



Committee of the Whole Meeting
Wednesday, November 23, 2016 – 9:15 a.m.
(or immediately following the Special Council meeting)
The Frontenac Room, 2069 Battersea Road, Glenburnie, ON

AGENDA

Page

1. Call to Order

2. Closed Session

a) **Resolved That** Committee of the Whole resolve itself into closed session as authorized under Section 239 of The Municipal Act, to consider:

1. Labour Relations or employee negotiations - as it relates to upcoming negotiations with the County's bargaining units
2. personal matters about an identifiable individual, including municipal or local board employees - as it relates to a former employee of the Corporation.

Resolved That Committee of the Whole rise from closed session with/without reporting

3. Adoption of Agenda

a) **Resolved That** the agenda for the November 23, 2016 meeting of the Committee of the Whole be approved.

4. Disclosure of Pecuniary Interest and General Nature Thereof

5. Deputations and/or Presentations

6. Reports

a) **2016-127**
Corporate Services
Public Survey

b) **2016-133**
Planning and Economic Development

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Community Opportunities Grant

33 - 35

- c) **2016-134
Corporate Services
FMIS Enterprise Software**

36 - 93

- d) **2016-132
Corporate Services
2017 Draft Budget
Recommendation**

Resolved that the Committee of the Whole of the County of Frontenac accept this Corporate Services – 2017 Draft Budget report and 2017 Draft Budget document (Appendix B) for discussion;

And further that the Committee of the Whole of the County of Frontenac recommend inclusion of the 2017 Project Proposals presented in (Appendix A) as amended

And further that the Committee of the Whole of the County of Frontenac recommend inclusion of a transfer of \$35,000 to the Frontenac Community Futures Development Corporation for its ongoing operational costs;

And finally that the Committee of the Whole of the County of Frontenac recommend that the Council of the County of Frontenac pass a by-law at its meeting on December 21, 2016 approving the 2017 Budget (as amended).

7. 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.

8. Communications

9. Notice of Motions

10. Other Business

11. Public Question Period

12. Adjournment



Report 2016-127

Council Information Report

To: Warden and Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: November 16, 2016
Re: Corporate Services – Public Survey

Recommendation

This report is for information purposes only.

Background

The budget policy document identifies that:

Citizen Input and Customer Satisfaction: Citizen input will be welcome throughout the budget process, including but not limited to, strategic planning, business planning, budget development and service level changes.

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

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

Comment

K. Wood of Natural Capital Resources Inc. was contracted to facilitate the public survey. County liaisons were consulted to assist with the survey development.

The survey ran for about two weeks and generated a total of 276 responses. A summary of the information is provided in K. Wood's report attached as Appendix A.

Organizations, Departments and Individuals Consulted and/or Affected
K. Wood, Natural Capital Resources Inc.,

HIGHLIGHTS: FRONTENAC COUNTY ENGAGEMENT SURVEY

CONFIDENTIAL UNTIL RELEASED TO COUNTY COUNCIL

Prepared by Kathryn Wood

President and CEO, Natural Capital Resources Inc.

November 10, 2016

METHODOLOGY

- Main objective of 2016 survey was to establish a satisfaction baseline and seek citizen comment on issues coming before County Council
- Consultation with a representative of each township before formulation of questions began; samples of citizen engagement surveys provided to representatives prior to consultation
- Based on consultation, consultant formulated survey questions and invited feedback from township representatives; survey questions refined before launch
- Primary means of participating in the survey was on-line; hard copies of survey were placed at the County offices as well as at all four Township offices
- Launch was on October 7; closed on November 7, 2016
- Opportunity to participate in survey was communicated via:
 - Sharing information with Members of County Council
 - Sharing the online survey link via County email list, posting it on the County Facebook page, 'tweeting it' and encouraging other local organizations to share the link with their contacts primarily via email
 - Issuing a news release (October 11) that was picked up by both the Whig-Standard and the Frontenac Gazette
- Township representatives do not see need for survey annually but perhaps every two or three years

TOP-LINE RESULTS: RESPONDENT PROFILE

- Total responses: 274; 49% female, 44% male, with 7% 'prefer not to say'
- Not everyone answered all questions; typically about 220 actual responses per question
- Good geographic distribution across County, approximately in line with population distribution: 47% South Frontenac; 29% Central Frontenac, 12% Frontenac Islands; 10% North Frontenac
- Most respondents are full-time residents, with some seasonal and business owner representation
 - 75% of responses from full-time owners of a residence in the County
 - 16% seasonal/part-time residents owning a property in the County
 - 14% of responses were from business owners
 - 5% of responses from those who rent home or cottage
 - 4% from frequent visitors
- Majority (65%) between ages of 25 and 64; seniors: 32%; no one under age of 25

TOP LINE RESULTS: OVERALL INSIGHTS

- High levels of ‘don’t know’ responses on satisfaction with some services, depending on direct exposure
- Significant variability on satisfaction levels by service
- Majority support for three of four shared service agreement options presented; results underscore strong support for partnership approaches across virtually all issues
- County encouraged to lead --- often in partnership with others --- on many issues; the top 8 are: tourism, trails, seniors and affordable housing, 911 enhancements, improved access to health care, improved cell phone coverage, and monitoring the state of the local environment.
- Results suggest that citizens responding to the survey are encouraging the County to lead on issues that reflect a desire to care for one another on day-to-day issues (healthcare, housing, transportation services) and stimulate economic opportunities consistent with a healthy environment and communities.
- Respondents offered dozens of comments elaborating on their survey choices, including what they felt was missed in the survey, who partners might be on some issues, and assets in Frontenac that should be capitalized on or protected.

TOP-LINE RESULTS: FAMILIARITY

Q1. Two-thirds are ‘somewhat’ or ‘very’ familiar with County services, programs and operations.

Q1. How would you rate your overall familiarity with the services, programs and operations of Frontenac County?		
Answer Choices	Number of Responses	Percentage
Very familiar	41	15.1
Somewhat familiar	138	50.7
Somewhat unfamiliar	58	21.3
Very unfamiliar	28	10.3
Know nothing about County government at all	7	2.6
Total Surveys with Responses	272	100.0
No Response/Skipped	2	
Total Surveys	274	

TOP-LINE RESULTS: SATISFACTION

- Generally high-levels of ‘don’t know/can’t say’; ranged from 11.8% on municipal property assessment to 51.7% on social housing
- Library Services got the highest positive ratings (68% somewhat or very satisfied), followed by Paramedic Services (60%)
- Emergency Management generally well-regarded (47% somewhat or very satisfied; 33% ‘don’t know/can’t say)
- Significant dissatisfaction with Municipal Property Assessment (53% somewhat or very dissatisfied)
- Split opinion on Planning and Economic Development: 39% somewhat or very satisfied compared to 27% somewhat or very dissatisfied

TOP-LINE RESULTS: SATISFACTION

Q2. For each of the following services, please tell us how you would rate your level of satisfaction with that service. (If you have no exposure to the service, please check the 'don't know' answer option. All of these services are delivered by or through the County level of government. Note that KFL&A is a short form for Kingston, Frontenac Lennox and Addington)

Service	Very dissatisfied	Somewhat dissatisfied	Somewhat satisfied	Very satisfied	No opinion one way or the other	Don't know/ can't say	Total Responses (#)	No Response (#)
Land Ambulance/Paramedic Services	2.99%	9.33%	23.13%	37.31%	5.97%	21.27%	100.00%	
	8	25	62	100	16	57	268	6
Social Housing (administered by City of Kingston)	8.61%	13.11%	11.61%	1.87%	13.11%	51.69%	100.00%	
	23	35	31	5	35	138	267	7
Planning and Economic Development	9.67%	17.84%	29.37%	10.04%	11.15%	21.93%	100.00%	
	26	48	79	27	30	59	269	5
Library Services (in conjunction with Kingston Frontenac Library Services0	2.23%	4.83%	18.59%	49.44%	10.41%	14.50%	100.00%	
	6	13	50	133	28	39	269	5
Public Health Services (in conjunction with KFL&A Public Health)	1.86%	10.78%	34.57%	22.68%	10.04%	20.07%	100.00%	
	5	29	93	61	27	54	269	5
Municipal Property Assessment	14.81%	23.33%	30.37%	8.52%	11.11%	11.85%	100.00%	
	40	63	82	23	30	32	270	4
Emergency Management	1.87%	7.12%	24.72%	18.73%	14.98%	32.58%	100.00%	
	5	19	66	50	40	87	267	7
Fairmount Home (Long Term Care)	2.62%	5.62%	14.61%	14.61%	14.23%	48.31%	100.00%	
	7	15	39	39	38	129	267	7
Social Services (administered by City of Kingston)	4.46%	7.81%	18.59%	3.35%	16.36%	49.44%	100.00%	
	12	21	50	9	44	133	269	5

Percentages calculated on number of survey responses for that particular question.

TOP-LINE RESULTS: SHARED SERVICE AGREEMENTS

- Three of four shared service agreement options got +50% support
- On average, respondents chose two options
- Support is strongest for agreements among Frontenac County townships with the County as a partner
- Majority support for ‘north-south’ and ‘east-west’ agreements
- ‘North-south’ support may be related to interest in improved healthcare and transportation services
- Responses and comments suggest a practical approach (do it if it will save money) but be careful that the power balance is right
- Some comments suggesting need for more provincial-municipal agreements

Q3. Frontenac County is dedicated to providing services as cost-effectively as possible. As a result, there has been discussion of various types of Shared-Service Agreements among local governments in the area. Assuming that it would make financial sense to do so and level of service in Frontenac County would not be reduced, which --- if any --- of the following types of agreements would you favour? (You may choose more than one answer).

Answer Choices	Responses (% and #)
Agreements among Frontenac County townships without the involvement of the County level of government	42.08% 102
Agreements among Frontenac County townships with the County level of government involved as a partner	60.00% 148
'North-south' Agreements between Frontenac County and the City of Kingston	56.25% 136
'East-west' Agreements between Frontenac County and neighbouring counties such as Lennox and Addington, Leeds and Grenville, Lanark or Renfrew County.	50.42% 123
Total Surveys with Responses: 246	509
No Response/Skipped	28
Average Number of Responses Per Respondent	2.1

TOP-LINE RESULTS: ECONOMIC DEVELOPMENT

- County seen as being a leading partner for all six of the examples presented
 - Support for Tourism-focused events and operations: 66% Yes as a partner or should lead
 - Trails: 63% Yes as a partner or should lead
 - CIPs: 65% Yes as a partner or should lead (significant percentage say the townships should do this: 14%)
 - Social Assistance – Find Jobs: 59% Yes as a partner or should lead (15% say ‘not at all’)
 - Working with SMEs: 58% (12% say ‘not at all’)
 - Local food: 56% Yes as a partner or should lead
- Partnership element came through strongly for this question and others
 - Significant opposition to working with SMEs to expand markets and help those on social assistance get jobs (+10% ‘not at all’)

TOP-LINE RESULTS: ECONOMIC DEVELOPMENT

Q4: For each of the following Economic Development issues please tell us whether you personally think the County level of government should get involved, and if so, to what extent? (You may choose more than one answer for each issue).

Service	Not at all	No, townships should do this	Yes, by stimulating the formation of local 'working groups'	Yes, but only with seed funding to support others	Yes, as part of a partnership	Yes, the County should lead in this	Total Responses	No Response (#)
Continued development of trails network for tourism and special events	8.57% 21	9.39% 23	13.47% 33	5.71% 14	35.92% 88	26.94% 66	245	29
Encouragement of local food and the farms and small businesses that produce these goods	6.27% 16	9.41% 24	18.82% 48	9.80% 25	31.76% 81	23.92% 61	255	19
Support for tourism-focused events and operations	6.72% 16	8.82% 21	10.92% 26	7.98% 19	39.92% 95	25.63% 61	238	36
Working with local small and medium-sized businesses to expand their local and out-of-county markets	12.24% 30	4.49% 11	15.10% 37	10.20% 25	33.47% 82	24.49% 60	245	29
Find better ways to help those on social assistance get jobs	15.15% 35	4.33% 10	10.39% 24	11.26% 26	37.66% 87	21.21% 49	231	43
Continued support for Community Improvement Plans in all townships	5.51% 13	13.56% 32	11.02% 26	9.32% 22	33.05% 78	27.54% 65	236	38

TOP-LINE RESULTS: HEALTH AND SOCIAL SERVICES

- County strongly supported as lead in 911 enhancements (71% yes as a partner, or outright lead; 45% outright lead); tied with seniors' housing (72%) as the issue on which County leadership was most strongly supported
- 68% of respondents supported County involvement in improved availability of healthcare services; more strongly as partner (36%)
- Some support for County role in:
 - Homelessness (51%); more strongly as partner (32%)
 - Active living/recreation-oriented lifestyle (47%); more strongly as partner (31%)
- Expanded sports and fitness programs seen as township responsibility as much as the County's role (17% in each case); partnership role: 26%
- Relatively weak support for County involvement in improved access to nutritious food (40% yes as a partner, or outright lead); 21% said 'not at all'

TOP-LINE RESULTS: HEALTH AND SOCIAL SERVICES

Q5. For each of the following Health and Social Services issues, please tell us whether you personally think the County level of government should get involved, and if so, to what extent? (You may choose more than one answer for each issue.)

Service	Not at all	No, townships should do this	Yes, by stimulating the formation of local 'working groups'	Yes, but only with seed funding to support others	Yes, as part of a partnership	Yes, the County should lead in this	Don't know/ can't say	Total Responses	No Response
Enhancements to 911/Ambulance (beyond mandatory response time requirements)	4.98% 12	2.49% 6	4.56% 11	2.90% 7	25.73% 62	45.23% 109	14.11% 34	241	33
Expanded sports and fitness programs/services for children and youth (active living)	11.46% 29	17.39% 44	13.04% 33	11.07% 28	26.48% 67	17.00% 43	3.56% 9	253	21
Improved access to nutritious food	20.58% 50	4.53% 11	16.05% 39	9.05% 22	30.45% 74	9.05% 22	10.29% 25	243	31
Working with the regional Local Health Integration Network (LHIN) to improve availability of health care services such as medical clinics or in-home supports so people can 'age in place' (example: community paramedicine)	4.18% 11	4.56% 12	11.03% 29	8.37% 22	36.12% 95	31.94% 84	3.80% 10	263	11
Promotion of active living/recreation-oriented lifestyle (e.g cycling, hiking, water-based recreation)	12.50% 31	13.71% 34	13.71% 34	9.27% 23	31.05% 77	16.13% 40	3.63% 9	248	26
Developing new ways to reduce homelessness	11.76% 28	5.46% 13	14.29% 34	6.30% 15	32.35% 77	18.49% 44	11.34% 27	238	36

TOP-LINE RESULTS: TRANSPORTATION

- County seen as leading improved cell phone services (35% 'County should lead in this'); County in partnership was 26% for a total of 61%
- County seen leading enhanced transportation services to help people get around (29%) with another 28% saying County should be a partner (total 51%); note that 12% saw the County providing seed funding
- Provision of safety information about travel throughout Frontenac was seen as a County role by just under half of respondents (25% - County should lead, 24% County as a partner)
- Several respondents would have liked to see a question about ferry service

TOP-LINE RESULTS: TRANSPORTATION

Q6. For each of the following Transportation issues, please tell us whether you personally think the County level of government should get involved, and if so, to what extent? (You may choose more than one answer option for each issue).

