cost effective duties and roles with clear delegation of authority

- Employees are aware of corporate and departmental direction and how their performance directly affects achieving financial goals and objectives

Collaborative Departmental Partnerships

- Focus on the financial service requirements of Council, County departments and external agencies

Clearly Articulated Finance Policies

- Policies that are concise, communicated and recognize the requirements of Council and all County departments
- Consistent application of those practices requiring a corporate approach

Key Performance Indicators:

Objective 1.

- Cost effective financial services will be monitored by the following parameters.
 - 85% compliant with the following:
 1. Employment changes are reported within 5 business days to meet external/internal deadlines.
 2. Accounts receivable will be collected within 45 days.
 3. Accounts payable will be processed within 45 days.
 4. External financial reporting will be completed accurately by the agencies' deadline.

Objective 2.

- Focus on the financial service requirements of our clients will be confirmed by performing an annual survey of our clients to determine areas for improvements.

Objective 3.

- Maximize the yield on investments while adhering to statutory requirements and preservation of principal.

Objective 4.

- Obtain an unqualified audit opinion annually to support integrity of our financial systems.

Objective 5.

- Target of 100% compliance with Finance policies and procedures with periodic audits to confirm compliance. – Strategic KPI

The key performance indicators for the Financial Services unit are intended to provide Council and the public with an indication that service delivery is on track.

Financial Services Business Plan 2017-2021



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Business Plan 2017-2021

Department: Corporate Services
Unit: Information Systems
Director: Marian VanBruinessen
Manager: David Millard
Version/Date: September 2016

Department/Unit Strategic Goals

In the County of Frontenac, the Information Systems Department operates under the direction of the Director of Corporate Services and supports all departments and townships in the delivery of Information Services (IS).

Mission

The mission of Information Services is to provide strategic IS vision, leadership, and enterprise solutions to County Council and staff to assist them in meeting their goals, delivering results, and compiling with all legislative requirements.

Vision

A well-connected County Council, staff, and citizenry equipped with information and enabled to discover information required to make educated decisions, which supports County Council's vision of strong, resilient, diverse rural communities.

Department/ Unit Function

Network Infrastructure	Server Infrastructure	Telephone Systems
Internet access	Enterprise Applications	Enterprise GIS
Print and Imaging Services	Corporate Email	Public Interactive GIS portal
Cellular Services	Data Security	Fairmount Resident Call Systems

Information Services Business Plan 2017-2021

Information Systems staff comprised of Manager of Information Systems, Network Administrator, Service Desk Analyst (3) and Geographical Information Systems Specialist (2) provide services to the organization in the following areas:

Legislative Framework

- *The Occupational Health and Safety Act 1990 (OHSA)*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm
- *Workplace Safety and Insurance Act, 1997*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_97w16_e.htm
- *Accessibility for Ontarians with Disabilities Act, 2005*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm
- *Highway Traffic Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90h08_e.htm
- *Long-Term Care Homes Act, 2007 (LTCHA):*
http://www.elaws.gov.on.ca/html/statutes/english/elaws_statutes_07l08_e.htm
- *Municipal Freedom of Information and Protection of Privacy Act, 1990*
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90m56_e.htm
- *Ambulance Act, 1990*
- <https://www.ontario.ca/laws/statute/90a19>
- *Electronic Commerce Protection Regulations*
<http://laws-lois.justice.gc.ca/eng/acts/E-1.6/page-1.html#docCont>

Clients:

Information Services provides services to both internal and external clients.

Internal: The Information Services unit supports County Council and all County Departments through the effective delivery of IS services, which include the planning for and management, maintenance and troubleshooting of technology across the operating departments.

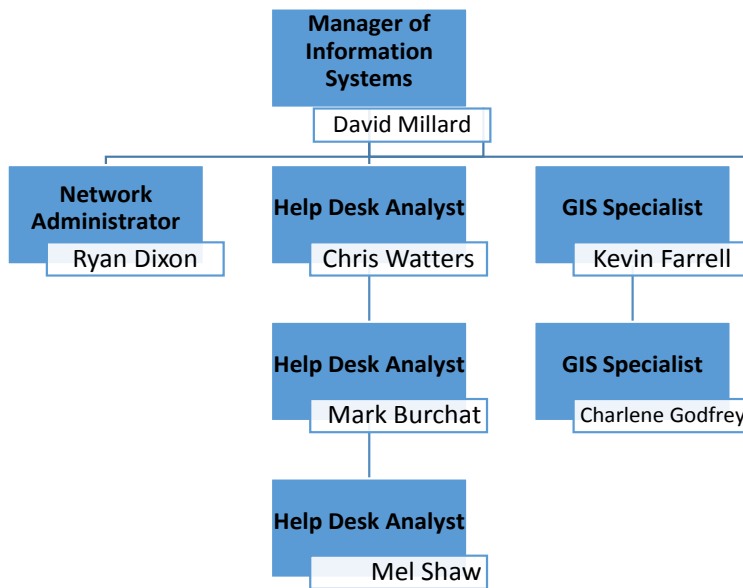
External: Provides services to the public through the corporate website and the Public Interactive GIS portal. Townships through Geographic Information Systems (GIS) work. We support Frontenac Islands Township and North Frontenac Township with website edits and content updates. Frontenac Islands access's the corporate financial systems.

