



**Frontenac County Council Meeting
Wednesday, July 20, 2016 – 9:30 a.m.
The Kingston Frontenac Rotary Auditorium
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

1. Call to Order

2. Approval of Addendum

- a) **Resolved That** By-law 2013-0020 be waived to amend the order of business of the agenda for the July 20, 2016 to consider item 5 a) after item 20 b).

3. Disclosure of Pecuniary Interest and General Nature Thereof

4. Adoption of Minutes

- a) Minutes of Council Meeting held June 15, 2016
Resolved That the minutes of the regular Council meeting held June 15, 2016 be adopted.

5. Deputations and/or Presentations

- a) **Jon Allison**, Redtrain!, will provide County Council with a presentation on the Frontenac Branding
(This Briefing will be provided after item 20, Other Business, clause b))

6. Proclamations

7. Move into Committee of the Whole

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

8. Briefings

- a) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.
b) **Liam Moran**, Planning and Economic Development Summer Student,

12 - 25

26 - 38

39 - 54

will brief County Council on the Agri-Food Asset Mapping Project.

- 55 - 81** c) **Ryan Dixon**, Network Administrator and **Emily Shoniker**, Director of Care, Lean 6 Sigma Yellow Belts will do a presentation on the Lean "Blue Form" Project.

9. Unfinished Business

10. Recommend Reports from the Chief Administrative Officer

- 82 - 98** a) **Staff Briefing:** Emily Shoniker, Director of Care, will brief Council with respect to Recommend Report 2016-079

- 99 - 100** b) **2016-079**
Fairmount Home
Level of Care
Recommendation

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

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

- 101 - 118** c) **2016-081**
Corporate Services
Shared Communications Proposal

Recommendation

That with respect to the provision of shared communications services, the Council of the County of Frontenac endorse the shared communications model and agree to financially support the position for a sixteen month period (September 2016 to December 2017) while discussions continue with the member municipalities on the continuation of the model.

And Further That the 2016 budget for Frontenac Paramedic Services (FPS) be amended to reflect a 50% share of the total communications salaries budget.

And Further That the financial component be included in the 2017 budget as a New Initiative with 50% funding from Frontenac Paramedic Services (i.e., grant eligible) and be funded outside of the inflation levy target established by Council.

119 - 127

- d) **2016-082**
Planning and Economic Development
Seniors Housing Business Plan Proposal for the Township of South Frontenac
Recommendation

Resolved That the Council of the County of Frontenac receive report 2016-082 - Seniors Housing Business Plan Proposal for the Township of South Frontenac;

And Further That Council authorize staff be request SHS Consulting to complete a Business Plan for the South Frontenac Senior's Housing Business Plan, (to a maximum upset of \$10,000 + HST);

And Further That funding for the business plan be taken from monies allocated by County Council for Senior's projects based upon the formula noted in the report;

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- e) **2016-083**
Corporate Services
Designation of Contact Person for the Purposes of the *Personal Health Information Protection Act (PHIPA)*
Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services –Designation of Contact Person for the Purposes of the *Personal Health Information Protection Act (PHIPA)* report;

And Further That the Clerk of the County of Frontenac be designated as the Contact Person of the Municipality for the Purposes of the *Personal Health Information Protection Act (PHIPA)*;

And Further That the Clerk be authorized to bring forward a by-law later in the meeting amending By-law 2016-0006 (Delegation of Authority By-law) to designate the Clerk as the Contact Person of the Municipality for the Purposes of the *Personal Health Information Protection Act (PHIPA)*.

131 - 133

- f) **2016-084**

**Corporate Services – Finance
Investment Management Services**

Recommendation

That the Council of the County of Frontenac accept this Corporate Services - Finance – Investment Management Services report;

And Further That Council of the County of Frontenac authorize the award of a contract for Investment Management Services to the Johnson, Johnston and Macrae Investment Group.

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- g) **2016-085
Corporate Services – Finance
Solicitation of Public Input for the 2017 Budget
Recommendation**

That the Council of the County of Frontenac accept this Corporate Services – Solicitation of Public Input for the 2017 Budget report;

And Further That Council hold a public meeting on September 21, 2016, to permit members of the public to make presentations and/or funding requests to County Council for consideration in the 2017 budget.

136 - 145

- h) **2016-086
Corporate Services
Administrative Office Space Review - Report #2
Recommendation**

That the Council of the County of Frontenac endorse Option 6b (Smaller addition + Council Chambers) as the preferred option to address administrative office deficiencies;

And Further, That design/engineering fees of \$100,000 be referred to the 2017 budget for further consideration;

And FurtherThat the Chief Administrative Officer be directed to issue a Request for Proposals (RFP) for design/engineering for the project during the fall of 2016;

And FurtherThat a design task force be established with three members of County Council and senior staff to recommend the design team and to work with the architect to bring back design options/costing for Council consideration.

14 i 2016-087

6 -) **Corporate Services**
 15 **Big Data for Small Places – Project Proposals**
 7 **Recommendation**

That the County of Frontenac endorse and support the following projects to be completed under the Big Data for Small Places program and assign priority as indicated:

Priority	Project #	Project Title
	2016-01	Analyzing the Effects of School Closures on Rural Communities: A Baseline Study
	2016-02	Communal Servicing – Background Study
	2016-03	Attendance Management Data Project
	2016-04	Rural Transportation Planning – Options and Analysis
	2016-05	Central Frontenac – Growing the Trails Hub
	2016-06	Wolfe Island (Marysville) – Economic Development for an Island Community
	2016-07	Rural Community Health Hubs

158 - 160 j) **2016-088**
Planning & Economic Development
K&P Trail – Fencing Requirements
Recommendation

Whereas in the fall of 2009, County Council approved the Frontenac Trails Master Plan

Therefore Be It Resolved That staff be directed to arrange for the installation of approximately 850 feet of fencing for the property adjacent to the K&P Trail as described in this report.

And Further That the cost shall not exceed \$ 10,000.

161 - 162 k) **2016-089**
Corporate Services
Insurance Consultant Services
Recommendation

That the Council of the County of Frontenac accept this Corporate Services - Finance – Insurance Consultant Services report;

And Further That the Council of the County of Frontenac authorize the

Treasurer to move ahead with a contract for insurance consultant services jointly with the Townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands;

And Finally That the Council of the County of Frontenac approve the County contributing its share to the Insurance Consultant services.

11. Information Reports from the Chief Administrative Officer

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- a) **2016-090**
Planning and Economic Development
Ontario Municipal Board (OMB) Decision regarding Johnson Point
Draft Plan of Vacant Land Condominium – County File 10CD-2014-
002

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- b) **2016-091**
Corporate Services
Four Month Attendance Management Report Card

12. Reports from Council Liaison Appointees

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

13. Reports from External Boards and Committees

- a) Kingston Frontenac Library Board Update - Deputy Warden Vandewal
- b) KFL&A Public Health Board Update - Councillor Doyle
- c) RULAC, LSR and Other Updates
- d) Algonquin Land Claim Update - Councillor Inglis
- e) Frontenac County Youth Justice Advisory Committee Update - Councillor Nossal
- f) Housing and Homelessness Committee Update - Councillor McDougall
- g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall
- h) Eastern Ontario Warden's Caucus Update - Warden & CAO
- i) Mississippi Rideau Tay Rural Health Hub Organizing Committee - Warden Smith

14. Reports from Advisory Committees of County Council

213 - 217

- a) **Report of the Community Development Advisory Committee**
All items listed on the Community Development Advisory Committee

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

THAT the Report received from the Community Development Advisory Committee be received and adopted.

Report of the Community Development Advisory Committee

1. Frontenac Branding

That the new regional brand for the County is recommended to County Council for approval.

2. Sustainability Workshop

That the Sustainability Workshop not take place in 2016.

3. Community Grant Program

That a Community Grant be established and be considered for the 2017 budget.

15. Return to Council

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

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

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

17. Motions, Notice of Which has Been Given

18. Giving Notice of Motion

19. Communications

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

- a) A Letter to the Premier of Ontario from the Municipality of Casselman

regarding Elimination of Natural Gas in Favour of Electricity
[Distributed to Council on June 17, 2016]

- b) From the Canadian Union of Postal Workers Regarding Federal Government Reviewing Our Public Postal Service
[Distributed to Council on June 17, 2016]
- c) Independent Electricity System Operator 2015 Annual Report
[Distributed to Council on June 17, 2016]
- d) Kingston & Frontenac Housing Corporation Fifteenth Annual General Meeting of Shareholder June 21 2016 Agenda Package
[Distributed to Council on June 17, 2016]
- e) Letter from Scott Reid Informing of the Second Intake of the Canada 150 Community Infrastructure Program
[Distributed to Council on June 17, 2016]
- f) Memo from MPAC Notifying of Changes to Notice Mailing Schedule
[Distributed to Council on June 17, 2016]
- g) Ontario East Municipal Conference Information
[Distributed to Council on June 17, 2016]
- h) Southern Frontenac Community Services News Issue - Summer Edition 2016
[Distributed to Council on June 17, 2016]
- i) From North Frontenac Township - Letter to Minister of Health and Long Term Care
[Distributed to Council on June 24, 2016]
- j) From the City of Hamilton issuing a letter to Premier Wynne regarding Ontario Autism Program Changes Resolution
[Distributed to Council on June 24, 2016]
- k) From Township of Addington Highlands Letter to Minister of Health and Long Term Care
[Distributed to Council on June 24, 2016]
- l) KFL&A Board of Health Minutes of Meeting held May 25 2016

[Distributed to Council on June 24, 2016]

- m) Unconfirmed Seniors Housing Task Force Minutes of Meeting held May 25, 2016
[Distributed to Council on June 24, 2016]
- n) From the Township of Larder Lake regarding their Resolution to support Chatham Kent and the Climate Action Plan
[Distributed to Council on July 1, 2016]
- o) From AMO How to Create Alternate Income Seminar Information
[Distributed to Council on July 1, 2016]
- p) Kingston General Hospital & Hotel Dieu Hospital Merger Announcement and Information
[Distributed to Council on July 1, 2016]
- q) Resolution from the City of Kenora regarding the Ban on all Door-to-Door Sales
[Distributed to Council on July 1, 2016]
- r) Resolution from the City of Kenora regarding the Rural Economic Development Program
[Distributed to Council on July 1, 2016]
- s) From West Lincoln providing Letter to Mandatory Municipal Consent for Future Renewable Energy Projects
[Distributed to Council on July 1, 2016]
- t) From AMO providing Report on Nominations of the 2016-2018 Board of Directors
[Distributed to Council on July 8, 2016]
- u) From the City of Kingston advising of the Passing of 5 Zoning By-Laws amendments for the City of Kingston
[Distributed to Council on July 8, 2016]
- v) From the Ontario Good Roads Association to the EOWC with an invitation to Plan & Execute 2017 OGRA Conference
[Distributed to Council on July 8, 2016]

- w) From the Township of South Frontenac Providing a Resolution on Direction of Seniors Housing
[Distributed to Council on July 8, 2016]
- x) The Ontario Aggregate Resources Corporation - 2015 Annual Report
[Distributed to Council on July 8, 2016]
- y) June 15, 2016 Unconfirmed Regular Council Meeting Minutes
[Distributed to Council on July 8, 2016]
- z) June 15, 2016 Unconfirmed Closed Council Meeting Minutes
[Distributed to Council on July 8, 2016]
- aa) Resolution from Perth County regarding Ontario Climate Change Action Plan
[Distributed to Council on July 15, 2016]
- ab) Resolution from the City of Markham to Kathleen Wynne in Support of Bill 158
[Distributed to Council on July 15, 2016]
- ac) Resolution from the Township of Central Frontenac appointing Bill MacDonald to the Seniors Housing Task Force
[Distributed to Council on July 15, 2016]
- ad) Resolution from the City of Quinte West regarding Taxation and the Impact on Campgrounds
[Distributed to Council on July 15, 2016]