Service	Not at all	No, townships should do this	Yes, by stimulating the formation of local 'working groups'	Yes, but only with seed funding to support others	Yes, as part of a partnership	Yes, the County should lead this	Don't know/can't say	Total Responses	No Response (#)
Provision of safety information about travel throughout Frontenac	14.29% 33	9.09% 21	7.79% 18	3.90% 9	24.24% 56	24.68% 57	16.02% 37	231	43
Enhanced transportation services to help residents get around the County and back and forth to Kingston	10.64% 25	7.66% 18	6.81% 16	11.49% 27	27.66% 65	28.94% 68	6.81% 16	235	39
Improved cell phone services	17.50% 42	4.17% 10	4.17% 10	4.17% 10	26.25% 63	35.42% 85	8.33% 20	240	34

TOP-LINE RESULTS: QUALITY OF LIFE

- Expansion of seniors' housing (72%) and affordable housing for low-income residents (62%) are seen as issues on which the County should be playing a leadership role... in partnership
- Tracking the state of the natural environment also seen as an issue on which the County should be engaged (64% as a partner or lead)
- Trails supported for residents (57%) as well as for economic development (63% as a partner or lead)
- In this context, County engagement in homelessness was equally likely to be supported (53%) compared to viewing it as a health and social service issue
- Recreational and after-school programming seen as a township responsibility (19%) compared to County (13%) but participation in a partnership was viewed positively by 27%
- For all issues other than seniors' housing, at least 10% of respondents said 'not at all'

TOP-LINE RESULTS: QUALITY OF LIFE

Q7. For each of the following Quality of Life issues, please tell us whether you personally think the County level of government should get involved, and if so, to what extent? (You may choose more than one answer for each issue)

Service	No, not at all	No, townships should do this	Yes, by stimulating the formation of local 'working groups'	Yes, but only with seed funding to support others	Yes, as part of a partnership	Yes, the County should lead this	Don't know/can't say	Total Response	No Response (#)
Continued development of trails network for use by local residents	10.36% 26	9.56% 24	9.56% 24	9.16% 23	28.69% 72	28.29% 71	4.38% 11	251	23
More recreational and after-school programming for children and youth	12.15% 30	18.62% 46	11.34% 28	10.53% 26	26.72% 66	12.96% 32	7.69% 19	247	27
Working to expand affordable housing for low-income residents	10.08% 24	8.40% 20	5.46% 13	6.30% 15	35.29% 84	26.47% 63	7.98% 19	238	36
Working to expand seniors' housing	3.78% 9	5.88% 14	5.46% 13	10.08% 24	37.82% 90	34.03% 81	2.94% 7	238	36
Developing new ways to reduce homelessness	11.43% 28	5.31% 13	12.65% 31	5.71% 14	33.06% 81	20.41% 50	11.43% 28	245	29
Track the state of our environmental assets (e.g. water quality in local lakes)	10.74% 26	7.02% 17	9.09% 22	4.13% 10	28.51% 69	35.54% 86	4.96% 12	242	32

TOP-LINE RESULTS: RESPONDENT PERSPECTIVE

- Three-quarters of respondents (76%) said they are full-time residents owning a home in the County
- Seasonal/part-time residents, and business people operating in the County were represented 16% and 13% of the time (respectively)
- Residents renting a home or cottage and frequent visitors/tourists were also represented
- Respondents were able to choose multiple options if applicable in their situation; 1 in 5 respondents did
- ‘Prefer not to say’ and no response options were used by 56 respondents

Q8. Please tell us the perspective from which you answered the preceding questions. (You may check more than one answer option if appropriate in your situation.)

Answer Choices	Responses (% and #)
As a full-time resident owning a home in the County	75.78% 169
As a seasonal/part-time resident owning a property in the County	15.70% 35
As a business person operating in the County	13.45% 30
As a resident who rents a home or cottage in the County	4.93% 11
As a frequent visitor or tourist in the County	3.59% 8
Other (please describe)	0.45% 1
Prefer not to say	2.24% 5
Total Responses (respondents could choose more than one response)	259
No Response/Skipped	51
Total Surveys with Responses	223
Total Surveys	274
Average Responses Per Survey Respondent	1.2

TOP-LINE RESULTS: AGE AND GENDER BREAKDOWN

- No respondents under the age of 25 but 9% of sample was in the 25 to 34 age group
- Core labour force (25 to 64) comprised 65% of the sample
- Seniors (65+) accounted for a third (32%) of respondents; 2011 census says seniors accounted for 17% of the total population and 21% of the population 18 or older
- Very few respondents explicitly declined to share their age but 1 in 5 (51) did not answer the question.

- 44% of respondents were men and 49% were women. 7% used the 'prefer not to say' option and 19% did not provide a response. The 2011 census indicated that the gender balance in Frontenac County was 51% male; 49% female for the entire population (not just those 18 or older).

Q9. Which age group are you personally in?	
Age Group	Responses (% and #)
	0.00%
18 to 24	0
	8.52%
25 to 34	19
	13.90%
35 to 44	31
	12.11%
45 to 54	27
	30.04%
55 to 64	67
	25.11%
65 to 74	56
	7.17%
75 years of age or older	16
	3.14%
Prefer not to say	7
Total Responses	223
No Response/Skipped	51
Total Survey Responses	274

TOP-LINE RESULTS: HOUSEHOLD INCOME

- Generally good distribution of respondents by income
- 28% of respondents have an annual household income of more than \$100,000
- 14% of respondents have an annual household income of less than \$50,000
- Just over a quarter (25%) chose the ‘prefer not to say’ answer option
- Comparison of survey results to 2011 census (2010 tax year) shows:
 - Average household income 2010: \$82,608
 - Survey results (2016) suggest: \$84,131

Note: these are estimates only! Data for North and Central Frontenac were suppressed in the 2011 Census.

Q11. What is your approximate annual household income?	
Answer Choices	Responses (% and #)
—	4.46%
Less than \$30,000 a year	10
—	5.36%
\$30,000 to \$40,000 a year	12
—	4.46%
\$40,000 to \$50,000 a year	10
—	8.04%
\$50,000 to \$60,000 a year	18
—	4.46%
\$60,000 to \$70,000 a year	10
—	8.93%
\$70,000 to \$80,000 a year	20
—	5.36%
\$80,000 to \$90,000 a year	12
—	5.36%
\$90,000 to \$100,000 a year	12
—	12.50%
\$100,000 to \$120,000 a year	28
—	15.63%
More than \$120,000 a year	35
—	25.45%
Prefer not to say	57
Total Surveys with Responses	224
No Response/Skipped	50
Total Surveys	274

TOP-LINE RESULTS: TOWNSHIP OF ORIGIN

- Of the 274 responses:
 - 268 were online; 6 were paper
- Comparing the township representation to 2011 Census *household* data:
 - Central Frontenac and Frontenac Islands are slightly above their proportions in the last census (22% and 7% respectively)
 - North Frontenac and South Frontenac Townships are below their proportions in the last census (19% and 52% respectively)

Q12. In which of the Frontenac County townships do you live, work or own a property? (You may choose more than one answer option if applicable in your situation).

Answer Choices	Responses
–	10.17%
North Frontenac	24
–	29.24%
Central Frontenac	69
–	47.46%
South Frontenac	112
–	11.86%
Frontenac Islands	28
–	1.27%
Do not live, work or own a property in Frontenac County	3
Total Surveys - With Responses	236
No Response/Skipped	38
Total Surveys	274



Report 2016-133

Council Information Report

To: Warden and Council

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Anne Marie Young, Manager of Economic Development

Date of meeting: November 23, 2016

Re: **Department – Planning and Economic Development –
Community Opportunities Grant**

Recommendation

This report is for information purposes only.

Background

From 2009 to 2015 a community grant was delivered by the County using federal gas tax funds for a program called Support for Smaller Scale Community Sustainability Initiatives (SSCSI). Community projects were to support the four pillars of sustainability (environmental, social, cultural, and economic) and have measurable results. Over these years approximately \$237,000 was invested by the County with a value to the community of approximately \$701,000 or for every \$1 invested brought a \$3.38 value. The project value the community was measured using the sum of the cash, in-kind and volunteer involvement.

The following projects were reported to Council for 2014 and 2015:

The Township of Frontenac Islands has been approved for the amount of \$15,000 for the refurbishing of the Tourist Information Centre in Marysville. All pillars of sustainability are addressed and once the project is completed six focus areas can be measured as follows:

Focus Area	Description	Measurement
Water	conservation	# of litres of water reduced
Energy	reduction of GHG	# of lbs of CO2/kwh

Infrastructure	using green solutions	# of solar lights, # of water saving toilets
Economic Development	retains the employment of students	# of FTE hours
Recreation and Leisure	better promotes recreational offerings of the Island (Big Sandy Bay, golf course)	# of inquiries (1 st year is a baseline; years after a comparison)
Capacity Building	collaborative project	# of partnerships

The Multi-Use Centre Committee of Central Frontenac has been approved for \$10,000 to improve a part of the K&P Trail bed owned by Central Frontenac and which has a direct relation to the Multi-Use Centre Concept Plan for Sharbot Lake that the County supported in 2011/12. This phase of the project is to develop part of the trail which will fulfill a phase identified in the concept plan and also alleviate unsafe traffic problems. All pillars of sustainability are addressed and once the project is completed six focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Indirectly enhance tourism	# of users from 40 km and over distance
Energy	reduced GHG emissions	# of lbs of CO2/kwh
Transportation	encourages active transportation	# of users
Infrastructure	ensures a safer trail for public use Contribute to the Trail network (ICSP priority)	measured by zero accidents # of km maintained
Recreation and Leisure	Volunteers engaged in the project	# of volunteers

The Cataraqui Region Conservation Authority has been approved for the amount of \$11,000 to erect fencing on and beside an old railway bridge that passes over Rutledge Road between Sydenham and Harrowsmith in South Frontenac. It is located .25 km from the joined K&P and Cataraqui Trails. All pillars of sustainability are addressed, either directly or indirectly, and once the project is completed six focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Indirectly enhance tourism	# of users from 40 km and over distance
Energy	reduced GHG emissions	# of lbs of CO2/kwh
Transportation	encourages active transportation	# of users
Infrastructure	ensures a safer structure for public use Contribute to the Trail network (ICSP priority)	measured by zero accidents # of bridges maintained

Recreation and Leisure	Volunteers engaged in the project	# of volunteers
Capacity Building	collaborative project	# of partnerships

New Leaf Link has been approved for \$5,500 for the purchase of five (5) 4th or 5th generation iPads, software, apps that are adapted to the needs of Nell students. (e.g. for the blind, and those with physical and cognitive impairments). The social and cultural pillars of sustainability are addressed and once the project is completed three focus areas can be measured as follows:

Focus Area	Description	Measurement
Health and Social Services	improved communication amongst people with disabilities and broader community	# of applications used
Economic	improved skills	# of volunteers engaged
Capacity Building	enabling disabled adults to experience a quality of life that many other enjoy in Frontenac	# of disabled adults trained

The Verona Lions Club in South Frontenac has been approved for \$4,239 to erect a sign on Highway 38. It will have solar lighting for illumination in darkness. The sign will have multi-purpose uses: directional (to the location of the Lion’s Hall) and information (the many events of the community). The Lions Hall is a facility that is centrally located in the Frontenacs and provides a meeting place for many organizations in the County. All pillars of sustainability are addressed and once the project is completed four focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	indirectly promotes tourism	# of attendees from a distance 40 km and over
Energy	Reduces energy consumption	# of kwh saved
Culture and Heritage	Enables better promotion of community events	# of events promoted
Capacity Building	Collaborative project; promotes a sustainable solution	# of volunteers

The Sharbot Lake Railway Museum has been approved for \$3,230 to erect a signs on CF Road 38. The need for signage was identified in the Sharbot Lake Community Improvement Plan. The signs will be directional as the Railway Museum is located on Elizabeth Street and is not readily seen from 38. The Economic, Social and Cultural pillars of sustainability are addressed and once the project is completed three focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	promotes tourism	# of attendees from a distance 40 km and over
Culture and Heritage	Enables better promotion of the museum	# of visitors

Capacity Building	Collaborative project; promotes a sustainable solution	# of volunteers
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The Township of North Frontenac has been approved for \$5,000 for the installation of dry hydrants. North Frontenac has collaborated with the residents of three lake associations to pay a third of the cost. Fire fighters will receive training on site for the maintenance of the hydrants. These are located at more remote areas of the township and resident's homes and the surrounding natural environment will receive better protection. The Economic, Social and Cultural pillars of sustainability are addressed and once the project is completed three focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	preserves homes and investments	# of homes with increased protection
Protection of Natural Areas	improved fire protection	# hectares of land with increased protection
Infrastructure	Dry Hydrant	# of metres of pipe
Capacity Building	collaborative project	# of lake associations involved

Elbow Lake Environmental Education Centre was approved for \$5,000 in late 2014 for the following: to reconstruct a pedestrian bridge over a beaver pond so as to enable a loop trail; construct boardwalks at three additional water crossings; produce an app that introduces visitors to the biodiversity and other unique characteristics of the property; and develop an accessible pathway that enables visitors of all ages and abilities to visit and study a local wetland.