Employee Complement:

	2016	2017	2018	2019	2020	2021
Full Time (non-union)	1	1	1	1	1	1
Full Time (union)	6	6	6	6	6	6

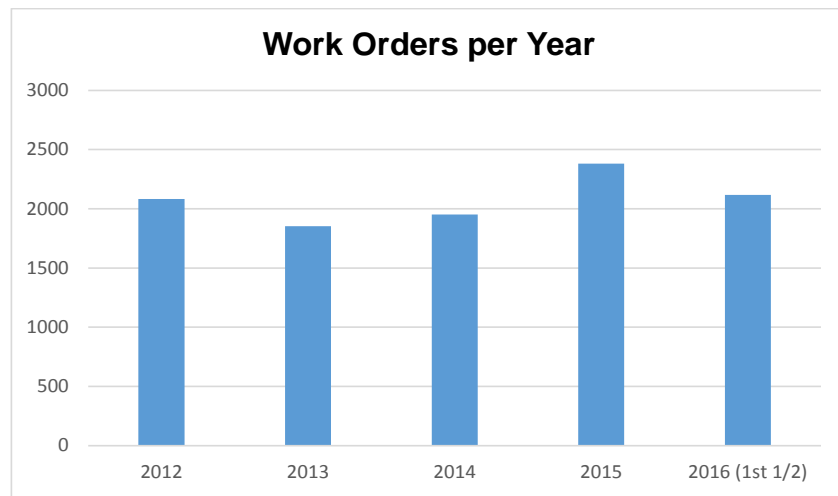
Information Services Business Plan 2017-2021

Part-time (non-union)						
Part-time (union)						
Contract						
Total Employees	7	7	7	7	7	7
Total FTE	7	7	7	7	7	7



Existing Service Levels:

The Information Services Unit responded to an average of 2068 request for the years 2012 to 2015. In the first half of 2016 we have responded to 2118.



Major Projects by Year:

	2017	2018	2019	2020	2021
New Staff Scheduling Software	X				
New Corporate Wide Intranet	X				
Photocopier Replacements	X				
Island/ Waterfront Numbering	X				
Open Data		X			
Phone System Replacement		X			
Unified Communications			X		

Information Services Business Plan 2017-2021

Department/Unit Objectives

1. Integration and Access

Information Services will plan and deliver integrated information services to enable staff to access the information they need, when and where they need it

2. Improve and Streamline

Information Services will leverage existing, emerging and innovative technologies to enhance, improve and streamline business processes.

3. Privacy and Security

Information Services will ensure the privacy, integrity, reliability and appropriate use of information resources.

4. Service Delivery

Information Services will meet staff and council's requirements for technology service delivery.

Major Initiatives to meet Unit Objectives

1. Scheduling Software	2. Corporate Wide Intranet.	3. Photocopier Replacement	4. Island and Waterfront Numbering	5. Open Data
<p>Description: Review/Replace current scheduling software</p> <p>Timelines: 2017</p> <p>Responsibility: Information Services, Human Resources, Finance and Schedulers, Representation from departments</p> <p>Resources: Internal</p>	<p>Description: Review capabilities of current intranet and assemble project team to assist.</p> <p>Timelines: 2017</p> <p>Responsibility: Information Services, Human Resources, Representation from departments</p> <p>Resources: Internal</p>	<p>Description: Review current requirements and future demands of the County photocopiers</p> <p>Timelines: 2017</p> <p>Responsibility: Information Services, Finance</p> <p>Resources: External contractor</p>	<p>Description: Numbering of Islands and Waterfront property is requested from multiple emergency services.</p> <p>Timelines: 2017</p> <p>Responsibility: Information Services</p> <p>Resources: Internal</p>	<p>Description: Make public data easily available</p> <p>Timelines: 2018</p> <p>Responsibility: Information Services, Representation from departments and Townships</p> <p>Resources: Internal</p>

6. Phone System Replacement	7. Unified Communications
<p>Description: Replace phone system at Battersea Road complex.</p> <p>Timelines: 2018</p> <p>Responsibility: Information Services</p> <p>Resources: External contractor</p>	<p>Description: Unify our voice, fax, cellular, and Email communications</p> <p>Timelines: 2019</p> <p>Responsibility: Information Services</p> <p>Resources:</p>

This table summarizes how our Major projects align with the Information Services Unit Objectives.	1. Integration and Access	2. Improve and Streamline	3. Privacy and Security	4. Service Delivery
New Staff Scheduling Software	✓	✓		✓
New Corporate Wide Intranet	✓	✓		✓
Photocopier Replacement		✓		✓
Island/ Waterfront Numbering	✓	✓		✓
Open Data	✓			
Phone System Replacement	✓	✓	✓	✓
Unified Communications	✓	✓		✓

Service Level Changes.

	Proposed Service Level Change	Rationale/ Relative to Objectives
2017	Employee Scheduling Software	Budget proposal = \$60,000.00 It has been identified that our current employee scheduling software is not satisfying all the Counties functional requirements. The longevity of the current vendor has also been identified as a concern. The current vendor is a very small business consisting of the owner and one additional employee.