20. Other Business

- a) **Change in Time and Location of the October 19, 2016 County Council Meeting**
Be it Resolved That the October 19, 2016 County Council meeting be held in the Township of Central Frontenac, Soldiers Memorial Hall;

And Further That the start time of October 19, 2016 County Council meeting be changed from 9:30 a.m. to 2:00 p.m. in order to accommodate the Warden's Reception.
- b) **Confirmation of Appointment to the Seniors Housing Task Force**
THAT the Council of the County of Frontenac confirm the appointment

of Bill MacDonald, Councillor for the Township of Central Frontenac as an alternate to the Seniors Housing Task Force.
[See Communications ac)]

21. Public Question Period

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

a) First and Second Reading

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

b) Third Reading

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

By-Laws

218 - 219

- a) To Declare Lands Surplus for the Purposing of Transferring Portions of the Former K&P to the Township of South Frontenac to Improve the Intersection at Harrowsmith
(Proposed By-Law No. 2016-0021)

220 - 221

- b) To Delegate a Contact Person for Purpose of PHIPA
(Proposed By-Law No. 2016-0025)

222

- c) To authorize the Warden and Clerk to enter into an agreement with Johnson, Johnston and Macrae Investment Group for Investment Management Services
(Proposed By-law No. 2016-0026)

223 - 224

- d) Confirmation of All Actions and Proceedings of Council
(Proposed By-Law No. 2016-0027)

23. Adjournment



**Minutes of the Regular Meeting of Council
June 15, 2016**

A regular meeting of the Council of the County of Frontenac was held in the Kingston Frontenac Rotary Auditorium at the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, June 15, 2016 and was called to order at 9:00 am. Regular business commenced at 9:30 a.m.

There was a "Closed Meeting" of the Committee of the Whole from 9:00 am to 9:12 am

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

Also Present: **County:**
Kelly Pender, Chief Administrative Officer/Deputy Clerk
Paul Charbonneau, Chief/Director of Emergency &
Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Marian VanBruinessen, Director of Corporate
Services/Treasurer
Lisa Hirvi, Acting Administrator-Fairmount Home
Marco Smits, Communications Officer
Reid Shepherd, Community Planner
Tina Abraham-Banouvong, RPN/Documentation Assistant
Chris McBain, Superintendent – Operations, Frontenac
Paramedic Services

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

1 Closed Session

Motion #: 96-16 Moved By: Councillor Doyle
Seconded By: Councillor Higgins

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

1. Adoption of Closed Minutes of Meetings held May 18, 2016
2. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - as it relates to policy directions and the protection of health records pursuant to PHIPA and Substitute Decisions Act

CARRIED

Motion #: 97-16 Moved By: Deputy Warden Vandewal
Seconded By: Councillor Inglis

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

CARRIED

2 Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

3 Adoption of Minutes

a) Minutes of Regular Council Meeting held May 18, 2016

Motion #: 98-16 Moved By: Councillor McDougall
Seconded By: Councillor Dewey

Resolved That the minutes of the regular Council meeting held May 18, 2016 be adopted.

CARRIED

4 Deputations and/or Presentations

a) **Mr. Wayne Conway**, President of the Verona Community Association presented a proposal to Council regarding an Electronic Sign at Road 38 and Burnett Street in Verona.

Motion #: 99-16 Moved By: Councillor Higgins
Seconded By: Councillor McDougall

Be It Resolved That the request by Mr. Wayne Conway for financial support for the installation of power to an electronic sign be forwarded to the Community Development Advisory Committee for review and to comment within the context of a broader community grants program.

CARRIED

5 Proclamations



**f) 2016-071
Planning and Economic Development
Permission to Enter into a Memorandum of Understanding Between
the County of Frontenac and the Township of Central Frontenac**

Motion #: 105-16 Moved By: Councillor Higgins
Seconded By: Councillor Doyle

Whereas an agreement is pending for the Canada 150 Community Infrastructure Program (CIP) for \$247,000 that was approved last August 2015,

Now Therefore Be It Resolved That the Chief Administrative Officer be authorized to sign a Memorandum of Understanding with the Township of Central Frontenac for the use of any of its road allowances and/or land that need to be used to complete the trail;

And Further That the Warden and the Clerk be authorized to sign an agreement with the Federal Economic Development Agency for Southern Ontario (FedDev Ontario).

CARRIED

**g) 2016-072
Planning and Economic Development
Establishment of a County of Frontenac Planning Advisory
Committee (Report #3)**

Motion #: 106-16 Moved By: Councillor Inglis
Seconded By: Councillor McDougall

Resolved That the Council of the County of Frontenac accept the Planning and Economic Development – Establishments of a County of Frontenac Planning Advisory Committee Reports (2016-048 and 2016-057);

And Further That Council refer the Planning Advisory Committee (PAC) Terms of Reference appended to the PAC for their review and recommendation by October 2016;

And Further That a review of the effectiveness of the Committee be completed in the spring of 2018;

And Further That County of Frontenac Procedural By-law 2013-0020, Schedule B, Advisory Committees of Council be amended to add Schedule B-4 Planning Advisory Committee;

And Further That the Manager of Legislative Services/Clerk be directed to advertise for public members to sit on the Committee PAC and the four Mayors evaluate the applications and make a recommendation to County Council for their consideration as per the Procedural By-law;

And Further That the Chief Administrative Officer and/or the Director of Planning and Economic Development meet with the Council of each member municipality to review the purpose of the Committee and answer any questions.

CARRIED AS AMENDED

(See motion to amend below which was CARRIED)

11 Reports from Council Liaison Appointees**a) Emergency and Transportation Services - Councillor Nossal**

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

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

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

c) Corporate Services - Councillor Dewey

No report.

d) Planning and Economic Development - Councillor McDougall

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

12 Reports from External Boards and Committees**a) Kingston Frontenac Library Board Update - Deputy Warden Vandewal**

Deputy Warden Vandewal discussed information on the Library Boards' Code of Conduct and stated that the board has rented a space downtown while renovations are underway. He announced that the Parham Library is now open.

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

Councillor Doyle discussed the Patient First Program and the Board's affiliation with the LHIN.

c) RULAC, LSR and Other Updates

Meeting was cancelled

d) Algonquin Land Claim Update - Councillor Inglis

No Report

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

No Report

f) Housing and Homelessness Committee Update - Councillor McDougall

Councillor McDougall advised that the last meeting focused on amendments to the City's grants program for secondary suites, in which not for profit organizations are now able to apply.

g) Rideau Corridor Landscape Steering Committee Update - Councillor McDougall

No Report

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

Warden Smith and Mr. Pender attended a breakfast meeting on Parliament Hill with Federal MP's on May 30th.

i) **Mississippi Rideau Tay Rural Health Hub Organizing Committee - Warden Smith**

No Report

13 Reports from Advisory Committees of County Council



14 Return to Council

Motion #: 109-16 Moved By: Councillor Doyle
Seconded By: Warden Smith

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

CARRIED

15 Adoption of the Report of the Committee of the Whole Council

Motion #: 110-16 Moved By: Deputy Warden Vandewal
Seconded By: Councillor Higgins

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

CARRIED

16 Motions, Notice of Which has Been Given

a) Support for Township of South Frontenac motion regarding Large Renewable Procurement Initiatives

Motion #: 111-16 Moved By: Deputy Warden Vandewal
Seconded By: Councillor McDougall

Whereas the Province is moving forward with another round of large renewable procurement initiatives;

And Whereas these projects can create economic opportunities for property owners and municipalities as well as job creation in both manufacturing, installation and site maintenance;

And Whereas certain large renewable procurement projects may not be aligned with the priorities of residents and municipal councils, despite municipal government having been given enhance power to negotiate with green energy proponents;

And Whereas the installation of large renewable procurement projects can have a significant impact on municipal infrastructure and operating costs;

Now Therefore Be It Resolved That the Council of the County of Frontenac calls upon the Provincial government to regulate that; where there is not a willing municipal host and subsequently no community benefit agreement in place and green energy projects are awarded anyway that; successful proponents would be responsible to pay to the municipality, according to an established formula, and over the lifespan of the project, the associated costs to both infrastructure and operations commonly known as a Community Vibrancy Fund.

And Further That this resolution be sent to The Honourable Kathleen Wynne, Premier of Ontario, Patrick Brown, MPP, Leader of the Official Opposition, The Honourable Glen Murray, MPP, Ministry of Environment and Climate Change, Randy Hillier, MPP, Lanark, Frontenac, Lennox and Addington, Sophie Kiwala, MP, Kingston and the Islands, the Independent Electricity System Operator (IESO), Local Municipalities and the Association of Municipalities of Ontario (AMO).

CARRIED

17 Giving Notice of Motion



18 Communications

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

- a) A Letter From the Ministry of Health and Long-Term Care Advising Council of the One-time Funding to Support Dedicated Nurses
[Distributed to Council on May 20, 2016]
- b) Letter Concerning the Preliminary Design and Class Environmental Assessment Study of the Wolfe Island Ferry and Docking Improvements
[Distributed to Council on May 20, 2016]
- c) A Resolution from the Township of Wellington North Calling for a Ban on Door to Door Sales in Ontario
[Distributed to Council on May 20, 2016]
- d) From the Township of Dorian Regarding their Human Trafficking Resolution
[Distributed to Council on May 20, 2016]
- e) From the Township of Russell, a Resolution to Support the Rural Economic Development Program
[Distributed to Council on May 20, 2016]
- f) From the Township of South Frontenac Expressing Their Interest in Acquiring a Portion of the K&P Trail
[Distributed to Council on May 20, 2016]
- g) From Muscular Dystrophy Canada Thanking Canadian Fire Fighters for their Support
[Distributed to Council on May 27, 2016]
- h) From the Bay of Quinte Regarding the Eastern Ontario Manufacturing Skills and Jobs Initiative
[Distributed to Council on May 27, 2016]
- i) A Resolution From the Township of Augusta Supporting Increased Government Funding for Research to Eradicate Lyme Disease
[Distributed to Council on May 27, 2016]
- j) A Resolution From the Township of Gillies in Support of Bill 180 - Workers Day of Mourning Act 2016
[Distributed to Council on May 27, 2016]
- k) Notice From Algonquin & Lakeshore Catholic District School Board Informing of a Policy Review and Public Meeting
[Distributed to Council on May 27, 2016]
- l) Minutes of the General Meeting of the Board of Health held on April 27 2016
[Distributed to Council on May 27, 2016]
- m) A Resolution From the Town of Amherstburg in Support of the Highway 3 Widening Project
[Distributed to Council on May 27, 2016]
- n) A Resolution from the Township of Gillies Requesting that the Ontario Government Reconsider the Suspension and Integration of the RED Program
[Distributed to Council on May 27, 2016]
- o) A Resolution From the Township of Gillies in Support of Private Supportive Living Accommodations
[Distributed to Council on May 27, 2016]
- p) Unconfirmed May18, 2016 Regular Council Meeting Minutes
[Distributed to Council on May 27, 2016]
- q) Unconfirmed May18, 2016 Closed Council Meeting Minutes