All pillars of sustainability are addressed and once the project is completed five focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of users from a distance 40 km and over
Energy	reduced GHG emissions	# of lbs of CO2/kwh
Transportation	encourages active transportation	# of users
Infrastructure	ensures a safer structure for public use	measured by zero accidents
Capacity Building	Volunteers engaged in the project	# of volunteers

Wintergreen Studios was approved for \$9,716 to assist in their winter program for the following: to purchase an off-grid generator; woodstove and chimney installation and snowshoes.

All pillars of sustainability are addressed and once the project is completed four focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of users from a distance 40 km and over
Energy	reduced GHG emissions	# of lbs of CO2/kwh
Transportation	encourages active transportation	# of users
Capacity Building	Volunteers engaged in the project	# of volunteers

North Frontenac Township was approved for \$5000 in 2015 to enhance its “4 Seasons More Reasons” brand by enhancing a rest stop at a strategic location along the route the installation of accessible privy, picnic tables, benches, information kiosk and signage.

Three pillars of sustainability are addressed and once the project is completed three focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of visitors from a distance 40 km and over
Recreation & Leisure	Encourages more visitors and users	Increased # of users
Infrastructure	Assessable to disabled	# of disabled persons assisted

South Frontenac Township was approved for \$8,200 in 2015 for a three-year program named South Frontenac Rides Cycling Program for workshops, brochures, mapping and signage.

Three pillars of sustainability are addressed and once the project is completed three focus areas can be measured as follows:

Focus Area	Description	Measurement
Economic Development	Enhances tourism	# of visitors from a distance 40 km and over
Recreation & Leisure	Encourages more visitors and users	Increased # of users
Transportation	encourages active transportation	# of users

Capacity Building	Volunteers engaged in the project	# of volunteers
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Comment

In 2015 the criteria for the spending of the Federal Gas Tax (FGT) funds tightened up and many of the community projects, although fit the criteria for sustainability, no longer were eligible for funds under the new criteria for FGT and the SSSCI was not continued for 2016.

After several inquiries of community groups looking for funding the Community Opportunities Grant (COG) was determined as a mechanism by which residents and businesses in the County can apply for grants. Staff are suggesting that the grant will be offered in three streams as follows: 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. Examples as follows:

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 a grant for more than one year but each year after would be graduated at 75% (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.

A set deadline for applications could be a set date and once met and if funds still remain applications could then be taken on a random basis until the funds are depleted.

County staff and the Community Development Advisory Committee (CDAC) Chair would receive, evaluate and approve the grant applications. However if an application was received that did not fit within the set criteria but had exceptional merit then the application would come forward to CDAC.

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

A proposal has been submitted for the 2017 budget for \$14,000.

Organizations, Departments and Individuals Consulted and/or Affected

Individuals, Groups/Organizations and Businesses in Frontenac



Report 2016-134

Council Information Report

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: David Millard, Manager of Information Systems
Date of meeting: November 23, 2016
Re: **Corporate Services – FMIS Enterprise Software**

Recommendation

This report is for information only.

Background

Additional information was requested from council regarding the procurement of Enterprise Software.

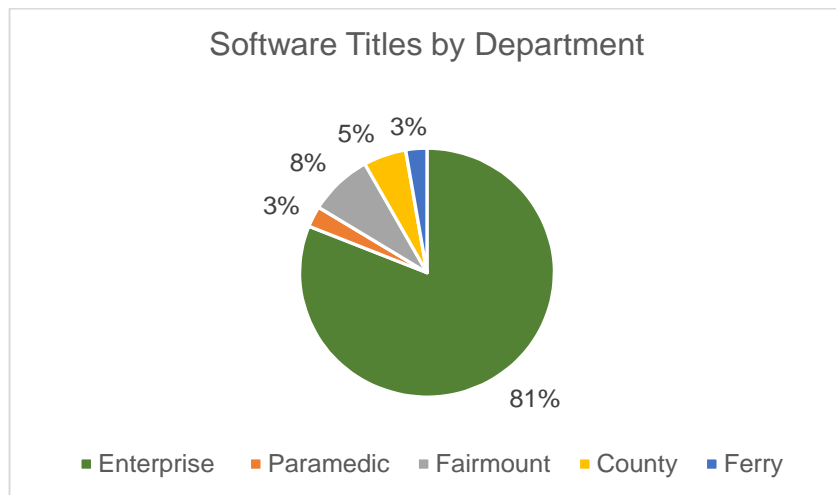
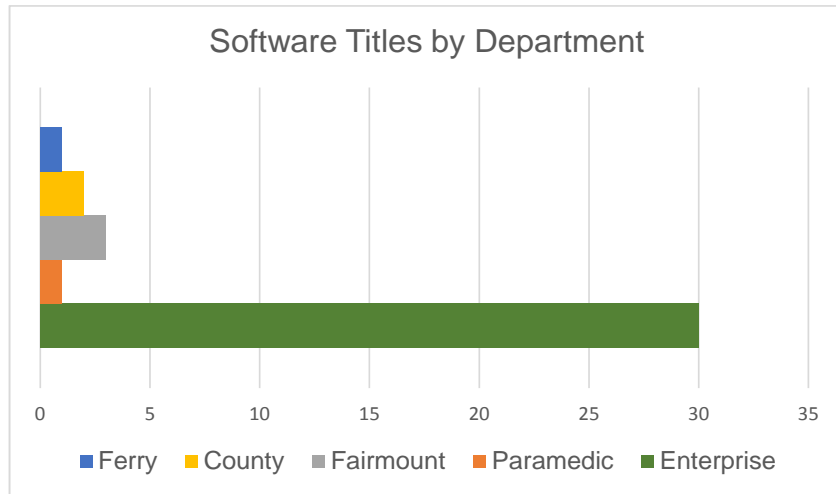
Comment

For the purpose of this report Enterprise Software is described as software applications that perform business functions such as AR/AP, Payroll, Property Taxation, Staff Scheduling, Human Resource Management, Fairmount Home Resident Care and Electronic Ambulance Call Records. It is typically hosted on servers and provides simultaneous services to a large number of users, typically over a computer network. This is in contrast to a single-user application that is executed on a user's personal computer and serves only one user at a time.

Current State

The County of Frontenac currently maintains 37 different titles of Enterprise Software.

Of the 37 titles of Enterprise Software 30 are utilized by all departments within the County of Frontenac. This translates into 81% of Frontenac County’s software is used to support all staff of Frontenac County. The remaining 7 titles are department specific software that satisfies niche departmental requirements.



The Frontenac County Information Services Master Plan outlines the purchasing procedures for all IS and telecommunication hardware, software and services.

The County requires that all IS and telecommunications hardware, software, and professional services be authorized by the Information Systems Department. This provides the Information Systems Department an opportunity to 1) identify common needs between departments, 2) ensure adherence to County standards, and 3) use known resources to get the best available prices for all products and services. Adherence to this procedure is crucial and deviation from it may prove costly. The Information Systems Department is responsible for adhering to the County wide procurement policy for all of its acquisition.

Comparators

A survey of our fellow Eastern Ontario Wardens' Caucus member municipalities asked if the municipalities utilized any of the very large enterprise software platforms specifically SAP, PeopleSoft and JD Edwards/Oracle.

- No municipalities are using SAP
- No municipalities are using PeopleSoft
- One municipality has purchased JD Edwards/Oracle - The municipality has set a go live date of January 3, 2017. The municipality has licenced modules for Financials, Distribution, Capital Asset Management, Human Capital Management and Real Estate Management. Their estimated licencing fees are \$180,000 - \$200,000 per year.

Summary

The 37 software titles maintain at the County of Frontenac support hundreds of business process. The diversity of the business process are such that no one vendor provides a single sourced solution. The Frontenac County Information Systems team is involved in all purchase proposals county wide. The process we utilized in the development of the work order software RFP is indicative of the departmental collaboration that is used to make best use of resources across departments.

Organizations, Departments and Individuals Consulted and/or Affected

David Millard – Manager of Information Systems
Eastern Ontario Wardens Caucus – Municipal IT Directors and Managers.



Report 2016-132

Committee of the Whole Recommend Report

To: Chair, Committee of the Whole
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: November 23, 2016

Re: Corporate Services – 2017 Draft Budget

Recommendation

Resolved that the Committee of the Whole of the County of Frontenac accept this Corporate Services – 2017 Draft Budget report and 2017 Draft Budget document (Appendix B) for discussion;

And further that the Committee of the Whole of the County of Frontenac recommend inclusion of the 2017 Project Proposals presented in (Appendix A) as amended

And further that the Committee of the Whole of the County of Frontenac recommend inclusion of a transfer of \$35,000 to the Frontenac Community Futures Development Corporation for its ongoing operational costs;

And finally that the Committee of the Whole of the County of Frontenac recommend that the Council of the County of Frontenac pass a by-law at its meeting on December 21, 2016 approving the 2017 Budget (as amended).

Background

Under the *Municipal Act, 2001, S.O. 2001, CHAPTER 25, as amended*, Section 289(1) states an upper-tier municipality shall in each year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality.

Recommend Report to Committee of the Whole
Corporate Services - 2016 Draft Budget
November 23, 2016

In June 2015 Council adopted the Budget Policy, which outlines the framework within which Council will establish its annual budget.

Comment

As outlined on page 3 of the Budget policy, it is the intent of Council to pass the budget before December 31 in a non-election year.

Target Levy Increase: The budget policy indicates that the target levy increase is the Ontario CPI as of August 2016, 1.5%.

Although CPI is the target, in 2017 consideration needs to be made for the increase in the base budget related to the land ambulance operations, \$111,068, which in itself is a 1.24% increase in the budget levy. This increase results from salary and benefit costs, the additional reserve transfer re the stretchers and the ongoing phase in of the Wolfe Island enhancement. To mitigate this entirely would result in ongoing annual mitigation from the reserve just to support the land ambulance department before any future operational cost increases.

It is proposed that 1/3 of the Land Ambulance base operational increase in 2017 be added to the levy Target in each of 2017, 2018 and 2019.

Further those project proposals which are onetime costs should be covered by a transfer from the stabilization reserve in 2017.

Business Plans: Five year plans were presented to Council at its October 12, 2016 Committee of the Whole meeting.

Project Proposals: Council considered thirteen project proposals some of which constitute service delivery changes and two proposals from the Community Frontenac Development Corporation. These are shown in Appendix A.

Staff have provided some alternate strategies for the project proposals for Council's consideration.

Assessment: The assessment role is scheduled to be delivered at the end of November. Tax rates will be reported in December.

Sustainability Implications

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

Financial Implications

The following table shows the 2017 draft levy increase after mitigation. The draft budget increase is 3.07%. With the dedicated capital levy the overall draft budget levy increase is 3.72%.

2017 Levy Increase Before Project Proposals					
				\$	%
A	2016 Levy			8,966,273	
B	2017 Levy before project proposals			9,260,752	
C	Levy increase	B-A		294,479	3.28%
D	1/3 of Land Ambulance levy increase			-37,022	
E	Estimated Growth			-89,781	-1.00%
	C-D-E			167,676	1.87%
F	Transfer from Stabilization Reserve			33,182	0.37%
G	Levy increase at 1.5%			134,494	1.50%
H	Land ambulance operational costs outside of mitigation	D		37,022	0.41%
I	2017 Levy Before project proposals	G+H		171,516	1.91%
2017 Project Proposals					
	Project Proposals - outside of mitigation		163,818		
	Projects deleted by Council		-3,000		
	Projects added by Council		1,200		
	Projects deferred		-17,345		
	Projects phased in		-29,408		
	Stabilization reserve transfer		-46,427		
J	Project Proposals revised			68,839	0.77%
K	External Agency - CFDC request			35,000	0.39%
L	Levy increase after mitigation	I+J+K		275,355	3.07%
M	Dedicated Capital levy 2016			58,281	0.65%
	Total increase	L + M		333,635.6	3.72%

Organizations, Departments and Individuals Consulted and/or Affected

County of Frontenac Staff
 City of Kingston
 Kingston Frontenac Public Library
 Kingston-Frontenac-Lennox and Addington Public Health Unit

Appendix A: 2017 DRAFT Budget Project Proposals as presented on October 12

Project Proposals Brought forward	Original Presentation					
	Total	Prov	Fees	City/Other	Reserve transfer	County Original
	\$	\$	\$	\$	\$	
1 Work Order Software	11,400	31		7,317		4,052
2 Fairmount PSW continuation of position	85,800	85,800		0		0
3 Fairmount AC unit	26,335			17,908		8,427
4 Fairmount Dietary Kitchen Main Dish Wash area	7,500			5,100		2,400
5 Reception area redesign	9,500			6,460	2,000	1,040
6 HR Competency based framework	38,000					38,000
7 FPS 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
9 Community Opportunity Grants	28,000					28,000
10 Great Lakes Association	3,000					3,000
11 Community Schools Alliance	1,000					1,000
12 IS Intranet	16,500	165		9,671		6,664
13 IS Scheduling software	72,000	720		42,199	18,400	10,681
14 NF ATV Festival						
TOTAL	530,095	89,716	0	256,160	20,400	163,818
External						
CFDC						
Option 1 Operation	35,000					35,000
Option 2 Food & Beverage	30,000					30,000
	65,000					65,000
Total Project Proposals	595,095	89,716	0	256,160	20,400	228,818

Appendix A: 2017 Draft Budget Project Proposals – adjustments by Council, proposed mitigation

2017 DRAFT Budget Project Proposals								
Project Proposals Brought forward	Original Presentation	Proposed Revisions						
	County Original	deleted by Council	added by Council	defer to 2018	phase in	Stabilization Reserve	Capital Reserve	County Revised
		\$		\$	\$	\$	\$	\$
1 Work Order Software	4,052							4,052
2 Fairmount PSW continuation of position	0							0
3 Fairmount AC unit	8,427					8,427		0
4 Fairmount Dietary Kitchen Main Dish Wash area	2,400							2,400
5 Reception area redesign	1,040							1,040
6 HR Competency based framework	38,000					38,000		0
7 FPS New 12 hour service implemented 1/2 year	45,554				15,408			30,146
8 Community paramedicine	15,000							15,000
9 Community Opportunity Grants	28,000				14,000			14,000
10 Great Lakes Association	3,000	3,000						0
11 Community Schools Alliance	1,000							1,000
12 IS Intranet	6,664			6,664				0
13 IS Scheduling software	10,681			10,681				0
14 NF ATV Festival			1,200					1,200
TOTAL	163,818	3,000	1,200	17,345	29,408	46,427	0	68,838
External								
CFDC								
Option 1 Operation	35,000							35,000
Option 2 Food & Beverage	30,000	30,000						
	65,000	30,000						35,000
Total Project Proposals	228,818	33,000	1,200	17,345	29,408	46,427	0	103,838



FRONTENAC

**2017
Draft Budget**



November 23, 2016



FRONTENAC

**2017
Draft Budget**

Budget Context

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2017 Budget Context

Economy

Global: Economists are recognizing the many factors that are outside of the control of policy makers. These include the impact and related risks of decisions made elsewhere in the globe, such as the UK's decision to exit the European Union. The aging population is changing the composition and direction of the labour force.