Information Services Business Plan 2017-2021

2017	Corporate Intranet	<p>Budget proposal = \$15,000.00</p> <p>The Counties current Intranet was a trial project that was constructed without budget or dedicated resources. It has proven as a valuable conduit to information for County staff. The current intranet is limited in reach as staff can only access it from within the Counties protected network. The new Intranet project would be an externally hosted solution enabling staff to access resources from outside the Counties buildings.</p>
2017	Island / Waterfront Numbering	<p>Budget proposal = \$0.00</p> <p>Multiple emergency service groups have made requests to the County to provide Island and Water front properties with civic/emergency numbers. This work will be completed by staff.</p>
2017	Open Data	<p>Budget proposal = \$3000.00</p> <p>Following our 2016 priorities to public awareness and accountability. The county will initiate an Open Data initiative.</p>
2018	Unified Communications	<p>Estimated \$25,000.00</p> <p>Unified Communications is a technology that involves telephony, video and audio conferencing systems, collaboration tools, presence, messaging and social media. By combining telephony and business data on the same network, it gives us the ability to combine and use voice, data (and video) information in their common business applications, saving and forwarding whole instant</p>

Information Services Business Plan 2017-2021

		message streams, faxes, e-mails, voice phone calls or videoconferencing sessions as chunks of data.
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Financial Projection - see Appendix A

Risk Analysis:

Level	Issue
Risk	1. No immediate risk.
Caution	1. Current employee scheduling system is not fulfilling all requirements. Long term status of the employee scheduling system current vendor is a concern. 2. Increase of social designed SPAM and cryptography attacks.
Advisement	1. Township Internet access

Key Success Factors:

- A shared vision for Information Services that is consistent with the County's Vision, Mission and Goals
- Alignment of technology initiatives with County priorities.
- Address business needs through the use of technology

Key Performance Indicators:

1. Service Desk Orders closed within one hour of creation.

Lagging: Achieve a 50% rate of resolution within one hour.

Leading: Monthly reporting of Service Orders resolved within one hour of creation.

2. Identify top 3 work order requests and provide training.

Lagging: **No** repeat of top three staff difficulties

Leading: Monthly reporting of top 3 work orders difficulties.

3. Client Satisfaction Survey

Lagging: 95% positive response satisfaction survey.

Leading: Annual client satisfaction survey.

The key performance indicators for the Information Services unit are intended to provide Council and the public with an indication that service delivery is on track

Appendix A – Financial Projection

Information Services Business Plan 2017-2021



Business Plan 2017-2021

Department: Corporate Services
Unit: Legislative Services/Clerk's Office
Director: Marian VanBruinessen
Manager: Jannette Amini
Version/Date: September 2016

Department/Unit Strategic Goals

The Legislative Services Unit provides the foundation for municipal government for the County of Frontenac by managing the government decision making process, providing Council services, and by delivering provincially legislated services through various legislation. Our goal is to promote and build public trust through a culture of openness and transparency.

Legislative Services will ensure that the County of Frontenac is meeting its legislative requirements under the Municipal Act, the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Personal Health Information and Protection Act (PHIPA), the Accessibility for Ontarians with Disabilities Act (AODA), and the Municipal Conflict of Interest Act. This will be achieved by ensuring that the appropriate policies are in place that support an accountable and transparent municipality, leading to an informed and engaged citizenry, Council, and staff, that serves and respects all citizens regardless of ability.

Key strategic directions

1. To ensure the transparency and accountability of the governance of the County of Frontenac (Council and its Committees);
2. To ensure the County of Frontenac continues to meet accessibility requirements under the AODA, including staff training requirements as new Regulations come into effect;
3. To ensure the integrity of the County's Records Management system and that the Records Retention By-law accurately reflects all applicable legislation;
4. To ensure that the County of Frontenac has the By-laws and Policies in place to ensure the County is performing efficiently and in the direction set by Council;
5. To ensure the County's voice is represented in the delivery of Social and Children's services and social housing.
6. To ensure community engagement remains a continued priority and to develop dynamic solutions to improve citizen awareness/involvement in, County of Frontenac activities and to promote collaboration with member municipalities.

Alignment with Council Strategic Priorities:

- **Respect for the taxpayer and focused economic development:**
Legislative Services will contribute to this goal by ensuring the County is

providing good governance and is able to effectively provide service to its ratepayers and partners, and by ensuring open and transparent decision making process. Approximately 1.8 million Ontarians or about 15.5% are persons with disabilities who have an annual spending power of \$21 to \$25 billion a year in Canada. Providing for an accessible and barrier free County helps support a strong economic future.

- **Recognizing that there is only one ratepayer that bears the burden of property taxes and further that ongoing spending control is a priority,** the Legislative Unit continues to find new ways to collaborate and share services/ideas/best practices with the County’s member municipalities.

Sustainability & Resilience

- Ensuring that staff remain up to date on legislation affecting municipal government will provide for a sustainable and resilient County. Encouraging dynamic community engagement will ensure decisions made by Council are well informed and take into account regional implications, leading to sustainable governance and resilient communities.
Moving towards a more digital records management system provides efficiencies by reducing the use of staff time with respect to records retrieval.