- r) [Distributed to Council on May 27, 2016]
From Tay Valley Township Regarding Their Resolution in Support of The Enforcement of No Wake Restriction Legislation
[Distributed to Council on June 3, 2016]
- s) The Latest Issue of Ripples and an Invitation to the Spring Community Grants Celebration from Community Foundation
[Distributed to Council on June 3, 2016]
- t) A resolution from Tay Valley Township regarding Lyme Disease Funding for Research
[Distributed to Council on June 3, 2016]
- u) From Chatham - Kent, a Resolution Regarding Climate Change Action Plan
[Distributed to Council on June 3, 2016]
- v) From the Municipality of Chatham-Kent, a Resolution Regarding Human Trafficking
[Distributed to Council on June 3, 2016]
- w) From the Township of Hornepayne Requesting Support of Their Resolution to Increase Funding for Lyme Disease Research
[Distributed to Council on June 3, 2016]
- x) Kingston Frontenac Public Library Board Minutes 2016-04 April 27 2016
[Distributed to Council on June 3, 2016]
- y) Resolution from Town of Shelburne Regarding Cutbacks to Behavioural Therapy for Children Affected by Autism Spectrum Disorder
[Distributed to Council on June 3, 2016]
- z) From Richmond Hill Regarding a Resolution in Support of Bill 158, Saving the Girl Next Door Act, 2016
[Distributed to Council on June 10, 2016]
- aa) From the Ministry of Health and Long-Term Care Advising of Final Extension of Funding to Support Community Paramedicine Initiatives
[Distributed to Council on June 10, 2016]
- ab) From the Ministry of Health and Long-Term Care Advising County of 2016-17 Funding to Support Community Paramedicine Initiatives
[Distributed to Council on June 10, 2016]
- ac) A Summary of the OMB Reform Conference on May 14, 2016
[Distributed to Council on June 10, 2016]
- ad) A Resolution From the Town of Amherstburg Supporting Cutbacks to Behavioral Therapy for ASD
[Distributed to Council on June 10, 2016]
- ae) Correspondence from the Township of South-West Oxford Encouraging Combining of the OGRA and the ROMA Conferences
[Distributed by Council on June 10, 2016]
- af) Kingston & Frontenac Housing Corporation Public Agenda for Wednesday, June 8, 2016
[Distributed to Council on June 10, 2016]
- ag) Resolution from the Town of Gananoque in support of the Niagara Region Lyme Disease Resolution
[Distributed to Council on June 10, 2016]
- ah) Loyalist Township Notice of Public Meeting Regarding a Proposed Zoning By-Law Amendment

- a) [Distributed to Council on June 10, 2016]
From the Township of South Frontenac regarding resolution on Delegated Authority
- aj) [Distributed to Council on June 10, 2016]
From the Township of Minden Hills regarding resolution on Bill 158 Saving the Girl Next Door- MPP, Laurie Scott's Office.
- [Distributed to Council on June 10, 2016]

19 Other Business

- a) Councillor Doyle noted that Richard Allen, Councillor for the City of Kingston has been appointment to the FCM Board of Directors. He suggested that a letter be sent to Mr. Allen thanking him for his representation of our region and invite him to speak to County Council this coming fall.

20 Public Question Period



21 By-Laws – General By-laws and Confirmatory By-law

a) First and Second Reading

Motion #: 112-16 Moved By: Councillor Inglis
Seconded By: Councillor Dewey

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

CARRIED

b) Third Reading

Motion #: 113-16 Moved By: Councillor Doyle
Seconded By: Councillor Nossal

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

CARRIED

By-Laws

- a) To Appoint a Municipal Auditor
(Proposed By-Law No. 2016-0019)
- b) To Amend By-Law 2013-0020 as it Relates to the Establishment of a
Planning Committee
(Proposed By-Law No. 2016-0020)

- c) To Declare Lands Surplus for the Purposing of Granting
(Proposed By-Law No. 2016-0021)
- d) To authorize the Warden and Clerk to enter into an agreement with the
Federal Economic Development Agency for Southern Ontario (FedDev
Ontario) for the Canada 150 Community Infrastructure Program (CIP)
[Proposed By-law No. 2016-0022]
- e) To authorize the Warden and Clerk to enter into an agreement with the
Province of Ontario
[Proposed By-law No. 2016-0023]
- f) To Confirm All Actions and Proceedings of Council
(Proposed By-Law No. 2016-0024)

22 Adjournment

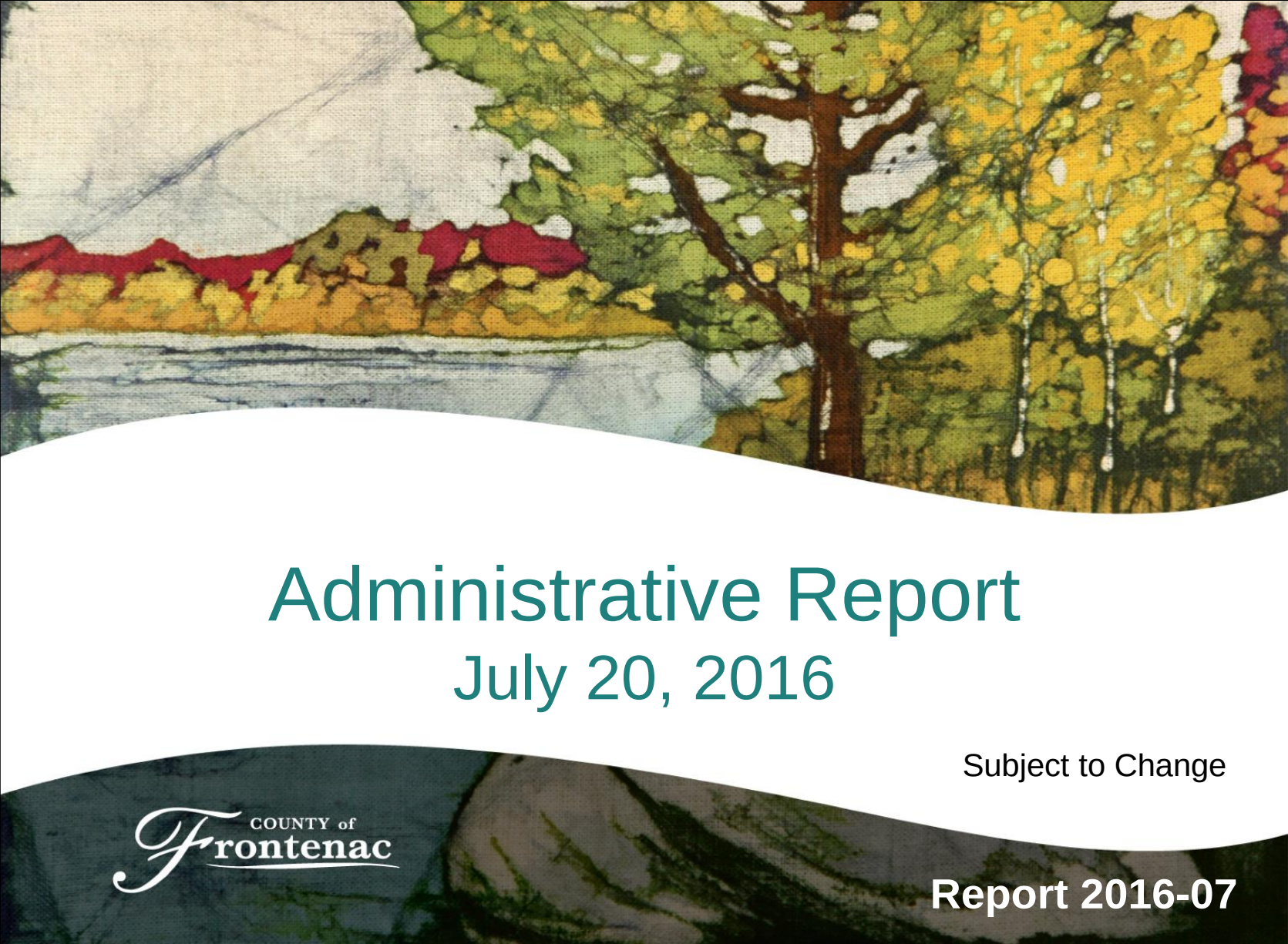
Motion #: 114-16 Moved By: Councillor Higgins
Seconded By: Deputy Warden Vandewal

That the meeting hereby adjourn at 12:20 p.m.

CARRIED

Frances Smith, Warden

Kelly Pender, Deputy Clerk



Administrative Report

July 20, 2016

Subject to Change

County of
Frontenac

Report 2016-07

AGENDA ITEM #a)

Meeting Schedule

- June 28 - Eastern Ontario Wardens Caucus meeting, Northumberland County
- June 29 - Seniors Housing Task Force - South Frontenac
- July 6 - Council Liaison Meetings
- July 18 - Bill 73 Training Session by MMAH, Auditorium
- July 19 – Joint Frontenac Accessibility Advisory Committee Meeting
- July 20 – Planning Advisory Committee Meeting
- August 24 – Special County Council Meeting
- AMO Conference – August 15 – 17



Activity

- Visit to Picton Terminals - June 27 (EOWC)
- Lean 6 Sigma Yellow Belt Training - June 29 and 30
- Community Development Officer interviews July 14, 15
- Work Order software RFP Interviews July 19



EOWC Update

- Visit to the Picton Port - June 27
- Advancement of the 2016 Priorities
- Report on EOWC Advocacy and Recommendations
- Roma and OGRA Conferences 2017
- Eastern Ontario Growth Plan Interviews
- Meeting on Parliament Hill with Federal MP's
- AMO Multi- Ministers Delegation
- Discussion re OPFFA Fire Medic Proposal
- Approval process of Hauled Sewage



EOWC Update

- Joint and Several Liability
- EOWC Queen's Park Day – October 2016
- Cross Border Municipal Ambulance Billing
- EOWC Statement of Operations to date
- EORN Updates



Bills and Lawmaking

- [Bill 181](#), the *Municipal Elections Modernization Act*, received Royal Assent and will now become law.
- [Bill 218](#), the *Burden Reduction Act*, was introduced and received first reading. The bill is designed to reduce the regulatory burden on businesses in Ontario.
- Province to begin consultation on the establishment of a regulation for asset management.



Updates

Provincial Federal Government Announce \$640 million for Affordable Housing

Ontario is matching the Federal Government's commitment to double the current funding under the Investment in Affordable Housing initiative. An additional \$168 million in provincial funding will be available to build, renovate, and provide critical affordable housing across the province.

https://news.ontario.ca/mho/en/2016/06/social-infrastructure-spending-strengthens-communities-and-grows-the-economy-in-ontario.html?utm_source=ondemand&utm_medium=email&utm_campaign=p



Policy Updates

- **Premier Announces New Cabinet:** At the beginning of June Premier Wynne announced a [new cabinet](#), her third as Premier.
- **Ranked Ballot Regulations Posted:** The government [posted two regulatory proposals](#) that would create the framework for municipalities who are interested in using ranked ballots for future elections.
- **Mississauga Councillors Ask Province to Offset Ban on Corporate and Union Donations:** Councillors in Mississauga have [requested](#) that the province introduce new measures to offset its planned ban on corporate and union donations for municipal elections.
- **New Paper Argues for More Municipal Revenue Tools:** A new paper, published by the Institute for Municipal Finance and Governance and authored by Enid Slack and Harry Kitchen, [argues](#) that major cities in Canada should be given access to new revenue tools.