US political and financial activity directly impact economic outcomes in Canada. The growth in US economy, predicted around 2% in 2017 and the lower Canadian dollar, should positively impact the export market in Ontario. The implications of the change in the US political landscape cannot yet be fully factored in. With the growth in the US economy it is anticipated that the Federal Reserve will raise its interest rates in 2017.

Canada: Oil prices are rising, but the tempering of the housing market will affect the overall economic growth in 2017. It is anticipated that the Federal government's infrastructure spending program will stimulate growth. Growth predictions for Canadian GDP vary between 1.9% and 2.3% for 2017, with the uncertain impact of a slowdown in global growth and around low oil prices factoring into these projections. The Liberal party's commitment to stimulus spending and infrastructure investment will have a temporary impact on growth as it is rolled out. As Canada's economy is not advancing at a pace similar to the US it is anticipated that the Bank of Canada rate will not rise in 2017.

Provincial: Ontario GDP for 2017 is forecast at 2.4%. The province is benefiting from a lower Canadian dollar, but a projected slowing of the housing market will affect the Province somewhat. The auto sector is doing well with an increase in motor vehicle assembly in the Province.

The Province's cap and trade program will primarily affect natural gas pricing as hydro has already factored in environmental sustainability components to offset the impact.

The Ontario Consumer Price Index (CPI) as of August 2015 was 1.5% while the national CPI was 1.1%. Ontario CPI is projected to hover around 2% in 2017.

Ontario forecast at a glance

% change unless otherwise indicated

	2012	2013	2014	2015F	2016F	2017F
Real GDP	1.3	1.3	2.7	2.6	2.7	2.4
Nominal GDP	3.1	1.9	4.1	4.1	4.6	4.0
Employment	0.7	1.8	0.8	0.7	1.1	1.0
Unemployment rate (%)	7.9	7.6	7.3	6.8	6.5	6.1
Retail sales	1.6	2.3	5.0	4.2	5.0	4.4
Housing starts (units)	76,742	61,085	59,134	70,156	73,700	67,300
Consumer price index	1.4	1.1	2.3	1.2	2.0	2.4

RBC Economic Forecast

Eastern Ontario Wardens Caucus The County of Frontenac works with the EOWC to maximize the value of its participation. The following 2016 EOWC priorities reflect key issues in the County.

1. Convincing the Province, Hydro One and the major natural gas providers to urgently invest in the region’s hydroelectricity and natural gas transmission systems, to provide major industrial and commercial customers with affordable expansion opportunities and greater relief in operational costs. This will allow for the creation of new jobs as well as safeguarding many others that are presently at risk, due to the lack of availability and exorbitant costs.

2. Working in tandem with the Eastern Ontario Regional Network to close the cellular network and mobile broadband gaps that exist in many rural Eastern Ontario communities. This is an essential service that has become indispensable for economic development, emergency services and home-based businesses. This also includes advancing the cause of the dedicated Public Safety Broadband Network which could result in cost savings for member municipalities and improved in-field communications benefits for their first responders.

3. Continuing research and advocacy on the Province’s consideration for “growth planning for eastern Ontario.” The EOWC has concerns on any proposal that would limit growth and economic development opportunities in rural Eastern Ontario, particularly as numerous development controls already exist in the region and most townships bordering the City of Ottawa experience little growth.

4. Supporting the Leadership Council as it begins the implementation of key actions proposed in the Eastern Ontario Economic Development Strategy. This council, formed in September 2015, is a financial partnership between the EOWC, the Eastern Ontario Mayors’ Committee, the Eastern Ontario Regional Network, and the Ontario East Economic Development Commission.

5. Advocating at the provincial level for an across-the-board decrease in Ontario Provincial Police (OPP) costs, namely by eliminating inefficiencies in service delivery, finding cost

savings through the modernization of policing services, and using available technology to gather evidence for court and defence procedures.

County of Frontenac The Council of the County of Frontenac is focused on economic development as its key priority. Over 2015 a collaborative approach to the future of the Frontenacs was taken, to arrive at an Economic Development Charter. The charter which was endorsed by County Council can be found below

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

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

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

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

We pledge that the Frontenacs will be a stronger by focusing on the following themes: Trips and Trails; Local Food and Beverage; Recreation Lifestyle; Seniors; Families and Youth.

Population and Employment (from 2014 report)

The County contracted Watson and Associates to provide population projections, the highlights of which are identified below.

Residential Growth Trends

- Frontenac County's permanent population base is forecast to increase over the next 25 years, from approximately 27,900 in 2011 to 33,200 in 2036. This represents an annual growth rate of approximately 0.7% annually.
- The County's population is aging slightly more rapidly than the Province of Ontario as a whole.
- The rate of permanent population growth for Frontenac County is forecast to gradually decline over the next 25 years, largely due to the aging of the population.
- In terms of the geographic location of population growth, approximately 67% of forecast permanent population growth is anticipated to occur within the Township of South Frontenac.
- Similar to historical population growth trends, the majority of population growth is

forecast in the County's rural areas.

- Seasonal housing accounts for a significant component of the County's total population base, accounting for just over 50% of total base population as of 2011
- Including the County's seasonal population base, the total permanent + seasonal population for Frontenac is forecast to reach a total of 64,200 persons by 2036.
- In spite of forecast new seasonal housing development, Frontenac County's seasonal housing and population base is forecast to increase only modestly over the next 25 years, due to the net conversion of existing seasonal housing units to permanent dwellings

Employment Growth Trends

- It is expected that job growth within Frontenac County will be slow to steady over the next 25 years, largely driven by employment growth in retail and tourism services to serve the growing permanent and seasonal population base.
- The number of residents within the County who work from home is expected to steadily increase.
- The County is expected to experience modest employment growth in the industrial sector.
- Over the 2011- 2036 period, the County's employment base is forecast to increase from approximately 3,900 in 2011 to 4,700 by 2036.
- The County of Frontenac has a **total employment base of 5,217 jobs** as of 2014, of which the majority are located in South Frontenac. The current number of jobs is an increase of 8.1% from the 4,825 jobs that existed in 2004. The majority of businesses, approximately 65% are small in nature having only 1 to 4 employees per industry operation. The County has an overall negative net import meaning the majority of the residents in the region are not employed in the region. (from a summary report from the EMSI Analyst Tool provided through OMAFRA)

Average income

- The National Household Survey (NHS) undertaken by Statistics Canada shows that in 2010 the average personal income in Frontenac County was \$40,647, compared to \$42,264 Provincially
- The NHS shows average household income in Frontenac County was \$80,923, below the Ontario average of \$85,772.

Conclusion

The County of Frontenac is comparable to its rural Eastern Ontario neighbours in terms of demographics – age, income, housing and employment growth. It is evident that there is value in investigating opportunities for regional collaboration within the County

and through the Eastern Ontario Wardens Caucus to ensure economies of scale are utilized to make the best use of the ratepayer contributions.

The following table provides the budget levy increases of the EOWC Counties, before growth over the past 4 years.

2012- 2016					
EOWC Budget levy increases					
(not adjusted for growth)					
	2016	2015	2014	2013	2012
Frontenac (includes .65% for capital)	3.58%	4.65%	2.94%	-1.44%	-1.40%
Renfrew	5.25%	3.45%	3.76%	2.01%	3.29%
Prescott-Russell	1.00%	2.04%	0.01%	3.14%	5.64%
Northumberland	4.42%	3.62%	3.52%	4.03%	3.73%
United Counties of Leeds Grenville	4.16%	4.66%	3.39%	3.06%	5.84%
Peterborough	5.12%	4.76%	2.75%	3.08%	2.58%
Hastings	3.42%	1.33%	2.16%	2.08%	3.85%
Stormont Dundas Glengarry	2.86%	4.31%	2.83%	3.95%	4.48%
Lanark	3.00%	2.37%	1.54%	3.67%	4.10%
Lennox and Addington	3.90%	3.30%	3.78%	4.71%	4.41%
Prince Edward County	4.11%	4.84%	6.63%	5.01%	7.68%
Haliburton	3.84%	5.60%	3.09%	3.23%	2.90%

The table below expresses the percentages as dollars. As illustrated, from 2011 to 2016, the County of Frontenac has experienced the lowest cost increase per \$100 tax levied over this period, from 98.60 in 2012 to 108.44 in 2016.

The other two lowest being Prescott-Russell at \$112.30 and Hastings at \$113.49. At the other end of the spectrum are Prince Edward County (\$131.60), United Counties of Leeds & Grenville (\$122.94) and Lennox and Addington County (\$121.78).

2011- 2016						
EOWC Budget \$/100 Tax levied						
(not adjusted for growth)						
	2016	2015	2014	2013	2012	2011
Frontenac (includes .65% for capital)	\$ 108.44	\$ 104.69	\$ 100.04	\$ 97.18	\$ 98.60	\$ 100.00
Renfrew	\$ 119.04	\$ 113.10	\$ 109.33	\$ 105.37	\$ 103.29	\$ 100.00
Prescott-Russell	\$ 112.30	\$ 111.19	\$ 108.97	\$ 108.96	\$ 105.64	\$ 100.00
Northumberland	\$ 120.87	\$ 115.75	\$ 111.71	\$ 107.91	\$ 103.73	\$ 100.00
United Counties of Leeds Grenville	\$ 122.94	\$ 118.03	\$ 112.78	\$ 109.08	\$ 105.84	\$ 100.00
Peterborough	\$ 119.65	\$ 113.82	\$ 108.65	\$ 105.74	\$ 102.58	\$ 100.00
Hastings	\$ 113.49	\$ 109.74	\$ 108.30	\$ 106.01	\$ 103.85	\$ 100.00

Stormont Dundas Glengarry	\$ 119.83	\$ 116.49	\$ 111.68	\$ 108.61	\$ 104.48	\$ 100.00
Lanark	\$ 115.54	\$ 112.18	\$ 109.58	\$ 107.92	\$ 104.10	\$ 100.00
Lennox and Addington	\$ 121.78	\$ 117.20	\$ 113.46	\$ 109.33	\$ 104.41	\$ 100.00
Prince Edward County	\$ 131.60	\$ 126.41	\$ 120.57	\$ 113.07	\$ 107.68	\$ 100.00
Haliburton	\$ 120.08	\$ 115.64	\$ 109.51	\$ 106.22	\$ 102.90	\$ 100.00

Strategic Direction

Vision

The County of Frontenac is recognized for its unique pristine natural environment and lifestyle choices and commitment to – and promotion of – strong, resilient, diverse, rural communities.

Mission Statement

The County of Frontenac's mission is the effective, efficient and sustainable delivery of services to citizens.

Strategic Goals

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

- ✓ Addressing the existing gap in Seniors Transportation by ensuring 100% of Seniors receive a timely, affordable ride to scheduled medical appointments (when requests received in a timely fashion) – to be accomplished by the end of the 2015-2018 term of Council.
- ✓ Addressing the existing gap in Seniors Affordable Housing stock by leveraging and/or funding the construction of a project in each of the four Frontenac Townships – to be accomplished by the end of the 2015-18 term of Council.

Goal #2: Meet the emerging “post landfill” Solid Waste Management challenge for Frontenac residents:

- ✓ Coordinate the establishment of a “Made in Frontenac” position and financial plan to be executed by the end of the current Council term, to inform the Eastern Ontario Wardens Caucus on solid waste management solutions, including energy-from-waste.
- ✓ Frontenac’s position will be supported by technical data and financial planning in collaboration with local municipalities.

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

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

2017 Budget Opportunities and Challenges

New legislation and unanticipated changes in funding are always looming in the background of the municipal budget.

Collective bargaining in 2017 revolves around the OPSEU Local 462 agreement for paramedics, which expired in 2015 and the CUPE 2290 agreement for Fairmount and unionized corporate services staff, which expires at the end of 2016. The CUPE 109 agreement for Ferry is in place until the end of 2017.

Pay equity discussions are continuing with the CUPE 2290 group and will have financial implications.

Staffing challenges including an aging workforce, succession planning, disability management and at Fairmount, resident behaviours affecting staff, which all factor into the 2017 budget landscape.

The cost of providing benefits has risen exponentially in recent years. In an effort to mitigate these increases the County worked with its benefits broker to market the provision of benefits for the County. This generated a savings in the 2017 budget. As the broker points out however the County's experience is concerning and so must be mitigated before rate guarantees expire.

The marketing of the County's insurance requirements also resulted in a reduction in 2017.

Assessment

2017 is a reassessment year, the total implications of which will not be evident until the final assessment role for 2017 is provided by the Municipal Property Assessment Corporation.

Change in the relative share of assessment between the County and the City has a profound impact on the County's share of services which are shared based on weighted assessment. Since 2011 the City's share of assessment has dropped by 1.04% shifting that percentage of the costs of Social Housing and Social Service administration and Land Ambulance to the County.

Capital Budget Highlights

2017 Land Ambulance capital includes the replacement of 3 ambulances, 3 SUVs, and CO2 detectors.

	Expense	Revenue	Reserve transfer	Net levy
	\$	\$	\$	\$
Land Ambulance				
Vehicle and Equipment Replacement	690,997		690,997	0
Fairmount Home				
Equipment Replacement	105,254	71,573	33,681	0
Wall Covering ongoing	15,000	10,200	0	4,800
Total Capital				\$4,800

Capital replacement is provided for through allocations from the capital replacement reserves. The Public Sector Digest identified that these replacement reserves were inadequate. In 2015 Council approved a .65% levy dedicated to capital replacement which will be coupled with borrowing for larger capital replacements.

Operating Budget Highlights

Revenue

User fees +2.36% increase

User fees are charged to the residents of Fairmount Home and on the Frontenac Howe Islander ferry. Any increase in resident fees is governed by the Province, but a nominal increase is anticipated for 2016.