Department/Unit Function

Legislative Services, comprised of the Manager of Legislative Services/Clerk, the Communications Officer and the County Receptionist, provides services to the organization in the following areas:

<ul style="list-style-type: none"> • Meeting Management 	<ul style="list-style-type: none"> • Council/Committee Support 	<ul style="list-style-type: none"> • Records Management
<ul style="list-style-type: none"> • Communications 	<ul style="list-style-type: none"> • Customer Service 	<ul style="list-style-type: none"> • Planning support
<ul style="list-style-type: none"> • Accessibility Compliance 	<ul style="list-style-type: none"> • Information and Privacy Officer 	<ul style="list-style-type: none"> • Administrative Support
<ul style="list-style-type: none"> • Housing and Social Services Liaison 		

Legislative Framework

- *The Municipal Act*
[Municipal Act 2001](#)
- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
[MFIPPA](#)
- *Personal Health Information Protection Act (PHIPA)*
[PHIPA](#)
- *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*
[AODA](#)

- *The Planning Act*
[Planning Act](#)
- *Personal Health Information and Protection of Privacy Act*
<http://www.ontario.ca/laws/statute/04p03>
- *The Municipal Conflict of Interest Act*
<http://www.ontario.ca/laws/statute/90m50>

Clients:

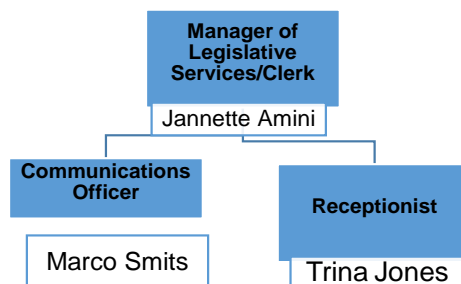
Legislative Services supports County Council and its Advisory Committees and performs all statutory duties of the Clerk’s Office. It also provides communications supports to all County of Frontenac staff and coordinates external communications efforts, including communication support to the Townships, as well as provides the first point of contact for all public inquiries.

Internal: The Legislative Services unit services all staff and Council by providing legislative advice/guidance, communications guidance and support, administrative support to managers, and, manages the flow of information between Council and staff.

External: Legislative Services provides services to the public through Communications and as the County’s Information Head as defined under the MFIPPA and the PHIPA. Communication and Accessibility Compliance Support is provided to the Townships within the County on an ad hoc basis. There is also the opportunity for shared services with the Townships regarding Records Management and archival of historical records housed at Queen’s University Archives.

Employee Complement

	2017	2018	2019	2020	2021
Full time (non-union)	2	2	2	2	2
Full time (union)	1	1	1	1	1
Part Time					
Contract					
Total Employees	3	3	3	3	3
FTE	3	3	3	3	3



Existing Service Levels:

Legislative Services provides the following services to the County:

- Meeting Management and support for Council and Committees of Council. The following is a list of current Committees of Council:
 1. Frontenac Accessibility Advisory Committee
 2. Seniors Housing Task Force – Frontenac Islands
 3. Seniors Housing Task Force – South Frontenac (added 2016)
 4. Seniors Housing Task Force – Central Frontenac(added 2016)
 5. Seniors Housing Task Force – North Frontenac (added 2016)
 6. Community Development Advisory Committee
 7. Planning Advisory Committee (added 2016)
 8. Administrative Services Design Task Force (added 2016)
- County Communications, which involves use and monitoring of all social media including Twitter, Facebook, LinkedIn, and Instagram. Communications also provides support for marketing, promoting and enhancing the image and knowledge of the County of Frontenac.
- Records Management administration for the County of Frontenac including training and processing of County’s filing system (TOMRMS) and archival and destruction of records.
- Acts as the County’s Information and Privacy Coordinator for all personal and health information records collected, used and disclosed by the County, including receiving requests made under MFIPPA and PHIPA, yearly reporting to the Information and Privacy Commissioner of Ontario and training and ensuring compliance under the Acts.
- Monitors and ensures compliance, with respect to accessibility legislation and provides input and guidance to County staff on accessibility.
- Provides front line customer service and administrative support to Corporate Services and Planning and Economic Development.
- Monitoring and ensuring compliance with provincial legislation affecting the municipal administration of the County and develops and prepares policies on same.
- Carry out the notice requirements and reporting under the Planning Act

Major Policy Review:

	2016	2017	2018	2019	2020	2021
Sale and Disposition of Land		x				
Council Remuneration			x			
Social Media	Complete					
Accessibility Compliance – Multi Year Plan (This will be mandatory in 2017 under the AODA)		x				x
Customer Service Feedback Policy (As a result of Bill 8 which comes into force January 1, 2016)	Complete					
Review/update of the Council and Committee Code of Conduct (As a result of Bill 8 which comes into force January 1, 2016)		x			x	
Review of Delegated Authority By-law and requirement for Policy (By-law 2007-0039) (As a result of Bill 8 which comes into force January 1, 2016)	Complete					
Comprehensive Review of the County’s Procedural By-law (By-law 2013-0020) (The Province has commenced its mandatory 10 year review of the <i>Municipal Act</i> . Staff suspect major changes, although not as robust as those seen in 2005, will be coming which will require a detailed and comprehensive review by all municipalities of their Procedural By-laws)			x		x	
Updates to the Customer Service Policy and the Integrated Accessible Standards Regulation	Complete (or will be by year end)					
Review of Bill 119 – An Act to amend the Personal Health Information Protection Act, 2004 to make certain related amendments and to repeal and replace the Quality of Care Information Protection Act, 2004 (This Bill received Royal Assent May 18, 2016 and is now waiting Proclamation)		x				