Policy Updates

- **Federal Government Will Give Municipalities Control Over Infrastructure Spending:** Speaking at the Federation of Canadian Municipalities (FCM) conference in Winnipeg last month, Prime Minister Justin Trudeau [promised](#) that decisions about where to spend federal infrastructure funding would be left in the hands of municipalities.
- **New Legislation to Help Municipalities Collect Defaulted POA Fines:** The government introduced Bill 218, the *Burden Reduction Act*, which [would amend](#) the *Provincial Offences Act (POA)* to require defendants who have an unpaid POA fine, to also pay collection costs incurred by their municipality.
- **Provincial, Federal Government Announce \$640 million for Affordable Housing:** The federal and provincial government's [announced](#) \$640 million in combined funding for affordable housing in Ontario.

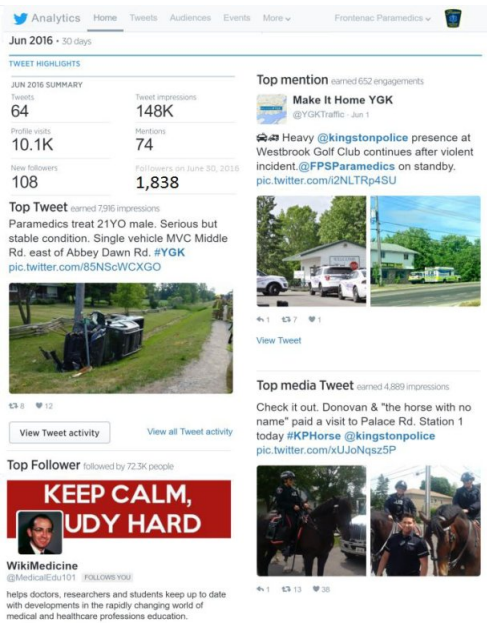
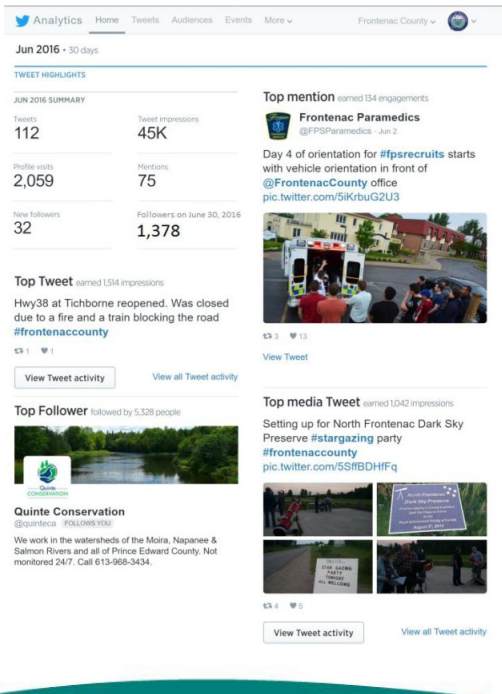


Policy Updates

- **TPS Releases Policing Modernization Report:** The Toronto Police Service's (TPS) Transitional Task Force (TTF) released a much anticipated report titled "The Way Forward: Modernizing Community Safety in Toronto."
- **Government Creates Marijuana Legalization Working Group:** The Toronto Star reports the government of Ontario has [struck a marijuana legalization working group](#), comprised of officials from the Ministries of Finance, Health and the Attorney General.



Twitter Stats- June



Twitter Stats- June



At the April 20 Council meeting, Council proclaimed June to be Seniors Month. In response to that we created a small social media campaign highlighting seniors in Fairmount Home. It was recognized by the Ontario Senior's Secretariat who posted this nice comment and later retweeted by MPP Mario Sergio, the Minister Responsible for Seniors Affairs.

Events

Branding Launch – July 20th, 2016





Agri-Food Asset Mapping in Frontenac County



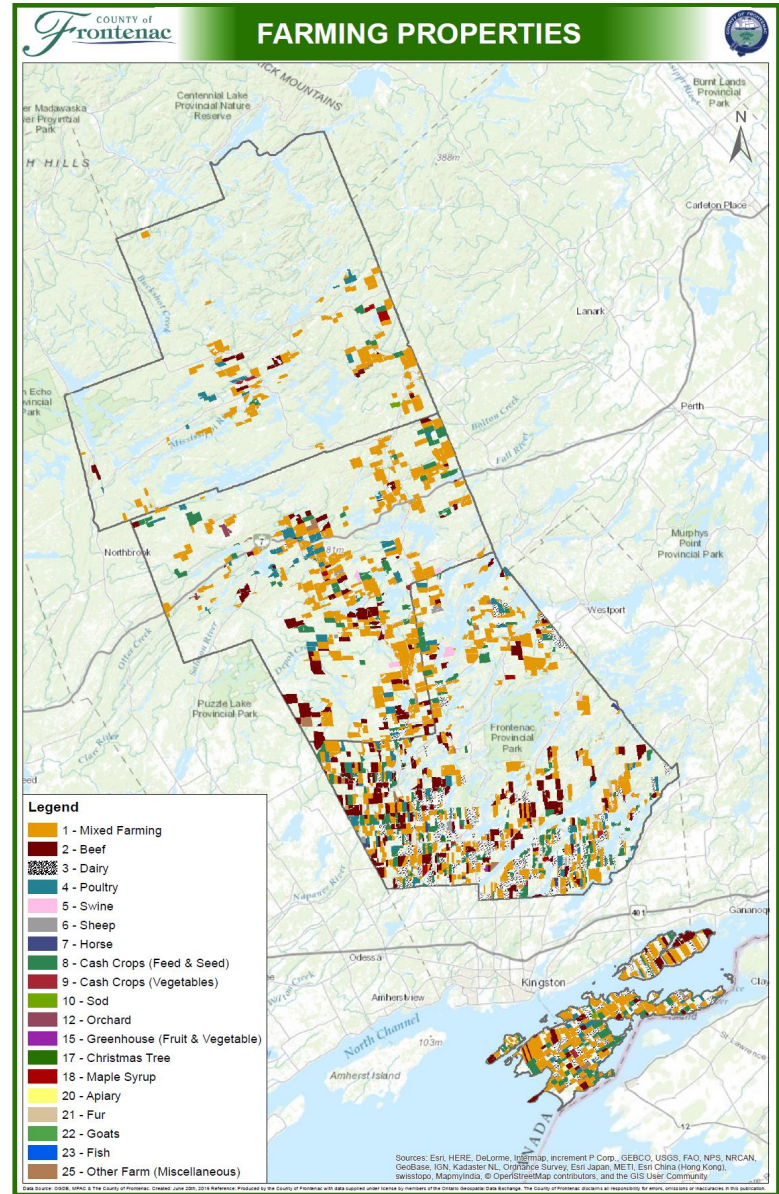




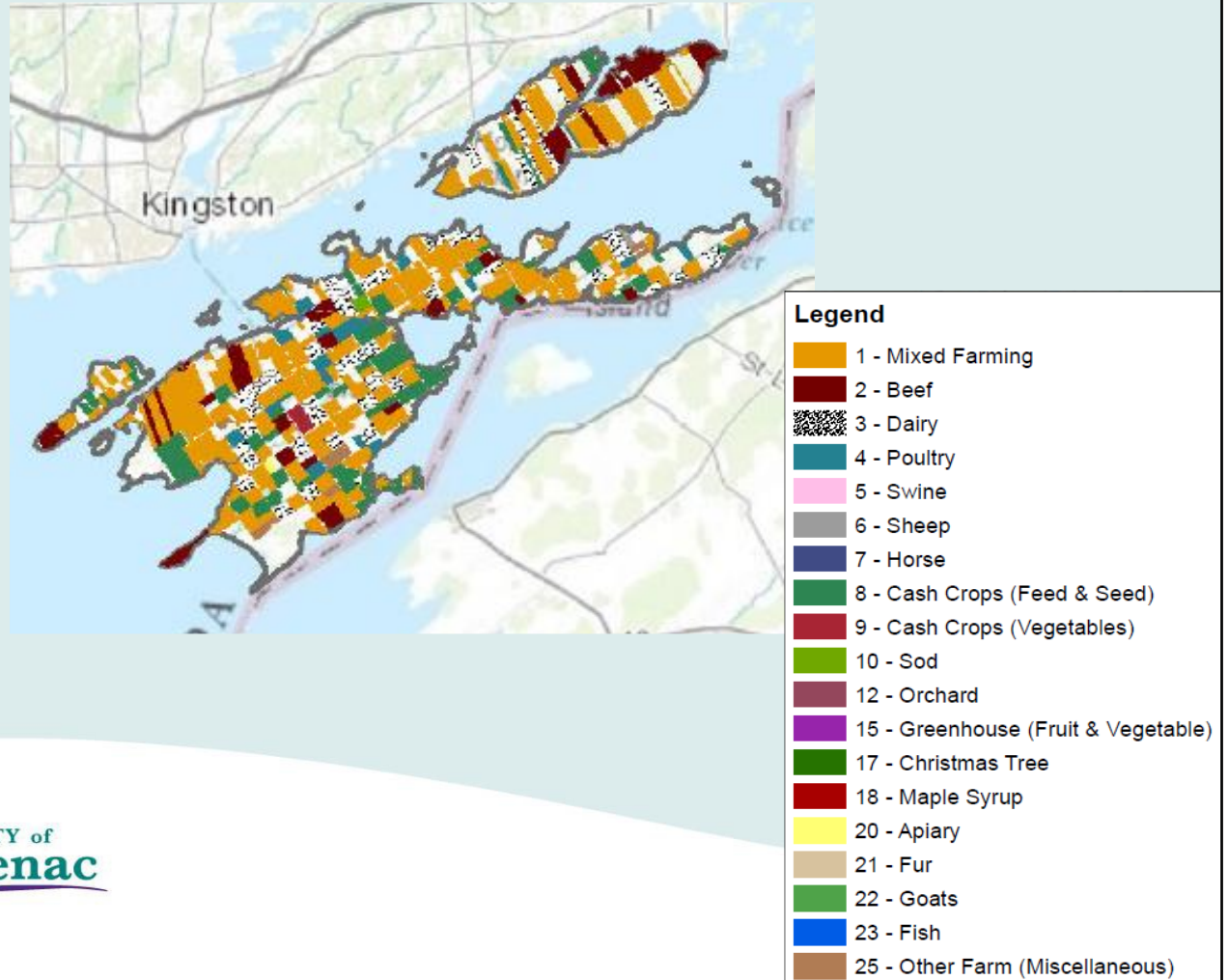
Frontenac County Farm Property Distribution