Federal Provincial Funding - 4.4% increase

The estimates are based on historical commitments. Funding for the Land Ambulance Service and Fairmount Home is not confirmed by the Province until late spring or early summer.

The Land Ambulance funding calculation has been amended for 2017 to remove the 100% funding for the OPALS program (resulting in a funding reduction of \$44,000). The Land Ambulance funding is calculated on the prior year budget and is estimated to increase by 1.66%.

The Fairmount Home funding is envelope based and adjusted by the Case Mix Index (CMI) which measures the acuity of residents. The 8.33% increase in 2017 results from an underestimation of the CMI for the 2016 budget.

A small increase for the Ferry service funding is based on an 80% of the estimated budget.

Provincial Offences – 29.89% decrease

The City of Kingston is estimating a substantial decrease in net revenue in 2017. The County is mitigating the effect of the additional facility costs with a reserve transfer (\$6,510) in 2017. This is the 2nd and last mitigation to bring the additional facility costs onto the tax levy.

Other Revenue – 16.29% increase

This reflects an increase in recoveries for the contract with the Townships for shared Information Services.

Transfers from Obligatory Reserve -12.53% reduction

The amounts transferred from the Federal Gas Tax Reserve relate directly to projects approved by Council. These have been reduced in 2017.

Transfer from Reserves – 34.93% decrease

Transfers reflect the ongoing operating requirements.

Expense

Salaries and benefits – 1.26% increase

The increase reflects the actual and estimated rate increases for union staff, the additional staff required for the Shared Information services and the implications of the non-union compensation review. Medical benefit costs have decreased by 3.23 % in 2017.

Materials – .83% increase

Minor changes have occurred across all departments.

Contracted Service – 1.83% decrease

Reflects a reduction in the number of projects included in the base budget, before project proposals, in 2017. Some specialty training programs were completed in 2016 for the Paramedic service. There is however a large increase in Hydro costs for Fairmount Home which has mitigated the overall reduction in contracted services.

Rent and Financing – 1.57% increase

Primarily reflects change in rental agreements

External Transfers – 0% change

2017 Levy Increase

The 2017 levy increase before project proposals and dedicated capital levy is \$294,712.

Department	2016-2017 change in requisition	% requisition increase
General	\$74,520	0.83%
Governance	\$1,729	0.02%
Corporate	\$26,683	0.30%
Emergency Management	\$136	0.00%
Transportation	\$0	0.00%
Social Housing	-\$15,935	-0.18%
Fairmount	-\$56,424	-0.63%
OW, Child Care	\$69,989	0.78%
FPS	\$111,068	1.24%
Health unit	\$14,644	0.16%
Library	\$22,030	0.25%
Planning	\$46,039	0.51%
other	\$0	0.00%
Total	\$294,479	3.28%

Note that General includes a transfer from the stabilization reserve fund in 2016 of \$12,030. The 2017 transfer will not be finalized until budget deliberations are completed.

Budget Mitigation

2017 Levy Increase Before Project Proposals			
		\$	%
A	2016 Levy	8,966,273	
B	2017 Levy before project proposals	9,260,752	
C	Levy increase	294,479	3.28%
	B-A		
D	1/3 of Land Ambulance levy increase	-37,022	
E	Estimated Growth	-89,781	-1.00%
	C-D-E	167,676	1.87%
F	Transfer from Stabilization Reserve	33,182	0.37%
G	Levy increase at 1.5%	134,494	1.50%
H	Land ambulance operational costs outside of mitigation	37,022	0.41%
	D		
I	2017 Levy Before project proposals	171,516	1.91%
	G+H		
2017 Project Proposals			
	Project Proposals - outside of mitigation	163,818	
	Projects deleted by Council	-3,000	
	Projects added by Council	1,200	
	Projects deferred	-17,345	
	Projects phased in	-29,408	
	Stabilization reserve transfer	-46,427	
J	Project Proposals revised	68,839	0.77%
K	External Agency - CFDC request	35,000	0.39%
L	Levy increase after mitigation	275,355	3.07%
	I+J+K		
M	Dedicated Capital levy 2016	58,281	0.65%
	L + M	333,635.6	3.72%

The Budget Policy indicates the tax levy increase shall be held to the August CPI for the Operating requirements of the County. However the Land Ambulance base budget increase far exceeds CPI (6.4%) and it is recommended that some of this increase be carried by the tax rate in 2017.

A transfer from the Stabilization reserve will be required to mitigate the difference between CPI and the levy increase. The amount required from the Stabilization reserve will be mitigated by assessment growth.

In 2015 Council approved a .65% dedicated levy for capital.

Reserves

	2017	2016	2016-2017		Target Balance
	Budget	Budget	Variance		
	\$	\$	\$	%	
Operating	1,775,555	1,746,799	28,756	1.65%	Meets current requirements
Capital Asset Management	5,727,585	5,713,246	14,339	0.25%	Underfunded
Stabilization	1,297,630	1,377,473	-79,842	-5.80%	Underfunded
Strategic Regional	1,549,325	2,193,615	-644,290	-29.37%	In line with Council's current goals
Legally Restricted	460,056	453,570	6,486	1.43%	In line with requirements
External Agency	558,547	537,147	21,400	3.98%	In line with requirements
WSIB Reserve	123,947	-28,468	152,416	-535.39%	Underfunded
Total	11,492,645	11,993,381	-500,736	-4.18%	

Capital Asset Management reserves include those that provide for new capital, i.e. Purchase of lands for the trail, and for capital replacement. The City of Kingston contributes to the asset replacement reserves for Land Ambulance.

The City of Kingston also contributes to the Operating reserves for Fairmount Home and Land Ambulance. The joint reserves (which are included in the table above) total \$2,606,055 (2017).

Long Term Liabilities

The County of Frontenac is responsible for a long term debenture issued for the redevelopment of the long term care facility, Fairmount Home. The total debenture was \$17,200,000 to be fully paid by 2022. The amount remaining on the debenture at the end of 2017 is \$6,265,381. The Province contributes \$483,552 annually to the debenture and the City of Kingston contributes \$712,503. The County net annual contribution is \$335,295 which has been offset by an annual reserve transfer of \$125,000.



**2017
Draft Budget
Detail**

County of Frontenac
Summary of All Departments
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Taxation from other governments	70,000	70,000	0		70,000	0	70,000	70,000	70,000	70,000
User charges	3,317,071	3,240,550	76,521	2.36%	3,285,234	44,684	3,367,441	3,405,324	3,442,060	3,479,990
Payments in lieu of taxes	42,805	42,805	0		42,805	0	42,805	42,805	42,805	42,805
Grants										
Federal and Provincial	15,144,321	14,506,311	638,010	4.40%	14,742,049	235,738	15,613,022	15,752,705	15,961,240	16,292,982
Other municipalities	21,667	0	21,667		0	0	21,667	21,667	0	0
Other										
Financing										
Provincial Offences Net Revenue	120,797	172,306	-51,509	-29.89%	172,306	0	122,972	125,060	127,095	129,128
Investment Income	140,000	140,000	0		140,000	0	140,000	140,000	140,000	140,000
Other	467,275	401,818	65,457	16.29%	406,817	4,999	462,243	480,126	481,562	492,807
Total	19,323,936	18,573,790	750,146	4.04%	18,859,211	285,421	19,840,150	20,037,687	20,264,762	20,647,712
Transfer from Obligatory reserve	968,256	1,106,984	-138,728	-12.53%	836,702	-270,282	801,884	801,884	801,884	801,884
Transfer from reserves	492,500	756,824	-264,324	-34.93%	490,413	-266,411	385,107	328,653	98,650	78,500
Total Operating Revenue and Reserve Transfer	20,784,692	20,437,598	347,094	1.70%	20,186,326	-251,272	21,027,141	21,168,224	21,165,296	21,528,096
Operating Expense										
Salaries & benefits	25,467,953	24,705,611	762,342	3.09%	25,407,236	701,625	26,204,942	26,844,448	27,591,697	28,515,858
Materials	2,981,874	2,957,379	24,495	0.83%	2,867,783	-89,596	2,966,928	2,983,260	2,997,649	3,040,378
Contracted Service	8,004,444	8,154,057	-149,613	-1.83%	7,506,078	-647,979	7,700,893	8,054,101	7,936,458	7,959,848
Rent and Financing	232,240	228,652	3,588	1.57%	228,652	0	233,426	237,109	240,866	244,698
External Transfers	150,300	150,300	0		150,300	0	150,300	96,300	96,300	96,300
Depreciation	1,495,810	1,464,027	31,783	2.17%	1,470,353	6,326	1,165,897	1,165,897	1,165,897	1,165,897
Total Operating Expense	38,332,621	37,660,026	672,595	1.79%	37,630,402	-29,624	38,422,386	39,381,115	40,028,867	41,022,979
Reserve Transfers	1,316,395	1,159,130	157,265	13.57%	1,159,130	0	1,390,839	1,471,866	1,554,509	1,605,676
Total Operating Expense with Reserve transfers	39,649,016	38,819,156	829,860	2.14%	38,789,532	-29,624	39,813,225	40,852,981	41,583,376	42,628,655
NET MUNICIPAL CONTRIBUTION	18,864,324	18,381,558	482,766	2.63%	18,603,206	221,648	18,786,084	19,684,757	20,418,080	21,100,559
less depreciation (non-cash)	1,495,810	1,464,027	31,783	2.17%	1,470,353	6,326	1,165,897	1,165,897	1,165,897	1,165,897
NET MUNICIPAL CONTRIBUTION less depreci	17,368,514	16,917,531	450,983	2.67%	17,132,853	215,322	17,620,187	18,518,860	19,252,183	19,934,662
Other Municipal Contribution	-8,322,857	-8,169,002	-153,855	1.88%	-8,314,115	-145,113	-8,490,052	-8,699,354	-9,094,981	-9,499,394
County Contribution	9,045,657	8,748,529	297,128	3.40%	8,818,738	70,209	9,130,135	9,819,506	10,157,202	10,435,268
County Capital contribution to capital	4,800	7,448	-2,648	-35.55%	7,448	0	4,800	4,800	4,800	4,800
Net Contribution to Debenture	210,295	210,295	0		210,295	0	210,295	210,295	210,295	210,295
Requisition	9,260,752	8,966,272	294,480	3.28%	9,036,481	70,209	9,345,230	10,034,601	10,372,297	10,650,363
<i>Requisition re capital levy</i>	<i>58,281</i>	<i>0</i>	<i>58,281</i>		<i>0</i>	<i>0</i>	<i>59,447</i>	<i>60,636</i>	<i>61,849</i>	<i>63,086</i>

November 23, 2016

County of Frontenac
Summary of All Departments
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Capital										
CAPITAL REVENUE										
Trans Canada Trails	247,000	0	247,000		0	0	0	0	0	0
Reserve transfer	1,273,678	955,781	317,897	33.26%	955,781	0	541,219	1,060,211	773,045	769,851
Total Capital Revenue and Reserve Transfer	1,520,678	955,781	564,897	59.10%	955,781	0	541,219	1,060,211	773,045	769,851
CAPITAL EXPENSE										
Major improvements	821,000	0	821,000		0	0	0	0	0	0
General Equipment	15,000	364,442	-349,442	-95.88%	364,442	0	15,000	15,000	15,000	15,000
Capital - Equipment Replacements	80,254	384,700	-304,446	-79.14%	384,700	0	133,738	518,590	494,745	325,469
Capital - IT Replacement	39,178	48,512	-9,334	-19.24%	48,512	0	0	0	0	0
Capital - Prior Yea	0	135,200	-135,200	-100.00%	135,200	0	0	0	0	0
Capital Vehicle New	0	35,000	-35,000	-100.00%	35,000	0	0	0	0	0
Capital Vehicle Replacement	651,819	543,000	108,819	20.04%	543,000	0	463,489	822,670	501,724	596,447
Total Capital Expense	1,607,251	1,510,854	96,397	6.38%	1,510,854	0	612,227	1,356,260	1,011,469	936,916
NET CAPITAL EXPENSE	86,573	555,073	-468,500	-84.40%	555,073	0	71,008	296,049	238,424	167,065
Other Municipal Contribution	-81,773	-547,625	465,852	-85.07%	-547,625	0	-66,208	-291,249	-233,624	-162,265
County Contribution	4,800	7,448	-2,648	-35.55%	7,448	0	4,800	4,800	4,800	4,800
Capital Financing										
County - Transfer to Long-Term Debt	1,102,828	1,037,462	65,366	6.30%	1,037,462	0	1,172,313	1,246,176	1,324,693	1,408,157
Debt Charges	428,522	493,888	-65,366	-13.23%	493,888	0	359,037	285,174	206,657	123,193
City Contribution to LT Debt FMT	-712,503	-712,503	0		-712,503	0	-712,503	-712,503	-712,503	-712,503
Provincial contribution to redevelopment	-483,552	-483,552	0		-483,552	0	-483,552	-483,552	-483,552	-483,552
Transfer from FRO Reserve	-125,000	-125,000	0		-125,000	0	-125,000	-125,000	-125,000	-125,000
NET CONTRIBUTION TO DEBENTURE	210,295	210,295	0		210,295	0	210,295	210,295	210,295	210,295

November 23, 2016



2017 General Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Transfer from Reserves		
Reserve transfer re POA lease (half of 2016 transfer)	-\$6,510	-50.00%
Reserve transfer re Stabilization – not yet determined for 2016	-\$12,930	-100.00%
Provincial Offences revenue reduction	-\$51,509	-29.89%
Capital reserve allocation	+\$3,571	+2.00%