Department/Unit Objectives (will link to KPIs below)

1. Ongoing review/development of Policies and Procedures to ensure the County continues to meet its legislative and administrative requirements;
2. Ensure effective communications that stimulate and improve citizen engagement as well as promote collaboration with member municipalities;
3. Enhance and improve services for persons with disabilities in the County of Frontenac by ensuring that facilities and services are barrier free;
4. Ensure the County continues to have an efficient Records Management System in place that safe guards the County records and archival material as well as meets the requirements of the amendments made to MFIPPA as a result of Bill 8;
5. Ensure prompt and efficient customer service that reflects an administration that is open and receptive for business.

Major Initiatives to meet Unit Objectives

1. Open Government (Strengthen Democracy and Enhance Public Engagement through the creation of a Community Engagement Plan (Aligns with Departmental Objectives 1 and 2)



Description:

There are 3 aspects to Open Government, those being:

1. Open Data: Offering government data in a more useful format to enable citizens, the private sector and non-government organizations to leverage it in innovative and value-added ways.
2. Open Information: Proactively releasing information, including on government activities, to Canadians on an ongoing basis.
3. Open Dialogue: Giving Canadians a stronger say in government policies and priorities and expanding engagement through web 2.0 technologies.

This will involve enhanced outreach to the public through social media, website, publications such as the e-newsletter, public meetings, etc.

Timelines: 2017 – 2018 (ongoing implementation)

Responsibility: This is a collaborative effort that spans across units

Resources: Internal with the assistance of the Manager of IT, Clerk, CAO, and Department Heads

2. Accessibility Awareness Campaign (Aligns with Departmental Objectives 2, 3 and 5)

Description:

The FAAC in 2015 decided to focus on creating Accessibility Awareness in the Private Sector. As noted in the Accessibility Directorate of Ontario's The Path to 2025: Ontario's Accessibility Action Plan, improving accessibility can create up to \$9.6 billion

in new retail spending and \$1.6 billion in new tourism spending in Ontario over five years and by 2035, 40 per cent of our consumer base will be people with disabilities.

The County also needs to provide more awareness and education to the Townships around accessibility concerns in their municipality and encourage the townships to consult with the Committee when doing any form of updates or retrofits to Township property.

Timelines: ongoing

Responsibility: Clerk

Resources: Community Development Officer, Communications Officer

3. Monitoring and maintaining the integrity of the County's Electronic and Hard copy Records Management System. (Aligns with Departmental Objectives 4 and 5)



Revised

Description:

In 2017, the County's Records Archival and hard copy filing will be taken through a Lean Process to ensure the County's records are easily

Timelines: 2016 – 2017 (with ongoing monitoring)

Responsibility: Clerk

Resources: Project Team –

4. Development increased training around the Personal Health Information Protection Act (Aligns with Objective 1)



New

Description:

The County of Frontenac, specifically Frontenac Paramedic Services and Fairmount Home, are bound by the Personal Health Information Protection Act. Through the passing of Bill 119, along with increased public awareness by the Information and Privacy Commissioner, the province is focused on tightening the rules around the use, collection and disclosure of personal health information.

Timelines: 2017 (ongoing training)

Responsibility: Clerk

Resources: Internal

5. Review of County Policies that relate to the County’s accountability and transparency such as the Code of Conduct for Members of County Council and Committees and the Delegation of Authority By-law to ensure the County is as open and transparent as possible. (Aligns with Departmental Objective 1 and 5)

Description:
With the passage of Bill 8 and the impending potential of investigations by the Ontario Ombudsman, staff will carry out a review of the County’s accountability and transparency policies to ensure citizen/public satisfaction and reduce the potential for complaints.

Timelines: 2016, with reviews ongoing once per Council term or as legislation changes

Responsibility: Clerk and Chief Administrative Officer

Resources: Internal with the assistance of the Senior Leadership Team

6. Council Orientation (Aligns with Departmental Objectives 1, 2, and 6)



Description:
2018 is a municipal election year. Staff will work to develop material and training information to help Councillors meet their responsibility and the County’s goals and objectives, as well as ensure that members of Council are aware of their authority/responsibilities and that they understand the decision making process.

Timelines: 2018 – ongoing

Responsibility: Clerk

Resources: All Departments

Service Level Changes

	Proposed Service Level Change	Rationale/ Relative to Objectives
2016/17	County Building Needs/Space Assessment and Accessibility Review – in conjunction with CAO	In 2016 the Chief Administrative Officer will be presenting a proposal to Council to have the Administrative Building audited by an architect to determine best possible layouts to accommodate the existing residence into office space. As part of this audit, accessibility of the building in order to meet the AODA will be included.
2018	Implementation of Civic Web Portal	To provide the public, council members and staff with easy online access to information staff would like to recommend adding the CivicWeb Portal to the County’s suite of iCompass products. Once an agenda is publish, the packet and supporting items