Legend

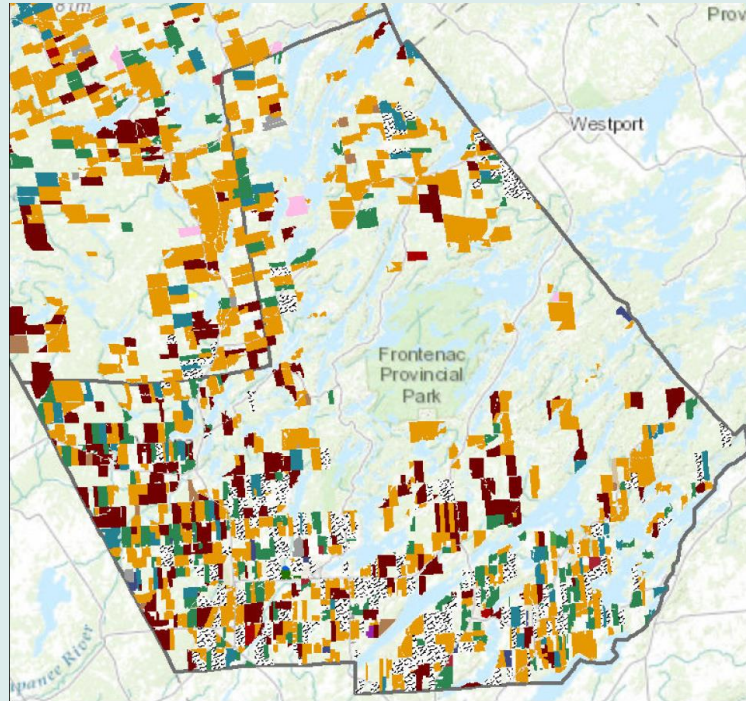
- 1 - Mixed Farming
- 2 - Beef
- 3 - Dairy
- 4 - Poultry
- 5 - Swine
- 6 - Sheep
- 7 - Horse
- 8 - Cash Crops (Feed & Seed)
- 9 - Cash Crops (Vegetables)
- 10 - Sod
- 12 - Orchard
- 15 - Greenhouse (Fruit & Vegetable)
- 17 - Christmas Tree
- 18 - Maple Syrup
- 20 - Apiary
- 21 - Fur
- 22 - Goats
- 23 - Fish
- 25 - Other Farm (Miscellaneous)



Frontenac Islands



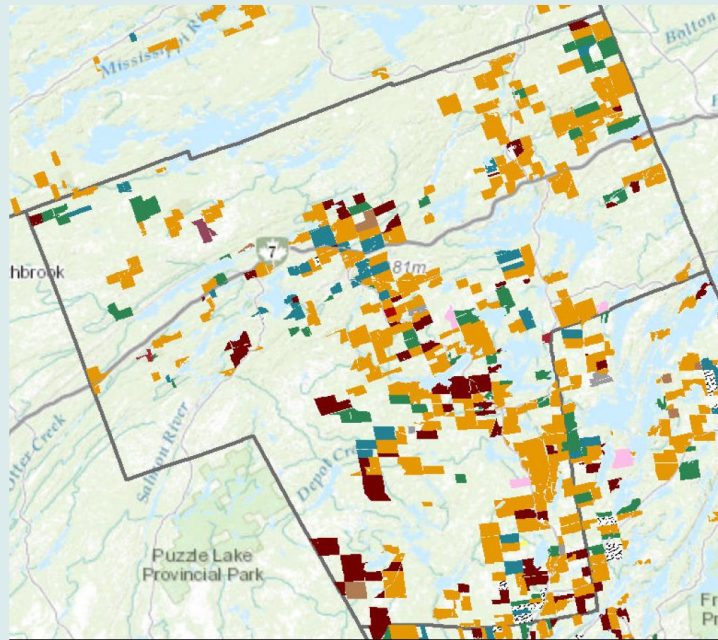
South Frontenac



Legend

- 1 - Mixed Farming
- 2 - Beef
- 3 - Dairy
- 4 - Poultry
- 5 - Swine
- 6 - Sheep
- 7 - Horse
- 8 - Cash Crops (Feed & Seed)
- 9 - Cash Crops (Vegetables)
- 10 - Sod
- 12 - Orchard
- 15 - Greenhouse (Fruit & Vegetable)
- 17 - Christmas Tree
- 18 - Maple Syrup
- 20 - Apiary
- 21 - Fur
- 22 - Goats
- 23 - Fish
- 25 - Other Farm (Miscellaneous)

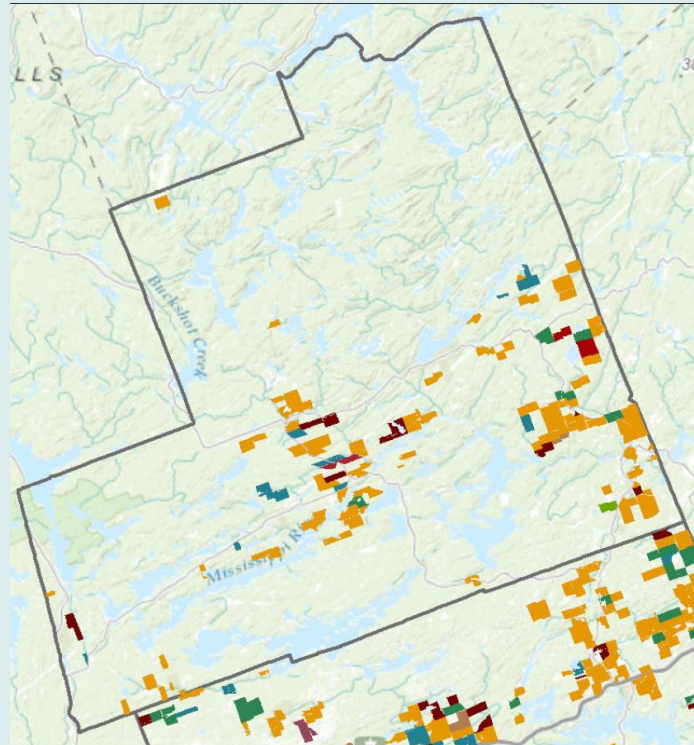
Central Frontenac



Legend

- 1 - Mixed Farming
- 2 - Beef
- 3 - Dairy
- 4 - Poultry
- 5 - Swine
- 6 - Sheep
- 7 - Horse
- 8 - Cash Crops (Feed & Seed)
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- 21 - Fur
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- 23 - Fish
- 25 - Other Farm (Miscellaneous)

North Frontenac



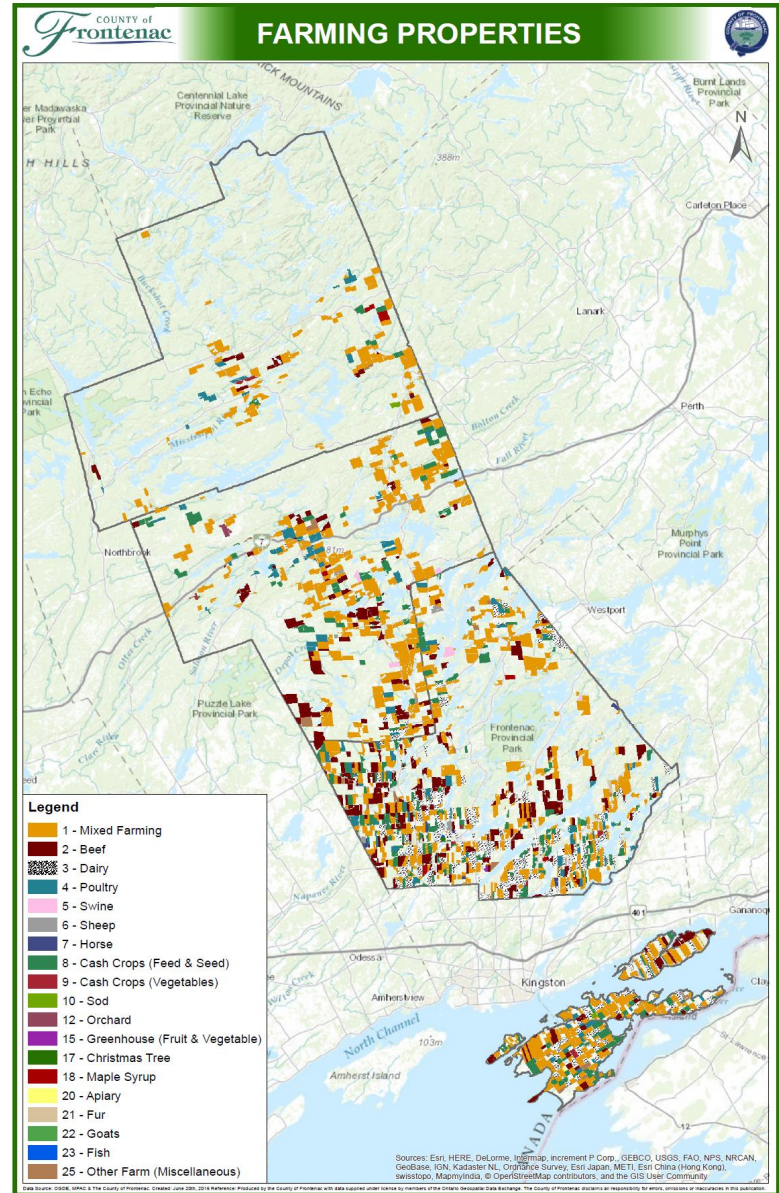
Legend

- 1 - Mixed Farming
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Frontenac County Farm Property Distribution

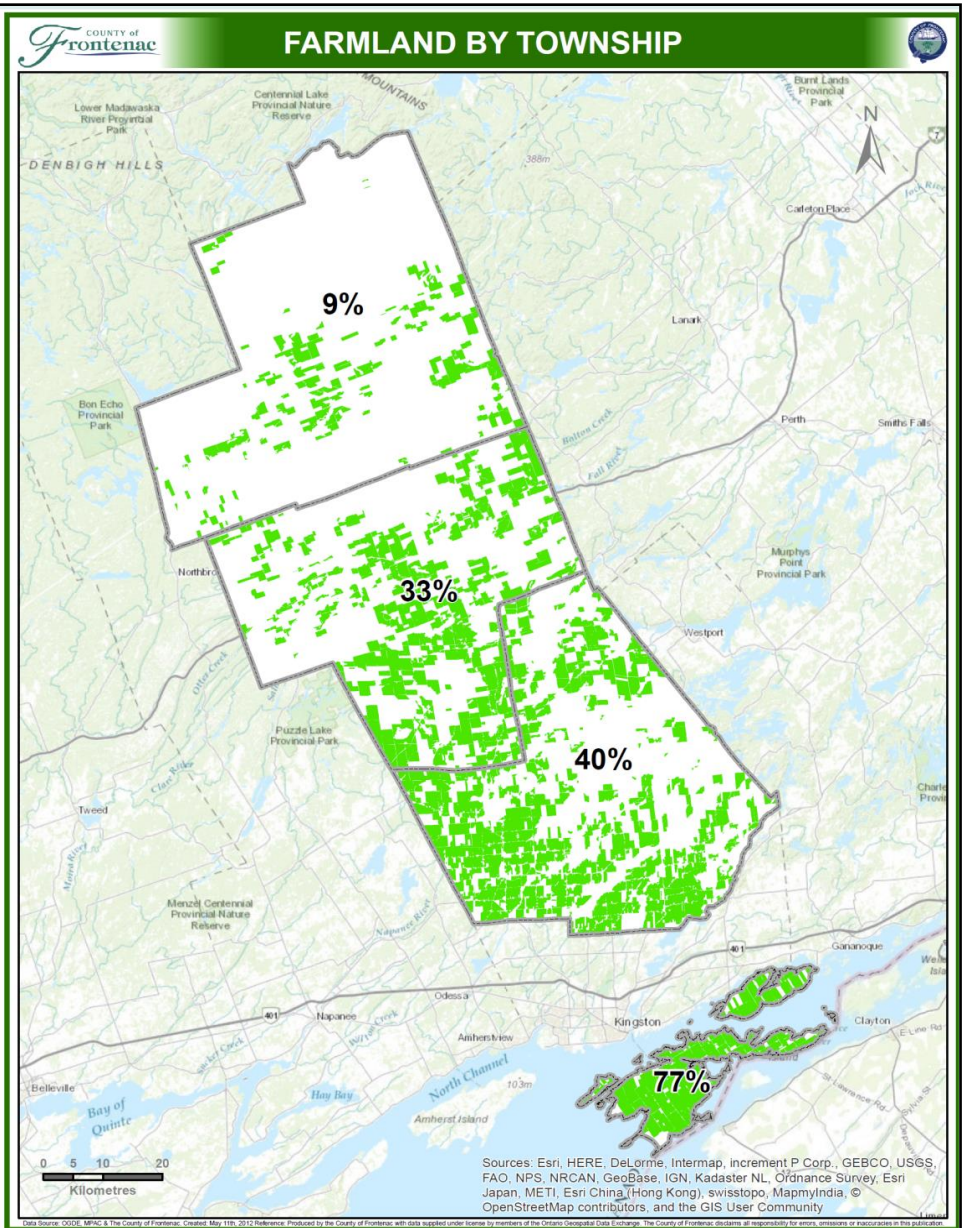
Legend

- 1 - Mixed Farming
- 2 - Beef
- 3 - Dairy
- 4 - Poultry
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- 25 - Other Farm (Miscellaneous)