County of Frontenac
General
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Taxation from other governments	70,000	70,000	0		70,000	0	70,000	70,000	70,000	70,000
User charges	45,000	45,000	0		45,000	0	45,000	45,000	45,000	45,000
Payments in lieu of taxes	42,805	42,805	0		42,805	0	42,805	42,805	42,805	42,805
Grants										
Other										
Financing										
Provincial Offences Net Revenue	120,797	172,306	-51,509	-29.89%	172,306	0	122,972	125,060	127,095	129,128
Investment Income	140,000	140,000	0		140,000	0	140,000	140,000	140,000	140,000
Total	418,602	470,111	-51,509	-10.96%	470,111	0	420,777	422,865	424,900	426,933
Transfer from reserves	6,510	25,950	-19,440	-74.91%	25,950	0	6,510	0	0	0
Total Operating Revenue and Reserve Transfer	425,112	496,061	-70,949	-14.30%	496,061	0	427,287	422,865	424,900	426,933
Operating Expense										
Contracted Service	1,600	1,600	0		1,600	0	1,600	1,600	1,600	1,600
Rent and Financing	250	250	0		250	0	250	250	250	250
Total Operating Expense	1,850	1,850	0		1,850	0	1,850	1,850	1,850	1,850
Reserve Transfers	294,659	291,088	3,571	1.23%	291,088	0	356,583	419,745	484,171	549,885
Total Operating Expense with Reserve transfers	296,509	292,938	3,571	1.22%	292,938	0	358,433	421,595	486,021	551,735
NET MUNICIPAL CONTRIBUTION	-128,603	-203,123	74,520	-36.69%	-203,123	0	-68,854	-1,270	61,121	124,802
NET MUNICIPAL CONTRIBUTION less depreciat	-128,603	-203,123	74,520	-36.69%	-203,123	0	-68,854	-1,270	61,121	124,802
County Contribution	-128,603	-203,123	74,520	-36.69%	-203,123	0	-68,854	-1,270	61,121	124,802
Requisition	-128,603	-203,123	74,520	-36.69%	-203,123	0	-68,854	-1,270	61,121	124,802
<i>Requisition re capital levy</i>	<i>58,281</i>	<i>0</i>	<i>58,281</i>		<i>0</i>	<i>0</i>	<i>59,447</i>	<i>60,636</i>	<i>61,849</i>	<i>63,086</i>

November 23, 2016



2017 Governance Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Salaries and benefits		
Increase to base remuneration and addition of Planning and Community Development Advisory Committees	+\$2,908	+2.67%
Materials		
Increase related to new committee	+\$2,707	+4.01%
Contract Service		
Reduction in membership fees	-\$3,873	-30.97%

County of Frontenac
Governance
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Other										
Financing										
Other	2,192	2,192	0		1,098	-1,094	0	0	0	0
Total	2,192	2,192	0		1,098	-1,094	0	0	0	0
Total Operating Revenue and Reserve Transfer	2,192	2,192	0		1,098	-1,094	0	0	0	0
Operating Expense										
Salaries & benefits	111,965	109,057	2,908	2.67%	104,859	-4,198	113,856	115,850	117,888	119,993
Materials	70,262	67,555	2,707	4.01%	46,016	-21,539	73,239	73,828	75,634	75,058
Contracted Service	35,460	39,346	-3,886	-9.88%	37,877	-1,469	35,816	36,105	36,399	36,699
Total Operating Expense	217,687	215,958	1,729	0.80%	188,752	-27,206	222,911	225,783	229,921	231,750
Reserve Transfers	10,000	10,000	0		10,000	0	10,000	10,000	10,000	10,000
Total Operating Expense with Reserve transfers	227,687	225,958	1,729	0.77%	198,752	-27,206	232,911	235,783	239,921	241,750
NET MUNICIPAL CONTRIBUTION	225,495	223,766	1,729	0.77%	197,654	-26,112	232,911	235,783	239,921	241,750
NET MUNICIPAL CONTRIBUTION less depreciation	225,495	223,766	1,729	0.77%	197,654	-26,112	232,911	235,783	239,921	241,750
County Contribution	225,495	223,766	1,729	0.77%	197,654	-26,112	232,911	235,783	239,921	241,750
Requisition	225,495	223,766	1,729	0.77%	197,654	-26,112	232,911	235,783	239,921	241,750

November 23, 2016



2017 Corporate Services Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Revenue: Township contribution to shared services directly related to shared services	+\$53,153	+26.34%
Salaries and Benefits		
Shared Information Technology service wages and benefits increase, fully offset by Township contribution	+\$32,769	+16.24%
Re-allocation of part of the Communication officer COLA increase	-\$44,038	-3.9%
Materials		
Additional hardware and software costs	+\$13,884	54.31%
Contracts		
Increase in legal fees	+\$10,000	+163.40%
Increase in cell service partly related to Shared IT	+\$5,711	+87.65%
Reduction in insurance costs	-\$5,353	-32.2%
Infield communication project completed in 2016 (-\$30,000)		
Work order software budgeted in 2016, brought back as 2017 project proposal (-\$60,000)		
2017 projects – Big Data for Small Municipalities, Actuarial review	-66,983	-69.98%

County of Frontenac
Corporate
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Federal and Provincial	0	0	0		1,466	1,466	0	0	0	0
Other										
Financing										
Other	364,186	305,249	58,937	19.31%	305,701	452	364,620	381,102	381,113	390,907
Total	364,186	305,249	58,937	19.31%	307,167	1,918	364,620	381,102	381,113	390,907
Transfer from Obligatory reserve	0	60,000	-60,000	-100.00%	0	-60,000	0	0	0	0
Transfer from reserves	15,000	25,000	-10,000	-40.00%	25,000	0	0	0	0	0
Total Operating Revenue and Reserve Transfer	379,186	390,249	-11,063	-2.83%	332,167	-58,082	364,620	381,102	381,113	390,907
Operating Expense										
Salaries & benefits	1,152,533	1,127,574	24,959	2.21%	1,171,304	43,730	1,195,780	1,236,840	1,276,213	1,317,465
Materials	152,417	137,251	15,166	11.05%	123,188	-14,063	156,386	164,396	153,716	154,520
Contracted Service	981,559	1,015,064	-33,505	-3.30%	942,035	-73,029	977,380	988,033	1,008,393	1,005,919
Depreciation	329,913	305,104	24,809	8.13%	305,104	0	0	0	0	0
Total Operating Expense	2,616,422	2,584,993	31,429	1.22%	2,541,631	-43,362	2,329,546	2,389,269	2,438,322	2,477,904
Reserve Transfers	14,000	5,000	9,000	180.00%	5,000	0	9,000	9,000	9,000	9,000
Total Operating Expense with Reserve transfers	2,630,422	2,589,993	40,429	1.56%	2,546,631	-43,362	2,338,546	2,398,269	2,447,322	2,486,904
NET MUNICIPAL CONTRIBUTION	2,251,236	2,199,744	51,492	2.34%	2,214,464	14,720	1,973,926	2,017,167	2,066,209	2,095,997
less depreciation (non-cash)	329,913	305,104	24,809	8.13%	305,104	0	0	0	0	0
NET MUNICIPAL CONTRIBUTION less depreciat	1,921,323	1,894,640	26,683	1.41%	1,909,360	14,720	1,973,926	2,017,167	2,066,209	2,095,997
Requisition	1,921,323	1,894,640	26,683	1.41%	1,909,360	14,720	1,973,926	2,017,167	2,066,209	2,095,997

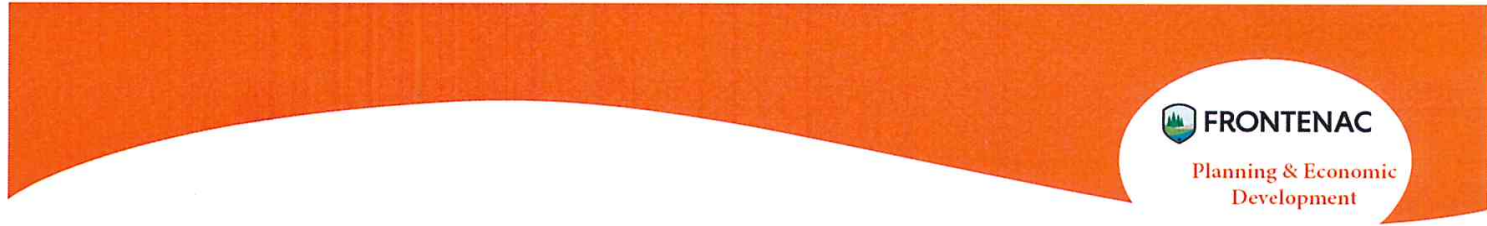
November 23, 2016

County of Frontenac
Corporate
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Capital										
CAPITAL REVENUE										
Reserve transfer	0	30,000	-30,000	-100.00%	30,000	0	0	0	0	0
Total Capital Revenue and Reserve Transfer	0	30,000	-30,000	-100.00%	30,000	0	0	0	0	0
CAPITAL EXPENSE										
Capital - Prior Yea	0	30,000	-30,000	-100.00%	30,000	0	0	0	0	0
Total Capital Expense	0	30,000	-30,000	-100.00%	30,000	0	0	0	0	0

Capital Financing

November 23, 2016



2017 Planning and Economic Development Budget Variance Highlights

Variance Discussion	\$	Budget Variance %
Revenue		
. Federal funding re Economic Development Project over three years	+\$124,628	+44.2%
Salaries and Benefits		
Staff Salaries – includes Community Development Officer which is offset by external funding and reserve transfers	+\$89,855	+21.65%
Includes an additional summer student position in planning	+\$8,800	+2.1%
Benefits allocation	+\$9,979	+2.4%
Includes COLA increase		
Materials		
. Replacement computer equipment	+\$6,000	+100.00%
Contracts		
. K&P Trail Maintenance increased due to increased kilometers of trail	+\$9,600	+30.00%
Reduced projects in 2017 (2016 included funded Source water protection and Age Friendly community projects)	-\$115,918	

County of Frontenac
 Planning and Economic Development
 2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
User charges	15,000	20,000	-5,000	-25.00%	34,750	14,750	15,500	17,500	17,500	17,500
Grants										
Federal and Provincial	124,628	86,426	38,202	44.20%	0	-86,426	204,656	47,830	0	0
Other municipalities	21,667	0	21,667		0	0	21,667	21,667	0	0
Other										
Financing										
Other	0	0	0		7,233	7,233	0	0	0	0
Total	161,295	106,426	54,869	51.56%	41,983	-64,443	241,823	86,997	17,500	17,500
Transfer from Obligatory reserve	166,372	245,140	-78,768	-32.13%	34,858	-210,282	0	0	0	0
Transfer from reserves	399,290	407,000	-7,710	-1.89%	122,800	-284,200	310,897	158,953	0	0
Total Operating Revenue and Reserve Transfer	726,957	758,566	-31,609	-4.17%	199,641	-558,925	552,720	245,950	17,500	17,500
Operating Expense										
Salaries & benefits	522,469	415,065	107,404	25.88%	465,839	50,774	549,480	539,255	491,925	509,321
Materials	57,792	46,858	10,934	23.33%	40,623	-6,235	49,343	52,146	47,915	53,810
Contracted Service	682,530	787,038	-104,508	-13.28%	275,322	-511,716	327,206	437,138	203,520	131,329
Total Operating Expense	1,262,791	1,248,961	13,830	1.11%	781,784	-467,177	926,029	1,028,539	743,360	694,460
Reserve Transfers	30,600	30,000	600	2.00%	30,000	0	31,212	31,836	32,473	0
Total Operating Expense with Reserve transfers	1,293,391	1,278,961	14,430	1.13%	811,784	-467,177	957,241	1,060,375	775,833	694,460
NET MUNICIPAL CONTRIBUTION	566,434	520,395	46,039	8.85%	612,143	91,748	404,521	814,425	758,333	676,960
NET MUNICIPAL CONTRIBUTION less depreciation	566,434	520,395	46,039	8.85%	612,143	91,748	404,521	814,425	758,333	676,960
Requisition	566,434	520,395	46,039	8.85%	612,143	91,748	404,521	814,425	758,333	676,960

November 23, 2016

County of Frontenac
 Planning and Economic Development
 2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Capital										
CAPITAL REVENUE										
Trans Canada Trails	247,000	0	247,000		0	0	0	0	0	0
Reserve transfer	549,000	0	549,000		0	0	0	0	0	0
Total Capital Revenue and Reserve Transfer	796,000	0	796,000		0	0	0	0	0	0
CAPITAL EXPENSE										
Major improvements	796,000	0	796,000		0	0	0	0	0	0
Total Capital Expense	796,000	0	796,000		0	0	0	0	0	0

Capital Financing

November 23, 2016



Variance Discussion	Budget Variance	
	\$	%
Revenue		
Ministry of Health – envelope funding/ resident funding increases (not yet confirmed)	+\$452,932	+8.33%
Salaries and Benefits		
Wages – increase in wages offset by decrease in estimated severance requirements, reduction in benefit costs and reduction of WSIB NEER premium	+\$113,041	+1.3%
Materials		
Equipment	+\$18,050	+14.58%
Training fees to support software for mandatory training	+\$8,411	+39.5%
Additional raw food costs – offset by revenue or funding increases	+\$16,288	+3.95%
Contracted Services		
Reduction in plumbing system maintenance	-\$10,516	-28.8%
Reduction in Garbage contract	-\$5,000	-16.67%
Physiotherapy – increase (fully funded)	+\$5,496	+5.61%
Hydro – increase based on usage and rates	+\$54,640	+28.6%
Special projects –	+\$8,392	+13.33%
Includes Strategic plan review – accreditation requirements		
GUIDI project brought forward from 2016, Holding tank inspections		
Fire panel replacement, Electrical panel replacement, Generator CSA required maintenance		