		<p>become available online within this user friendly and completely accessible interface.</p> <ul style="list-style-type: none"> •Searchable database of records and meeting documents •Subscription features so members of the public can receive agendas via email automatically •Public request forms connected to the Clerk's Department •Attendance and voting tracking •Customize colors and images so it matches your current website
2019	Broadcasting of County Council Meetings and events	<p>The County of Frontenac has a small population of only 26,600 with a land mass of 4,000 km² made up of small communities. This makes public attendance and participation at County Council meetings difficult if not next to impossible for those who reside in northern Townships. Streaming of County Council meetings will provide the public with an opportunity to watch Council meetings live, helping to promote citizen engagement and provide citizens with a sense of community with respect to the region. This technology is mobile and will permit not only the streaming of Council meetings, but also the streaming of any event.</p>

Financial Projection - see Appendix A

Risk Analysis:

Level	Issue
Risk	None at this time.
Caution	<ol style="list-style-type: none"> 1. New Provincial Legislation often brings financial consequences/strain to municipal budgets. This has been seen with the AODA and its Five Regulation Standards. Any shift in Provincial direction typically comes with cost implications to municipalities and could impact the County's budget.
Advisement	<ol style="list-style-type: none"> 1. Bill 8 brings about amendments to the Municipal Freedom of Information and Protection of Privacy Act adds offences for the wilful concealment, alteration or destruction of records including fines for both individuals and organizations. 2. The full impact of Bill 8 has not yet been identified as we have not received a complaint to the Ombudsman so staff are unaware of the time implications associated with a complaint.

Risk Mitigation Strategies:

Risk	Mitigation Strategy
Caution	Mitigation Strategy
New Provincial Legislation often brings financial consequences.	Staff continue to monitor and network with municipal partners such as AMCTO and AMO to familiarize themselves of impending legislation and ensure any financial/HR implications are realized and planned for well in advance of implementation dates.
Advisement	Mitigation Strategy
Bill 8 brings about amendments to the Municipal Freedom of Information and Protection of Privacy Act adds offences for the wilful concealment, alteration or destruction of records including fines for both individuals and organizations.	<p>Ensure our policies that relate to or affect the County's accountability and transparency such as customer service and feedback are up to date and ensure all staff are aware of and receive training on these policies. Continued staff education on Bill 8 to ensure the County is offering the best customer service that avoids or greatly reduces the potential for complaints to the Ontario Ombudsman.</p> <p>The County does have in place a contract with the Information Professionals which includes updated retention schedules on a yearly basis based on changes/shifts in legislation. This contract also includes a comprehensive policy, including forms, for the retention, archival and destruction of records. A comprehensive training program for all staff and Council with respect to records retention will commence to ensure the County of Frontenac is following its Records Management Policies and meeting its obligation under MFIPPA. This training will be on-going.</p>

Key Success Factors:

Shared Leadership

- Unit leadership that supports the vision, strategies and values of the County for both the public and the County's member municipalities.
- Demonstrated by behaviours and accountability and a desire for collaboration.
- Setting an example as a unit that delivers reliable, high quality services and works toward continuous internal quality improvements.

Engaged citizenry that brings the voice of the people to the table

- Effective communications policies and plans in place that embrace and encourage citizen engagement.
- Enhanced communication and solicitation of input and sharing of ideas with the County's various Advisory Committees.
- Citizens are aware of the direction of the County and how their input directly affects achieving goals and objectives.

Leader in Accessibility

- Initiatives that take into account all citizens of Frontenac County regardless of ability.
- Policies, training and collaboration to ensure both the County and its member municipalities become leaders in accessibility.
- Working towards a barrier free County by 2025.

Clear Legislative Policies that ensure responsible government

- Policies that are meaningful, communicated and recognize the County's role and obligations to the citizens of Frontenac County with respect to open and transparent government.
- Consistent application of those practices requiring a corporate approach.

Key Performance Indicators:

Objective 1 Ongoing review/development of Policies and Procedures to ensure the County continues to meet its legislative and administrative requirements
The County's Policies and Procedures will reflect current legislation and best practices.

- Complete at least one major policy review annually
- 70% of policies will be updated within 6 months when affected by new legislation
- 100% of policies affected by new legislation will be updated within 12 months.

Objective 2 Ensure effective communications that stimulate and improve citizen engagement as well as promote collaboration with member municipalities through increased public engagement on social media, website hits and surveys.

- 10% increase of new followers to the County's twitter account per year
- 10% increase of new followers to the FPS twitter account per year
- 10% increase of new followers to the County's Facebook page per year

Objective 3 Enhance and improve services for persons with disabilities in the County of Frontenac by ensuring that facilities and services are barrier free

- Reduction in the accessibility barriers identified by member municipality
- 100 Businesses in the County are provided with AODA information per year

Objective 4 Ensure the County continues to have an efficient Records Management System in place to ensure the safe keeping of County records and archival material

- All current and new staff trained on TOMRMS.
- Annual review of files demonstrates compliance with TOMRMS

Objective 5 Ensure prompt and efficient customer service that reflects an administration that is open and receptive.

- 90% satisfaction rate of internal clients.
- 100% of complaints received meet the criteria of the Complaints Handling Policy.

The key performance indicators for the Legislative Services unit are intended to provide Council and the public with an indication that service delivery is on track.