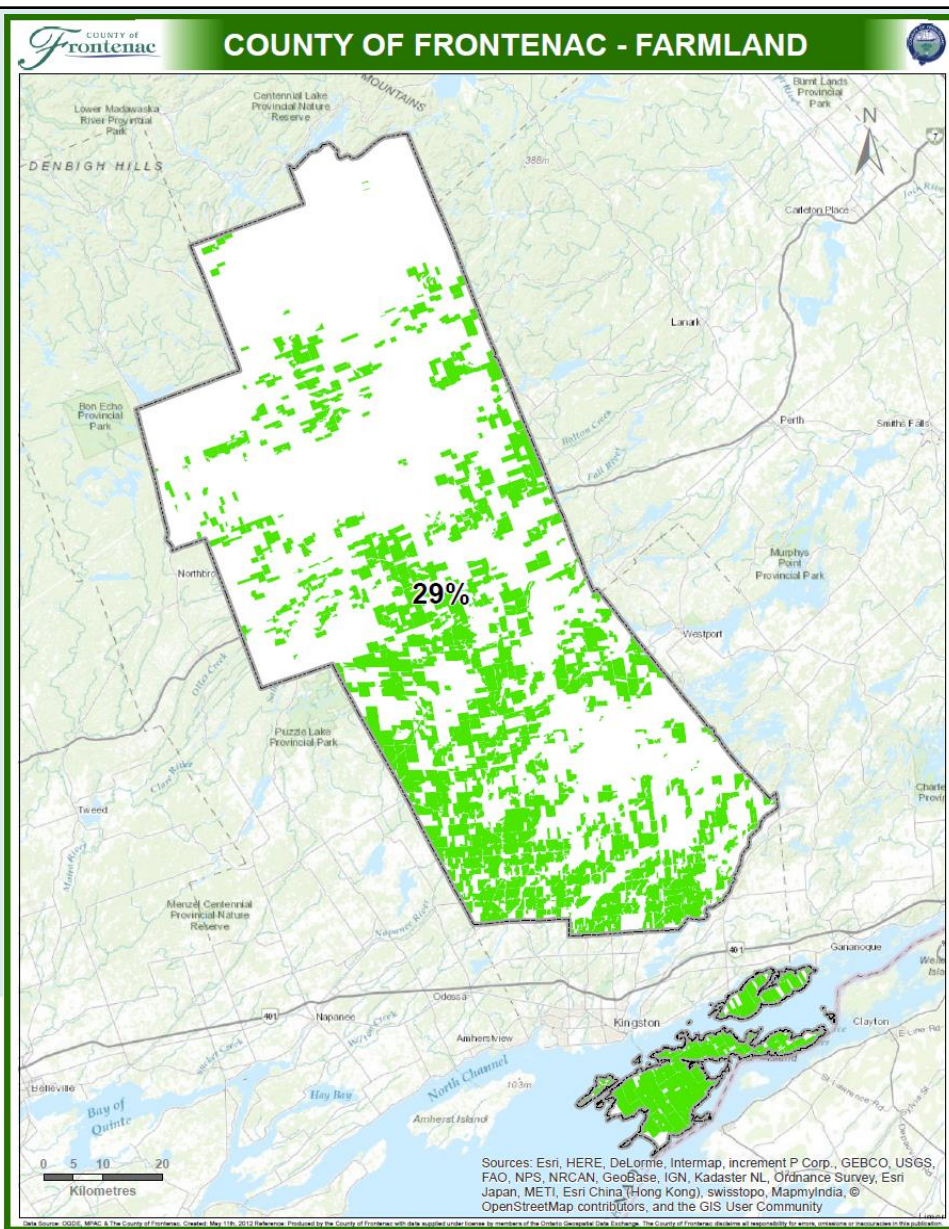
County of Frontenac Farm Land - Township Percentages

North Frontenac	9%
Central Frontenac	33%
South Frontenac	40%
Frontenac Islands	77%