County of Frontenac
Fairmount Home
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
User charges	3,073,674	2,979,822	93,852	3.15%	3,003,269	23,447	3,104,401	3,135,434	3,166,778	3,198,437
Grants										
Federal and Provincial	5,892,967	5,440,035	452,932	8.33%	5,727,133	287,098	6,037,520	6,097,768	6,158,720	6,220,385
Other										
Financing										
Other	100,597	94,077	6,520	6.93%	80,713	-13,364	97,323	98,724	100,149	101,600
Total	9,067,238	8,513,934	553,304	6.50%	8,811,115	297,181	9,239,244	9,331,926	9,425,647	9,520,422
Transfer from reserves.	34,500	137,774	-103,274	-74.96%	137,518	-256	28,000	20,000	30,000	20,000
Total Operating Revenue and Reserve Transfer	9,101,738	8,651,708	450,030	5.20%	8,948,633	296,925	9,267,244	9,351,926	9,455,647	9,540,422
Operating Expense										
Salaries & benefits	9,101,477	8,988,436	113,041	1.26%	9,270,114	281,678	9,359,164	9,593,237	9,879,618	10,192,471
Materials	1,013,009	976,137	36,872	3.78%	930,715	-45,422	1,006,239	995,054	1,010,087	1,025,893
Contracted Service	1,355,562	1,285,456	70,106	5.45%	1,280,035	-5,421	1,305,620	1,344,638	1,389,257	1,415,358
Depreciation	520,766	534,897	-14,131	-2.64%	541,763	6,866	520,766	520,766	520,766	520,766
Total Operating Expense	11,990,814	11,784,926	205,888	1.75%	12,022,627	237,701	12,191,789	12,453,695	12,799,728	13,154,488
Reserve Transfers	121,819	112,681	9,138	8.11%	112,681	0	122,941	124,080	125,236	126,409
Total Operating Expense with Reserve transfers	12,112,633	11,897,607	215,026	1.81%	12,135,308	237,701	12,314,730	12,577,775	12,924,964	13,280,897
NET MUNICIPAL CONTRIBUTION	3,010,895	3,245,899	-235,004	-7.24%	3,186,675	-59,224	3,047,486	3,225,849	3,469,317	3,740,475
less depreciation (non-cash)	520,766	534,897	-14,131	-2.64%	541,763	6,866	520,766	520,766	520,766	520,766
NET MUNICIPAL CONTRIBUTION less depreciat	2,490,129	2,711,002	-220,873	-8.15%	2,644,912	-66,090	2,526,720	2,705,083	2,948,551	3,219,709
Other Municipal Contribution	-1,642,433	-1,802,082	159,649	-8.86%	-1,761,403	40,679	-1,666,552	-1,787,064	-1,951,837	-2,135,427
County Contribution	847,696	908,920	-61,224	-6.74%	883,509	-25,411	860,168	918,019	996,714	1,084,282
County Capital contribution to capital	4,800	0	4,800		0	0	4,800	4,800	4,800	4,800
Net Contribution to Debenture	210,295	210,295	0		210,295	0	210,295	210,295	210,295	210,295
Requisition	1,062,791	1,119,215	-56,424	-5.04%	1,093,804	-25,411	1,075,263	1,133,114	1,211,809	1,299,377

November 23, 2016

County of Frontenac
Fairmount Home
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Capital										
CAPITAL REVENUE										
Reserve transfer	33,681	109,728	-76,047	-69.31%	109,728	0	26,357	132,258	105,141	71,560
Total Capital Revenue and Reserve Transfer	33,681	109,728	-76,047	-69.31%	109,728	0	26,357	132,258	105,141	71,560
CAPITAL EXPENSE										
Major improvements	25,000	0	25,000		0	0	0	0	0	0
General Equipment	15,000	0	15,000		0	0	15,000	15,000	15,000	15,000
Capital - Equipment Replacements	80,254	237,700	-157,446	-66.24%	237,700	0	82,365	413,307	328,565	223,625
Capital - Prior Yea	0	105,200	-105,200	-100.00%	105,200	0	0	0	0	0
Total Capital Expense	120,254	342,900	-222,646	-64.93%	342,900	0	97,365	428,307	343,565	238,625
NET CAPITAL EXPENSE	86,573	233,172	-146,599	-62.87%	233,172	0	71,008	296,049	238,424	167,065
Other Municipal Contribution	-81,773	-233,172	151,399	-64.93%	-233,172	0	-66,208	-291,249	-233,624	-162,265
County Contribution	4,800	0	4,800		0	0	4,800	4,800	4,800	4,800
Capital Financing										
County - Transfer to Long-Term Debt	1,102,828	1,037,462	65,366	6.30%	1,037,462	0	1,172,313	1,246,176	1,324,693	1,408,157
Debt Charges	428,522	493,888	-65,366	-13.23%	493,888	0	359,037	285,174	206,657	123,193
City Contribution to LT Debt FMT	-712,503	-712,503	0		-712,503	0	-712,503	-712,503	-712,503	-712,503
Provincial contribution to redevelopment	-483,552	-483,552	0		-483,552	0	-483,552	-483,552	-483,552	-483,552
Transfer from FRO Reserve	-125,000	-125,000	0		-125,000	0	-125,000	-125,000	-125,000	-125,000
NET CONTRIBUTION TO DEBENTURE	210,295	210,295	0		210,295	0	210,295	210,295	210,295	210,295

November 23, 2016



Emergency & Transportation Services

2017 Land Ambulance Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Revenue - Estimated increase from Province	+\$ 135,800	+1.66%
Includes the elimination of \$100% OPALS funding (\$44,000)		
- Community Paramedicine project in 2017 (3,000)		
Salaries and benefits		
Estimated wage and benefit increases	+\$ 501,345	3.8%
- Year 2 Wolfe Island Enhancement \$55,000		
- Sick Time increase to reflect three (3) year average \$170,030		
- Accommodated and modified work \$20,000		
- Statutory benefit increase \$87,659		
- Decrease in Medical Benefits (-2.87%) - \$26,124		
- Cost share of Communications Officer position \$44,073		
- Increase in Annual Leave Payouts for Paramedics \$56,833		
- Benefits in lieu \$55,302		
- COLA increase		
Materials		
Fuel cost reduction due to current forecasts	-\$ 14,400	-8.0%
Decreased computer hardware/software costs	-\$ 27,261	-18.29%
Hydro (Station 12 Fortune Crescent)	+\$ 6,850	+10.5%
Contracts		
Specialized Fees	-\$ 7,000	-41.8%
Vehicle insurance	-\$ 28,870	-34.41%
Reserve allocation increase by CPI, new power stretchers and severance liability	+\$ 134,956	+20.6%

County of Frontenac
Land Ambulance - FPS
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
User charges	0	0	0		9,342	9,342	0	0	0	0
Grants										
Federal and Provincial	8,332,738	8,196,938	135,800	1.66%	8,241,960	45,022	8,560,688	8,777,548	8,951,393	9,196,385
Other										
Financing										
Other	0	0	0		9,484	9,484	0	0	0	0
Total	8,332,738	8,196,938	135,800	1.66%	8,260,786	63,848	8,560,688	8,777,548	8,951,393	9,196,385
Transfer from reserves	0	0	0		18,045	18,045	0	0	0	0
Total Operating Revenue and Reserve Transfer	8,332,738	8,196,938	135,800	1.66%	8,278,831	81,893	8,560,688	8,777,548	8,951,393	9,196,385
Operating Expense										
Salaries & benefits	13,680,769	13,179,424	501,345	3.80%	13,508,153	328,729	14,069,760	14,418,835	14,858,463	15,379,574
Materials	847,404	888,853	-41,449	-4.66%	891,885	3,032	838,847	855,227	868,940	888,978
Contracted Service	1,309,148	1,339,768	-30,620	-2.29%	1,291,920	-47,848	1,356,953	1,332,062	1,366,096	1,360,300
Rent and Financing	231,990	228,402	3,588	1.57%	228,402	0	233,176	236,859	240,616	244,448
Depreciation	640,529	619,424	21,105	3.41%	619,424	0	640,529	640,529	640,529	640,529
Total Operating Expense	16,709,840	16,255,871	453,969	2.79%	16,539,784	283,913	17,139,265	17,483,512	17,974,644	18,513,829
Reserve Transfers	789,317	654,361	134,956	20.62%	654,361	0	805,103	821,205	837,629	854,382
Total Operating Expense with Reserve transfers	17,499,157	16,910,232	588,925	3.48%	17,194,145	283,913	17,944,368	18,304,717	18,812,273	19,368,211
NET MUNICIPAL CONTRIBUTION	9,166,419	8,713,294	453,125	5.20%	8,915,314	202,020	9,383,680	9,527,169	9,860,880	10,171,826
less depreciation (non-cash)	640,529	619,424	21,105	3.41%	619,424	0	640,529	640,529	640,529	640,529
NET MUNICIPAL CONTRIBUTION less depreciat	8,525,890	8,093,870	432,020	5.34%	8,295,890	202,020	8,743,151	8,886,640	9,220,351	9,531,297
Other Municipal Contribution	-6,680,424	-6,366,920	-313,504	4.92%	-6,552,712	-185,792	-6,823,500	-6,912,290	-7,143,144	-7,363,967
County Contribution	1,845,466	1,726,950	118,516	6.86%	1,743,178	16,228	1,919,651	1,974,350	2,077,207	2,167,330
County Capital contribution to capital	0	7,448	-7,448	-100.00%	7,448	0	0	0	0	0
Requisition	1,845,466	1,734,398	111,068	6.40%	1,750,626	16,228	1,919,651	1,974,350	2,077,207	2,167,330

November 23, 2016

County of Frontenac
Land Ambulance - FPS
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Capital										
CAPITAL REVENUE										
Reserve transfer	690,997	816,053	-125,056	-15.32%	816,053	0	514,862	927,953	667,904	698,291
Total Capital Revenue and Reserve Transfer	690,997	816,053	-125,056	-15.32%	816,053	0	514,862	927,953	667,904	698,291
CAPITAL EXPENSE										
General Equipment	0	364,442	-364,442	-100.00%	364,442	0	0	0	0	0
Capital - Equipment Replacements	0	147,000	-147,000	-100.00%	147,000	0	51,373	105,283	166,180	101,844
Capital - IT Replacement	39,178	48,512	-9,334	-19.24%	48,512	0	0	0	0	0
Capital Vehicle New	0	35,000	-35,000	-100.00%	35,000	0	0	0	0	0
Capital Vehicle Replacement	651,819	543,000	108,819	20.04%	543,000	0	463,489	822,670	501,724	596,447
Total Capital Expense	690,997	1,137,954	-446,957	-39.28%	1,137,954	0	514,862	927,953	667,904	698,291
NET CAPITAL EXPENSE	0	321,901	-321,901	-100.00%	321,901	0	0	0	0	0
Other Municipal Contribution	0	-314,453	314,453	-100.00%	-314,453	0	0	0	0	0
County Contribution	0	7,448	-7,448	-100.00%	7,448	0	0	0	0	0
Capital Financing										

November 23, 2016



**Emergency &
Transportation
Services**

2017 Marine Services Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Revenue		
Decrease in user fees resulting for increased requirement from the Township	-\$15,044	-25.04%
Reserve transfer required to offset revenue reduction	+\$15,000	+100.00%
Salaries and benefits		
Contract 2% increase	+\$11,954	2.00%
Materials		
Minor increase		
Contract services		
Vehicle maintenance & insurance costs	+\$1,090	+8.9%

Marine Services has no net impact on the County budget as it is funded by an 80% Provincial subsidy and fees and fares.

County of Frontenac
Ferry
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
User charges	183,397	195,728	-12,331	-6.30%	192,873	-2,855	202,540	207,390	212,782	219,053
Grants										
Federal and Provincial	793,988	782,912	11,076	1.41%	771,491	-11,421	810,158	829,559	851,127	876,212
Other										
Financing										
Other	0	0	0		2,289	2,289	0	0	0	0
Total	977,385	978,640	-1,255	-0.13%	966,653	-11,987	1,012,698	1,036,949	1,063,909	1,095,265
Transfer from reserves	15,100	0	15,100		0	0	0	0	0	0
Total Operating Revenue and Reserve Transfer	992,485	978,640	13,845	1.41%	966,653	-11,987	1,012,698	1,036,949	1,063,909	1,095,265
Operating Expense										
Salaries & benefits	898,740	886,055	12,685	1.43%	886,968	913	916,902	940,431	967,590	997,034
Materials	35,297	35,148	149	0.42%	30,780	-4,368	37,106	36,763	35,432	36,112
Contracted Service	58,448	57,437	1,011	1.76%	48,901	-8,536	58,690	59,755	60,886	62,119
Depreciation	4,602	4,602	0		4,062	-540	4,602	4,602	4,602	4,602
Total Operating Expense	997,087	983,242	13,845	1.41%	970,711	-12,531	1,017,300	1,041,551	1,068,510	1,099,867
Total Operating Expense with Reserve transfers	997,087	983,242	13,845	1.41%	970,711	-12,531	1,017,300	1,041,551	1,068,510	1,099,867
NET MUNICIPAL CONTRIBUTION	4,602	4,602	0		4,058	-544	4,602	4,602	4,601	4,602
less depreciation (non-cash)	4,602	4,602	0		4,062	-540	4,602	4,602	4,602	4,602
NET MUNICIPAL CONTRIBUTION less depreci	0	0	0		-4	-4	0	0	-1	0
Requisition	0	0	0		-4	-4	0	0	-1	0

November 23, 2016

**Emergency &
Transportation
Services**

2017 Emergency Management Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Minor increase	+\$136.00	+2.00%

County of Frontenac
 Emergency Management
 2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Other										
Financing										
Operating Expense										
Materials	3,809	3,734	75	2.01%	2,734	-1,000	3,884	3,962	4,041	4,123
Contracted Service	3,101	3,040	61	2.01%	3,081	41	3,163	3,226	3,290	3,356
Total Operating Expense	6,910	6,774	136	2.01%	5,815	-959	7,047	7,188	7,331	7,479
Total Operating Expense with Reserve transfers	6,910	6,774	136	2.01%	5,815	-959	7,047	7,188	7,331	7,479
NET MUNICIPAL CONTRIBUTION	6,910	6,774	136	2.01%	5,815	-959	7,047	7,188	7,331	7,479
NET MUNICIPAL CONTRIBUTION less depreciat	6,910	6,774	136	2.01%	5,815	-959	7,047	7,188	7,331	7,479
Requisition	6,910	6,774	136	2.01%	5,815	-959	7,047	7,188	7,331	7,479

November 23, 2016



2017 Health Unit Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Contracts		
Estimated Health Unit requisition	+\$14,644	+2.00%

County of Frontenac
Health Unit
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Other										
Financing										
Operating Expense										
Contracted Service	746,839	732,195	14,644	2.00%	732,195	0	761,776	777,011	792,551	808,402
Total Operating Expense	746,839	732,195	14,644	2.00%	732,195	0	761,776	777,011	792,551	808,402
Total Operating Expense with Reserve transfers	746,839	732,195	14,644	2.00%	732,195	0	761,776	777,011	792,551	808,402
NET MUNICIPAL CONTRIBUTION	746,839	732,195	14,644	2.00%	732,195	0	761,776	777,011	792,551	808,402
NET MUNICIPAL CONTRIBUTION less depreciation	746,839	732,195	14,644	2.00%	732,195	0	761,776	777,011	792,551	808,402
Requisition	746,839	732,195	14,644	2.00%	732,195	0	761,776	777,011	792,551	808,402

November 23, 2016



2017 Social Service Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
As requisitioned by the City of Kingston – reallocation of overhead	+\$150,850	+18.71%
Reduction in caseload costs due to uploading	-\$ 82,765	-56.25%

Future notes

Note that the upload, related to Ontario Works caseload costs is completed by 2018. The cost of caseworkers, included under administration, continues to rise and is not part of the upload. The municipal share of this cost is shared with the City of Kingston based on weighted assessment.