Jannette Amini
Manager of Legislative Services/Clerk

Marian VanBruinessen
Director of Corporate Services/Treasurer

Appendix A – Financial Projection

Legislative Services Business Plan 2017 -2021



Report 2016-111

Council Recommend Report

To: Warden and Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Anne Marie Young, Manager of Economic Development
Date of meeting: October 12, 2016
Re: **Planning and Economic Development – Funding Request from Frontenac Community Futures Development Corporation**

Recommendation

Whereas the Council of the County of Frontenac has been approached by the Frontenac Community Futures Development Corporation (FCFDC) request for funding

Therefore Be It Resolved That the Council of the County of Frontenac receive Report 2016-111

And Further That staff recommend that Option 2 be considered on the condition following:

- a. The development of partnership agreement between the FCFDC and the County by which the FCFDC endorses the County's Economic Development Charter and supports the County's branding efforts;
- b. Confirmation of equivalent financial support for the project from Lennox and Addington and Prince Edward Counties.

Background

The Frontenac Community Futures Development Corporation (FCFDC) is funded by the federal Development Agency of Southern Ontario (FedDev). In 2013 FedDev changed its funding model which resulted in a funding decrease of \$70,000 to FCFDC. The FCFDC has approached the County of Frontenac for funding which can be one of two options; 1) \$35,000 to assist in its operational costs or 2) \$30,000 to assist in its Food and Beverage Strategy and to include attending trade shows and buy membership in Ontario East food and beverage sector.

The same request was presented to the Council of South Frontenac for their consideration.

Comment

Option 1) – Operating costs are very seldom, if ever, funded by a granting agency to any organization. It is not known if this is a one-time cost or if it is a request for an on-going grant request. \$35,000 represents a 0.41% levy. Not recommended.

Option 2) – The FCFDC’s Food and Beverage strategy (FAB Region) is in partnership with Lennox & Addington, Prince Edward and Hastings Counties and is well established. It does coincide with the Food and Beverage theme in the County’s Economic Development Implementation Plan. In considering this option a partnership would be preferable as business attraction is not the mandate of the FCFDC even though they have been doing so at their own discretion.

It is the mandate of the County’s Community Development Officer to implement the themes of the Economic Development Charter. Outreach is an essential part of the CDO’s duties which will include trade shows and memberships to organizations. This option is recommended on a condition that a partnership is established between the FCFDC and the County, by which the FCFDC endorses the County’s Economic Development Charter and supports the County’s branding efforts. As part of this agreement it should be understood that County staff will be participating in the business attraction efforts and that regular reporting to County Council, including key performance indicators will be required. A one year commitment with renewal options at Council’s discretion is recommended. \$30,000 represents a 0.35% levy.

As this is project that will support a FAB initiative across three counties, it is staff’s recommendation that the CFDC be asked to confirm an equal contribution to this project from the other two partner Counties.

Note: If Council chooses option 1 the same conditions for partnership should be considered as described above.

Sustainability Implications

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

Financial Implications

The \$500,000 economic development implementation plan has been fully allocated to projects and initiatives in the Planning and Economic Development five year business plan. It is committed and currently matched by grants from other agencies. If levied to the taxpayer \$30,000 represents a 0.35% levy and \$35,000 represents a 0.41% levy.

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac
Community Futures Development Corporation of Frontenac
Township of Frontenac Islands
Township of South Frontenac
Township of Central Frontenac
Township of North Frontenac
Businesses and Residents of Frontenac



FRONTENAC

Office of the CAO

Memo

To: Warden and Members of County Council

From: Kelly Pender, Chief Administrative Officer

Date: October 18, 2016

Re: Report 2016-111 - Funding Request from Frontenac Community Futures Development Corporation – Additional Information

Further to our discussion regarding the funding request from the Frontenac Community Futures Development Corporation (CFDC) and report #2016-111 presented at the October 12, 2016 Committee of the Whole meeting, please find below additional information from Anne Prichard, Executive Director, CFDC. The questions noted by the **Q** were my questions to Ms. Prichard. Her responses are noted as **A**. The summary figures are provided in square brackets are my calculation of the percent figures provided in the request.

Also, attached is a copy of the original CFDC request provided by Ms. Prichard at her presentation on September 21, 2016.

“Thank you for the opportunity to provide additional detail regarding our request for funding.

Our funder, the Federal Development Agency of Southern Ontario (FedDev) has just advised us that we will be notified of our 2017-18 funding by the end of November.”

Operational Support Costs Request:

Q. Please provide a summary of expenses covered by this request (e.g., rent, salaries, materials, travel) A simple pro-forma will suffice.

have purchased what was the MetalCraft building on Wolfe Island. We anticipate that this venture will be operational by year-end and are very excited by their future plans and expected economic impact on the area, including job creation.