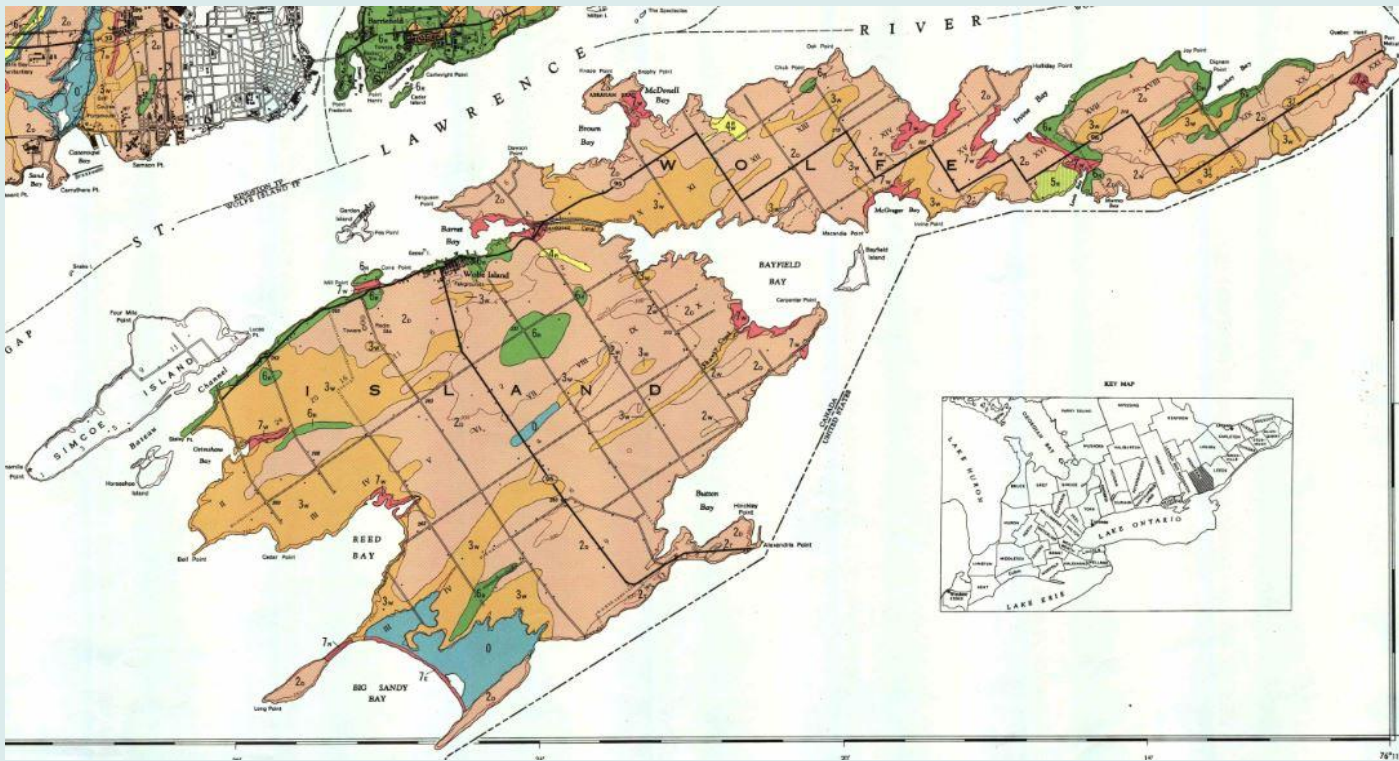


County of Frontenac Farm Land - Total Percentage

County of Frontenac 29%



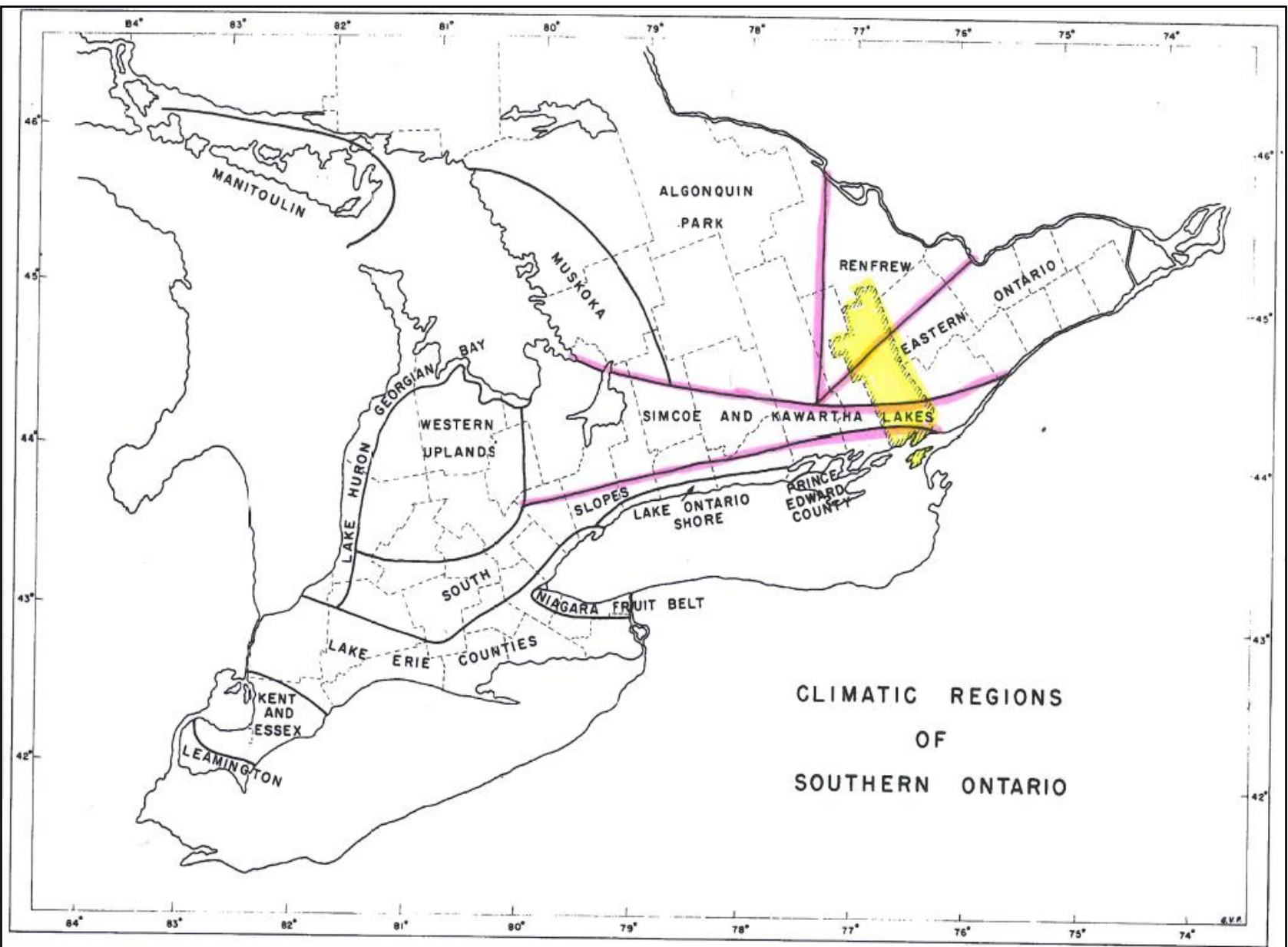


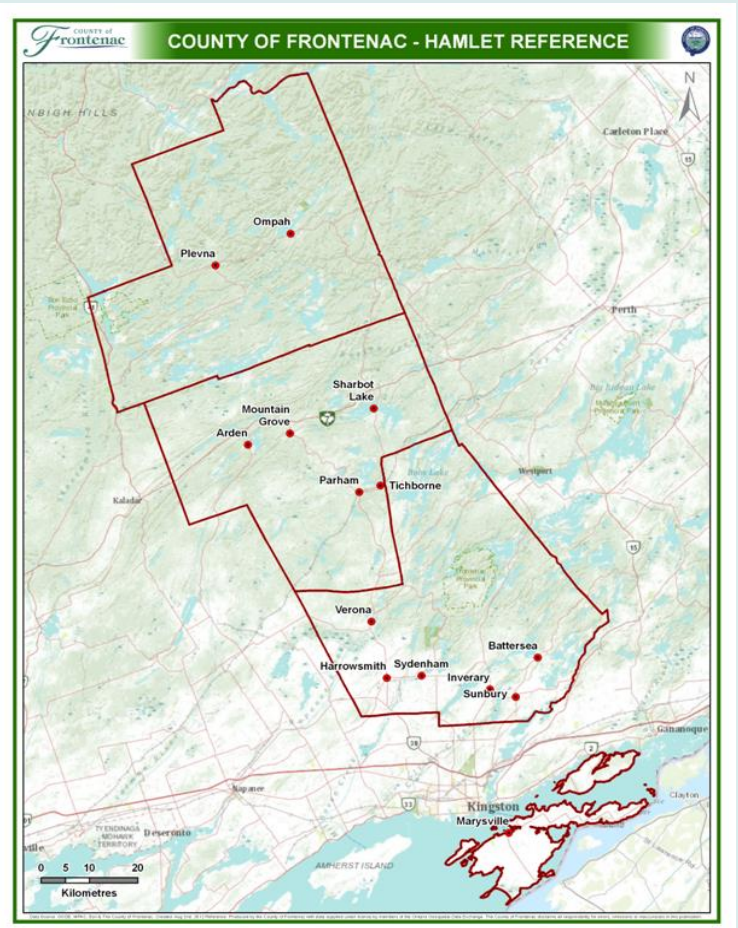


CLASS 2

SOILS IN THIS CLASS HAVE MODERATE LIMITATIONS THAT RESTRICT THE RANGE OF CROPS OR REQUIRE MODERATE CONSERVATION PRACTICES.

The soils are deep and hold moisture well. The limitations are moderate and the soils can be managed and cropped with little difficulty. Under good management they are moderately high to high in productivity for a fairly wide range of crops.







Thank You.

COUNTY of
Frontenac

County of Frontenac

Quality Improvement Blue Form Project Report

31/06/2016

Define

We have focused on the process to record and change demographic information for employee's at the County of Frontenac. Using the LEAN Six Sigma methodology we are identifying wastes in the current process and improving the tools used to make sure that all of the required information is transferred in a timely manner to all of the appropriate people in the organization.

Define

What is the current process and tools used ? Blue form – 2 sided legal size paper form with 72 input options

COUNTY OF FRONTENAC
 Human Resources/Payroll Action Form

New Hire ☐ Employee Change ☐ Termination ☐
 Reason: _____
 COMMENTS: _____

TO BE COMPLETED BY EMPLOYEE OR MANAGER
 Effective Date: _____ Employee Number: _____
 Rehired: Yes ☐ No ☐ Multiple Job: Yes ☐ No ☐
 Prefix: Mr / Miss / Mrs / Ms _____ Address: _____
 First Name: _____ City: _____
 Middle Name: _____ Postal Code: _____
 Last Name: _____ Phone #: _____
 Gender: Male ☐ Female ☐ Mailing Address (if Different): _____
 FOR PAYROLL PURPOSES - PLEASE PROVIDE THE FOLLOWING INFORMATION:
 Birth Date: ____/____/____ (yy/mm/dd)
 S.I.N. #: _____
 Marital Status: Single ☐ Married ☐ **TO BE COMPLETED ONLY IF REQUIRED TO DRIVE A COUNTY VEHICLE**
 Common-law ☐ Provide Effective Date: _____ Employee Driver's License Number: _____
 If Changing Marital Status: _____ License Class: _____
 Department: FMT ☐ ETS ☐ CORP ☐ Competition File #: _____
 Division: _____ Probationary End Date: _____
 (i.e. FPS, Nursing) _____ Position Status: _____
 Reports To: _____ Permanent ☐ Full-Time ☐
 Job Title: _____ Temporary ☐ Part-Time ☐
 Standard Hours: _____ Part-Time Status: _____ PT-1 ☐ PT-4 ☐ PT-6 ☐
 35 ☐ 37.5 ☐ 40 ☐ 42 ☐ Other: _____ PT-8 ☐ Other: _____ Hrs/Wk _____
 Rate of Pay: Per ☐ Hour _____ Casual ☐ Contract ☐
 \$ _____ Annuit ☐ Volunteer ☐ Student ☐
 Step #: _____ Internship ☐
 Comment: _____

Have you ever worked for an OMERS employer? Yes ☐ No ☐ If Yes, when: _____
 Emergency Contact Name: _____
 Telephone Number: _____
 Relationship: _____
 Additional Contact Name: _____
 Telephone Number: _____
 Relationship: _____

Request for Payment by Direct Deposit:
 The County of Frontenac is hereby authorized and requested to credit payments due me, to my account with the financial institution designated as per attachment until cancelled by me in writing.
 Employee Signature _____ Date _____
 Please attach a sample personalized deposit slip or cheque marked "VOID". If this is not possible, your bank can provide you with a printed Direct Deposit form with your banking information.
EMPLOYEE SIGNATURE Certification of Information: I certify that the information above is accurate and authorizes the County of Frontenac to use my information for payroll and human resources purposes.
 Signature _____ Date _____

HR/Pay Action Form - June 2014

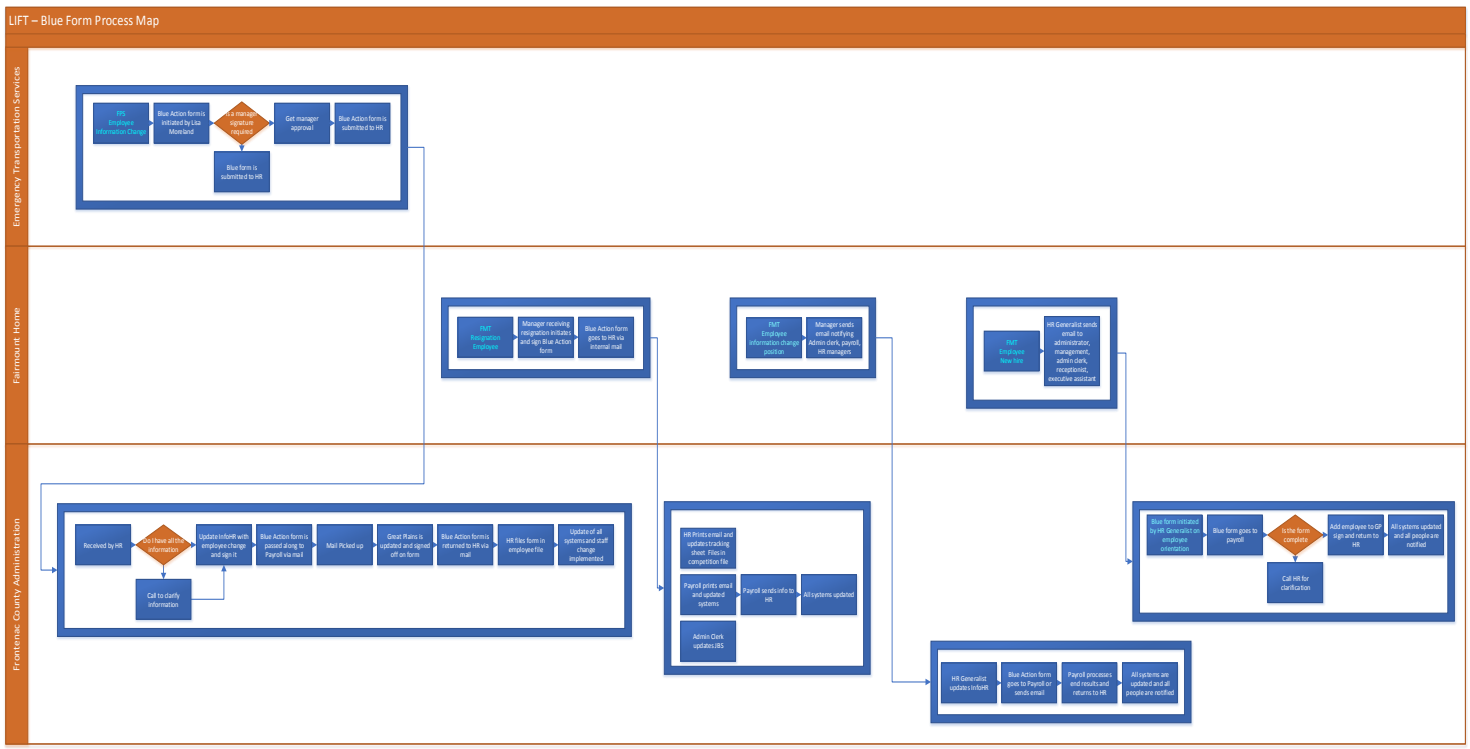
Page 2
TO BE COMPLETED BY SUPERVISOR/MANAGER OR HUMAN RESOURCES
 Last Date Employee To Be Paid: _____ (For any Termination/Leave)
 Union Affiliation: _____
 Union Seniority Date (HR Only): _____
 Vacation Entitlement Date (HR Only): _____
 Status/Position/Dept: _____ Benefits Change: _____
 Status: From: _____ To: _____ Coverage: _____
 Position: From: _____ To: _____ Enrolment Date: _____
 Dept: From: _____ To: _____
 Salary: From: _____ To: _____ Comments: _____
 Documents Attached: Yes / No
 Sick - LTD: _____ Resignation: _____
 Papers completed and sent ☐ Retirement: _____
 WSIB: _____ OPSEU Benefit Calculation Completed ☐ Not/see papers completed & sent
 LOA: _____ Dismissal: _____
 Please specify _____
 Documents Attached: Yes / No
TO BE COMPLETED BY HUMAN RESOURCES OR PAYROLL
 Great Plains _____ (Initials) Blue Cross _____ (Initials)
 JBS _____ (Initials) OMERS _____ (Initials)
 Info HR _____ (Initials) Pay Begin Date: _____
 ROE _____ (Initials) Seniority Date: _____
 Sun Life _____ (Initials) Service Date: _____
 (Used for Calculation of Vacation & Sick Endorsement)

Please contact HR for assistance with Termination.
 or Terminations: ① Managers must attach written documentation to this Form (i.e. letter of resignation, etc.) which will provide an explanation of the reason for the termination.
 ② Managers should notify Information Services regarding any I.S. permissions which will need to be revoked (i.e. e-mail access, dept. drive access, etc.)
PLEASE ENSURE THAT YOU OBTAIN THE NECESSARY SIGNATURES BELOW
 Senior Manager or Designate _____ Date _____
 H.R. Manager or Designate _____ Date _____
 Prepared By _____ Date _____
 Payroll Signature _____ Date _____
PLEASE FORWARD THIS COMPLETED FORM TO HUMAN RESOURCES FOR PROCESSING

Problem statement

The problem with the current process around the blue form is it doesn't meet timely administrative staff requirements, roles and responsibilities are unclear and repetitive and extra processing occurs. This creates distress on the staff, can create errors and risks not meeting legislative and collective agreement requirements.