Note also that when the Provincial notice re Upload savings will reflect an additional savings. As can be seen the impact of these savings are more than offset by the additional administrative costs charged by the City.

County of Frontenac
 Social Services (Ontario Works, Child Care)
 2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Other										
Financing										
Operating Expense										
Contracted Service	1,265,854	1,195,865	69,989	5.85%	1,195,865	0	1,245,528	1,272,012	1,299,228	1,327,147
Total Operating Expense	1,265,854	1,195,865	69,989	5.85%	1,195,865	0	1,245,528	1,272,012	1,299,228	1,327,147
Total Operating Expense with Reserve transfers	1,265,854	1,195,865	69,989	5.85%	1,195,865	0	1,245,528	1,272,012	1,299,228	1,327,147
NET MUNICIPAL CONTRIBUTION	1,265,854	1,195,865	69,989	5.85%	1,195,865	0	1,245,528	1,272,012	1,299,228	1,327,147
NET MUNICIPAL CONTRIBUTION less depreci	1,265,854	1,195,865	69,989	5.85%	1,195,865	0	1,245,528	1,272,012	1,299,228	1,327,147
Requisition	1,265,854	1,195,865	69,989	5.85%	1,195,865	0	1,245,528	1,272,012	1,299,228	1,327,147

November 23, 2016



2017 Social Housing Budget Variance Highlights

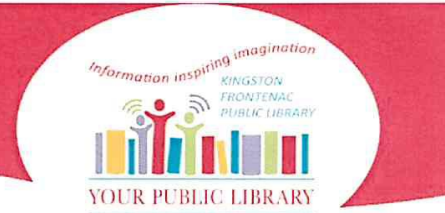
Variance Discussion	Budget Variance	
	\$	%
As requisitioned by the City of Kingston		
Reduction of administrative costs using one time Provincial funding	-\$ 30,088	-17.25%
Increase in cost of housing units in the County	+\$ 14,153	+2.46%

Please note that the projections do not include implications related to End of Operating Agreements which are anticipated to affect the County in 2019

County of Frontenac
Social Housing
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Other										
Financing										
Transfer from reserves	0	139,000	-139,000	-100.00%	139,000	0	15,000	99,000	16,000	0
Total Operating Revenue and Reserve Transfer	0	139,000	-139,000	-100.00%	139,000	0	15,000	99,000	16,000	0
Operating Expense										
Contracted Service	734,625	889,560	-154,935	-17.42%	889,560	0	776,931	906,487	855,318	859,300
Total Operating Expense	734,625	889,560	-154,935	-17.42%	889,560	0	776,931	906,487	855,318	859,300
Reserve Transfers	25,000	25,000	0		25,000	0	25,000	25,000	25,000	25,000
Total Operating Expense with Reserve transfers	759,625	914,560	-154,935	-16.94%	914,560	0	801,931	931,487	880,318	884,300
NET MUNICIPAL CONTRIBUTION	759,625	775,560	-15,935	-2.05%	775,560	0	786,931	832,487	864,318	884,300
NET MUNICIPAL CONTRIBUTION less depreciation	759,625	775,560	-15,935	-2.05%	775,560	0	786,931	832,487	864,318	884,300
Requisition	759,625	775,560	-15,935	-2.05%	775,560	0	786,931	832,487	864,318	884,300

November 23, 2016



2017 Kingston Frontenac Public Library Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
1. As per requisition from the Library Board	+\$22,030	+2.80%

County of Frontenac
Library
2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Other										
Financing										
Transfer from reserves	22,100	22,100	0		22,100	0	24,700	50,700	52,650	58,500
Total Operating Revenue and Reserve Transfer	22,100	22,100	0		22,100	0	24,700	50,700	52,650	58,500
Operating Expense										
Contracted Service	829,718	807,688	22,030	2.73%	807,688	0	850,230	896,034	919,920	948,319
Total Operating Expense	829,718	807,688	22,030	2.73%	807,688	0	850,230	896,034	919,920	948,319
Reserve Transfers	31,000	31,000	0		31,000	0	31,000	31,000	31,000	31,000
Total Operating Expense with Reserve transfers	860,718	838,688	22,030	2.63%	838,688	0	881,230	927,034	950,920	979,319
NET MUNICIPAL CONTRIBUTION	838,618	816,588	22,030	2.70%	816,588	0	856,530	876,334	898,270	920,819
NET MUNICIPAL CONTRIBUTION less depreciation	838,618	816,588	22,030	2.70%	816,588	0	856,530	876,334	898,270	920,819
Requisition	838,618	816,588	22,030	2.70%	816,588	0	856,530	876,334	898,270	920,819

November 23, 2016



2017 Other Transfers Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
No change in transfers to the Frontenac Transportation or Hospital Foundation contributions		
Contribution to the Hospital Foundation completed in 2018		

County of Frontenac
 Transfers to Lower Tiers and Other Agencies
 2017 DRAFT BUDGET

	2017 DRAFT BUDGET	2016 BUDGET	2016-2017 BUDGET VARIANCE	2016-2017 BUDGET VARIANCE	2016 PROJECTED YEAR END	2016 PROJECTED VARIANCE	2018 PROJECTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET
	\$	\$	\$	%	\$	\$	\$	\$	\$	\$
Operating Revenue										
Taxation and User charges										
Grants										
Other										
Financing										
Other	300	300	0		300	0	300	300	300	300
Total	300	300	0		300	0	300	300	300	300
Transfer from Obligatory reserve	801,884	801,844	40	0.00%	801,844	0	801,884	801,884	801,884	801,884
Total Operating Revenue and Reserve Transfer	802,184	802,144	40	0.00%	802,144	0	802,184	802,184	802,184	802,184
Operating Expense										
Materials	801,884	801,844	40	0.00%	801,844	0	801,884	801,884	801,884	801,884
External Transfers	150,300	150,300	0		150,300	0	150,300	96,300	96,300	96,300
Total Operating Expense	952,184	952,144	40	0.00%	952,144	0	952,184	898,184	898,184	898,184
Total Operating Expense with Reserve transfers	952,184	952,144	40	0.00%	952,144	0	952,184	898,184	898,184	898,184
NET MUNICIPAL CONTRIBUTION	150,000	150,000	0		150,000	0	150,000	96,000	96,000	96,000
NET MUNICIPAL CONTRIBUTION less depreci	150,000	150,000	0		150,000	0	150,000	96,000	96,000	96,000
Requisition	150,000	150,000	0		150,000	0	150,000	96,000	96,000	96,000

November 23, 2016

2017 DRAFT Budget Project Proposals

Council was presented with 13 project proposals in October. These reflected the changing operational landscape, its challenges and opportunities.

The aging population is affecting service delivery and requirements for Fairmount Home and Frontenac Paramedic Services. Fairmount with its increased care level requirements from challenging resident behaviours is proposing continuation of the Personal Support Worker position and FPS is proposing more funding for Community Paramedicine.

The changing regulatory framework requires changes in the way we operate.

LEAN continues to be a primary focus as staff consistently looks for ways to make better use of ratepayer dollars. We will be training and involving greater numbers of staff such that continuous improvement just becomes the way we work.

To that end staff will also present proposals that look at using the right resources at the right time and the implementation of process automation, where the process has been reviewed and automation is clearly the most effective route to follow.

The thirteen projects are outlined in Appendix A with the funding and net impact identified.

Council also considered two projects presented by the Frontenac Community Futures Development Corporation to support operating costs and to support involvement in marketing initiatives.

During the discussion an additional project was moved to the budget to support the ATV festival in North Frontenac to a maximum of \$1,200.

Project Review

1. **Work Order Software:** This project was developed through an extensive LEAN assessment. The efficiencies provided through implementation of a work order software will benefit the County in terms of managing its assets, extending asset life through proper maintenance, etc. Options were evaluated in depth and as the project had been approved through the 2016 budget an RFP was released. As the proposals included ongoing licencing fees, the project was brought back to the budget as a project proposal for 2017. In addition the capital portion of the project is eligible for funding through OCIFA which will release Federal Gas Tax funds for other purposes.
2. **Continuation of Fairmount PSW position:** Council was presented with the rationale and supported the implementation of a PSW position which will be covered through provincial increased CMI funding. Due to residents entering long term care homes with increasing complex care requirements, Fairmount's current staffing levels do not match

2017 DRAFT Budget Project Proposals

the resident care needs required. The PSW position will aid in delivering safe, quality, dignified and resident-centered care.

3. **Reconfiguration of Fairmount Kitchen Main Dish Area:** This project is proposed due to the risks with the current design of the main kitchen dish area. The risks of cross contamination, ergonomic injuries along with wasted chemicals supports the requirement for a reconfiguration of the area. A redesign kitchen dish area will ensure Fairmount will meet their requirement for institutional food service equipment with adequate capacity to clean and sanitize all dishes, utensils and equipment in food production.
4. **Fairmount Administration Area AC Unit:** Due to the legislative requirements for the resident area, the configuration of the heating, ventilating and air conditioning (HVAC) system cannot provide sufficient cooling in the administration area. The project proposes the installation of a supplemental AC unit to address the high temperatures in the administration suites and main reception area.
5. **FPS Service Enhancement:** This project proposes an enhancement to paramedic coverage with the inclusion of an additional twelve hours of staffing in the urban response area. The need for additional resources is due to a year over year increase in our Unit Hour Utilization and a 6% decrease over the last three years in our Response Time Standard on CTAS 1 calls. The enhancement will meet industry risk management practices, reduce time pressures on crews and ensure the right resources are at the right location at the right time.

Proposed Revision: To mitigate the budget impact it is proposed to phase this enhancement in over 3 years.

6. **Community Paramedicine Wellness Clinics:** The Community Paramedicine program is effective in reducing 911 calls and aid seniors with remaining in their own homes as they age. This project proposes to increase the frequency of the Wellness Clinics throughout the Frontenacs.
7. **Community Opportunities Grant:** This project will support building community capacity and cover the four pillars of sustainability including social, cultural, economic and environmental. Our Community groups have only a few grant opportunities available to support the themes and demographics of the Economic Development Charter: Trips and Trails, Food and Beverage, Recreational Lifestyle and Youth & Seniors.

Proposed Revision: To mitigate the budget impact it is proposed to phase this enhancement in over additional years by reducing the amount budgeted in 2017 to \$14,000.

8. **Competency Based Review:** The County's current competency framework has not been updated since 1998 and the framework is essential for job descriptions, recruitment, professional development and succession planning. The project will support the use of a temporary full time Human Resources professional in the development of the competency based framework.

Proposed Revision: As staff recognize the importance of this project and as it is a one-time project staff propose supporting this project through a transfer from reserve to mitigate the levy impact.

9. **Staff Intranet:** The County's current Intranet is a valuable conduit to provide information for County staff. But the Intranet is limited in reach as staff can only access this resource within the County's protected network. This project is proposing an externally hosted solution which will enabling staff to access the resources from outside of the County's buildings. As an externally hosted Intranet, our member municipalities could be extended an invitation to participate in the project.

Proposed Revision: It is proposed that this project be moved to 2018 to mitigate the 2017 budget impact.

10. **Staff Scheduling System:** This project proposes a replacement of our scheduling software which does not meet the County's requirements and would mitigate the longevity risk identified with the current vendor of our software purchased in 2006. The current system is labour intensive, requires the use of a County computer on our internal network, therefore it does not allow our 24 hour staff to access their work schedules from outside of the corporate network. An automated time and attendance would provide efficiencies in scheduling and assist with compliance to Collective Agreements across the organization. Member municipalities would be extended an invitation to participate in this project.

Proposed Revision: It is proposed that this project be moved to 2018 to mitigate the 2017 budget impact. However as identified in the risk analysis many municipalities are moving to software with more robust support. Should there be an issue with the company supporting the software, Council might need to consider an emergency expenditure in 2017.

11. **Membership:** This proposal is to continue membership in the Great Lakes & St. Lawrence initiative.

12. **Membership:** This proposal is to continue membership in the Community Schools Alliance.

13. **Community Futures Development Corporation:** Council was presented with two projects to consider by the Frontenac Community Futures Development Corporation to support operating costs and to support involvement in marketing initiatives.

2017 DRAFT Budget Project Proposals													
Project Proposals Brought forward	Original Presentation					Proposed Revisions							
	Total	Prov	Fees	City/Other	Reserve transfer	County Original	deleted by Council	added by Council	defer to 2018	phase in	Stabilization Reserve	Capital Reserve	County Revised
	\$	\$	\$	\$	\$		\$		\$	\$	\$	\$	\$
1 Work Order Software	11,400	31		7,317		4,052							4,052
2 Fairmount PSW continuation of position	85,800	85,800		0		0							0
3 Fairmount AC unit	26,335			17,908		8,427					8,427		0
4 Fairmount Dietary Kitchen Main Dish Wash area	7,500			5,100		2,400							2,400
5 Reception area redesign	9,500			6,460	2,000	1,040							1,040
6 HR Competency based framework	38,000					38,000					38,000		0
7 FPS New 12 hour service implemented 1/2 year	213,060	0		167,506		45,554			15,408				30,146
8 Community paramedicine	18,000	3,000		0		15,000							15,000
9 Community Opportunity Grants	28,000					28,000			14,000				14,000
10 Great Lakes Association	3,000					3,000	3,000						0
11 Community Schools Alliance	1,000					1,000							1,000
12 IS Intranet	16,500	165		9,671		6,664			6,664				0
13 IS Scheduling software	72,000	720		42,199	18,400	10,681			10,681				0
14 NF ATV Festival								1,200					1,200
TOTAL	530,095	89,716	0	256,160	20,400	163,818	3,000	1,200	17,345	29,408	46,427	0	68,838
External													
CFDC													
Option 1 Operation	35,000					35,000							35,000
Option 2 Food & Beverage	30,000					30,000	30,000						
	65,000					65,000	30,000						35,000
Total Project Proposals	595,095	89,716	0	256,160	20,400	228,818	33,000	1,200	17,345	29,408	46,427	0	103,838

2017 DRAFT Budget Project Proposals