We also plan on joining what is referred to as the Ontario East Economic Development Commission's Food Processing sector team, primarily as a business retention strategy. Under the OEEDC banner, we would exhibit at SIAL Toronto and the Canada Restaurant Show. There may be an opportunity to have Frontenac food and beverage businesses participate in the exhibit (they would pay their own travel and accommodation) and this will depend on the uptake from businesses across the region. A partnership with KEDCO enabled us to take a food processing business to SIAL Montreal earlier this year. This opportunity resulted in the business securing numerous wholesale contracts for his business. In the short term, it has resulted in increased year around hours for existing staff and it is anticipated that new jobs will be created within the year. With the SIAL show being held in Montreal, a couple of the Frontenac businesses who would have liked to participate were not able to do so because of inter-provincial restrictions. The show will be held in Toronto in 2017 and consequently will not pose the barriers the Montreal show did. I understand from my economic development colleagues that the Canadian Restaurant Show has resulted in contracts for their food and beverage businesses and it is anticipated that Frontenac businesses would also benefit.”

Q. Is it your expectation that this will be an ongoing request, annual for a specific number of years, or ongoing?

A. “Participating in the OEEDC Food Processing sector team and trades shows for 2 consecutive years will assist in obtaining the maximum impact and provide more opportunities for Frontenac Businesses. It is unknown at this time if the Frontenac CFDC would be in a position to fund the 2nd year and our ability to do so depends on the result of Fed's new funding model.”

Q. What is the role and relationship of this program to FAB program with Prince Edward, L&A and Hastings?

A. “FAB Region is an investment attraction strategy and we will continue to partner with them on this initiative. The FAB partners have chosen to work under the OEEDC Food Processing sector team banner where appropriate.”

Q. As we discussed in your office, the dollar commitment of the other Counties (past and present) to this program would also be appreciated.

A. “Each of the three municipal FAB partners have invested \$3,000 per year since 2011 (\$18,000/each) and considerable in-kind staff time. In addition, one of the partners has invested in Food Processing sector team and it is my understanding that the two others are considering it for their upcoming fiscal year. The Frontenac CFDC has leveraged the municipal contributions with EODP funding.”

Q. Finally, for both of the above, please advise:

How you would propose to report to County Council and what you would propose to use as metrics to gauge success.

A. "I look to you for the reporting structure that best suits Council's needs. The matrix for the operational funds would be the number of loans that we are able to disburse as a result of not having to use the interest earned funds and the jobs maintained/created as a result. The matrix for the Food and Beverage funds would be the number of existing businesses promoted, the number of jobs created/maintained; and the number of businesses attracted and jobs created/maintained."

Q. Aside from South Frontenac Township, are there any other granting agencies you have approached for funding?

A. "We have received funding for what is referred to as our Tech Coaching project and all of these funds are incremental costs with no percentage being taken for rent, salaries etc. One of our funders for this program is the County of Lennox and Addington."

Regards,



Our Challenge

The Frontenac Community Futures Development Corporation is funded by the Federal Development Agency of Southern Ontario (FedDev). In the 2012-13 year, FedDev changed their funding model. This resulted in a funding decrease of approximately \$70,000 annually.

Since May 2013, our loan portfolio has grown an impressive 41.1%. While we are pleased with this success, it has placed stress on both our operational and investment funds. To consistently have loan funds available, we have borrowed investment capital from another CFDC. This action has allowed us to continue to help Frontenac businesses start and grow, but necessitates interest on the funds borrowed. Given the uptake we receive from our clients, we anticipate borrowing additional investment capital within the next two months.

Option 1

Frontenac CFDC is requesting the County of Frontenac to consider allocating a grant of \$35,000 in their 2017 budget. With the approval of FedDev, the organization is able to transfer a small percentage of funds from the interest earned on its loan portfolio to offset operational costs. In 2015 the board requested a transfer for the first time, cost saving measures were implemented and a staff reduction from 4 to 3 positions took place. Unfortunately, the growth and utilization of our initiatives have however created a conundrum, as those funds used to offset operation are now required to lend. It is for this reason that in this fiscal year (2016-2017) that we request your assistance with a grant of \$35,000. This investment in your Community's Future will allow for the continued the growth of businesses within the Frontenacs.

Option 2

Frontenac CFDC is requesting the County of Frontenac to consider allocating a grant of \$30,000 in their 2017 budget. The Frontenac CFDC board would like to further invest in their successful Food and Beverage strategy. This strategy has seen the attraction of Seed to Sausage Corp to Central Frontenac, Back Forty Artisan Cheese to North Frontenac and Wolfe Island Artisanal Spring Craft Brewery to Frontenac Islands. As well, it has supported Limestone Organic Creamery, the winner of the Ontario Association of CFDC's Entrepreneur of the Year in 2015, as well as a number of other food and beverage businesses. The initiative itself received the Community Economic Development award from the Ontario Association of CFDCs in 2015.

The funds in part would be used to participate in the Ontario Craft Brewer's Conference, Canadian Restaurant Show, and SIAL Toronto. It would also enable the organization to become a member of Ontario's East's Food and Beverage sector.

Why do we wish to make these investments? Last year's participation in the Ontario Craft Brewer's Conference resulted in Frontenac realizing their first craft brewery, Wolfe Island Artisanal Spring Craft Brewery. There have been numerous studies done that show the positive economic effect that these craft breweries have in their communities and you only have to look at Beau's Brewery in Vankleek Hill to see that. Earlier this year, our partnership with KEDCO enabled a new Frontenac business, Wolfe Island Grill Home Meals, to exhibit at SIAL Montreal. I saw first-hand how huge an impact this opportunity had on this business in generating sales and solid leads and would like to enable other businesses to have this opportunity.