Define



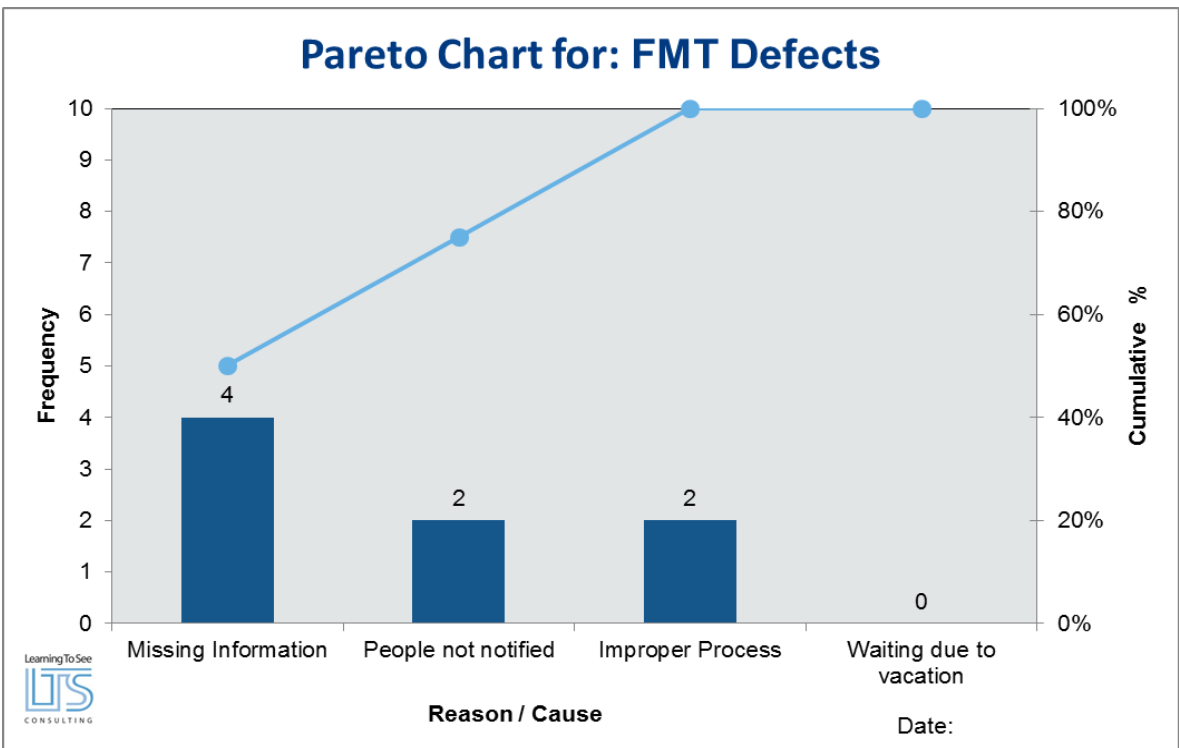
Measure

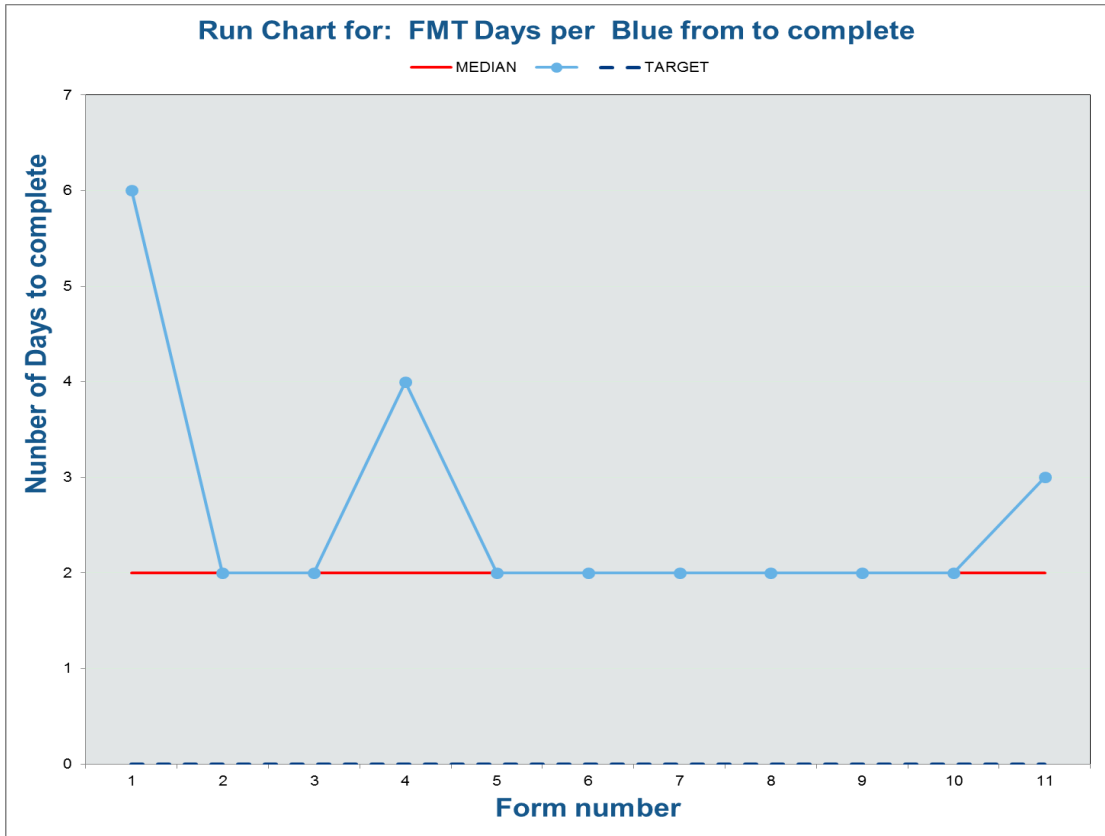
What?	How?	Where?	Who?	When?
What is being measured?	How will you track the measurement? Tracking sheets, observations, other? Do you need any items to measure? Clock, pedometer, etc.	On which unit/area will the data be collected?	Who is responsible for collecting the measures measurements?	When are the measures being collected?
FPS - Time it takes Admin Clerk to get form to Manager for approval and Defect (type) if it needs clarification	Tracking sheet	FPS	Admin Clerk	Dec 14-Jan 15
FPS - Time it takes for management to sign, approve and return the form and Defect (type) if it needs clarification	Tracking sheet	FPS	Admin Clerk	Dec 14-Jan 15
FPS - Time it takes for form to travel from Admin Clerk to HR and Defect (type) if it needs clarification	Tracking sheet	HR(Corporate)	HR Generalist	Dec 14-Jan 15
FPS - Time it takes for form to travel from HR to Payroll and Defect (type) if it needs clarification	Tracking sheet	Payroll	Payroll Clerk	Dec 14-Jan 15
FPS - Time it takes for form to travel back from Payroll to HR and Defect (type) if it needs clarification	Tracking sheet	HR(corporate)	HR Generalist	Dec 14-Jan 15
FMT- Number of position changes received via email from management to Scheduling Clerk, Payroll and HR and Defect type if it needs clarification	Tracking sheet	FMT	Admin Clerk	Dec 14-Jan 15
FMT- All positions changes that Scheduling Clerk	Tracking sheet	FMT	Admin Clerk	

Analyze

Fairmount Home process- between Dec 14,15 and Jan 14,16 *Fairmount*

- *Eleven position changes/ positions needing to be filled*
- *The longest time to complete the process was six days and the shortest was two days.*
- *There was 73% defects. The three different defects noted were information missing in the email, information not sent to the right parties and inconsistent process.*





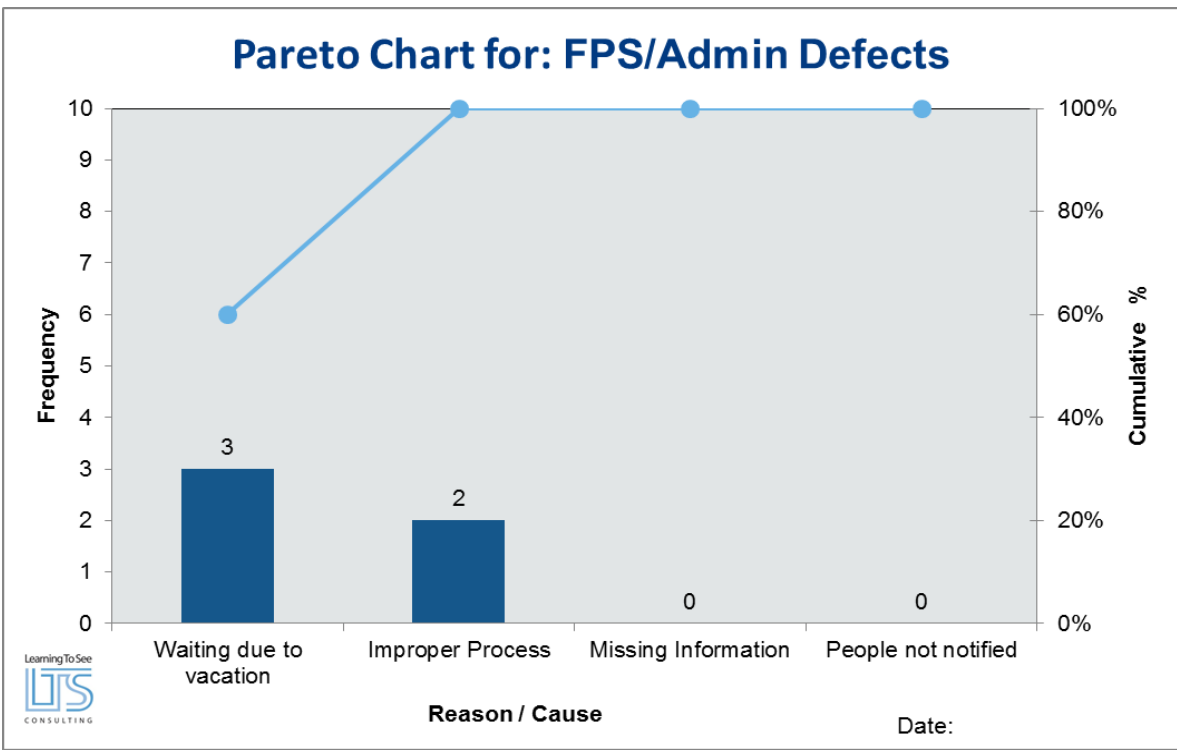
Analyze

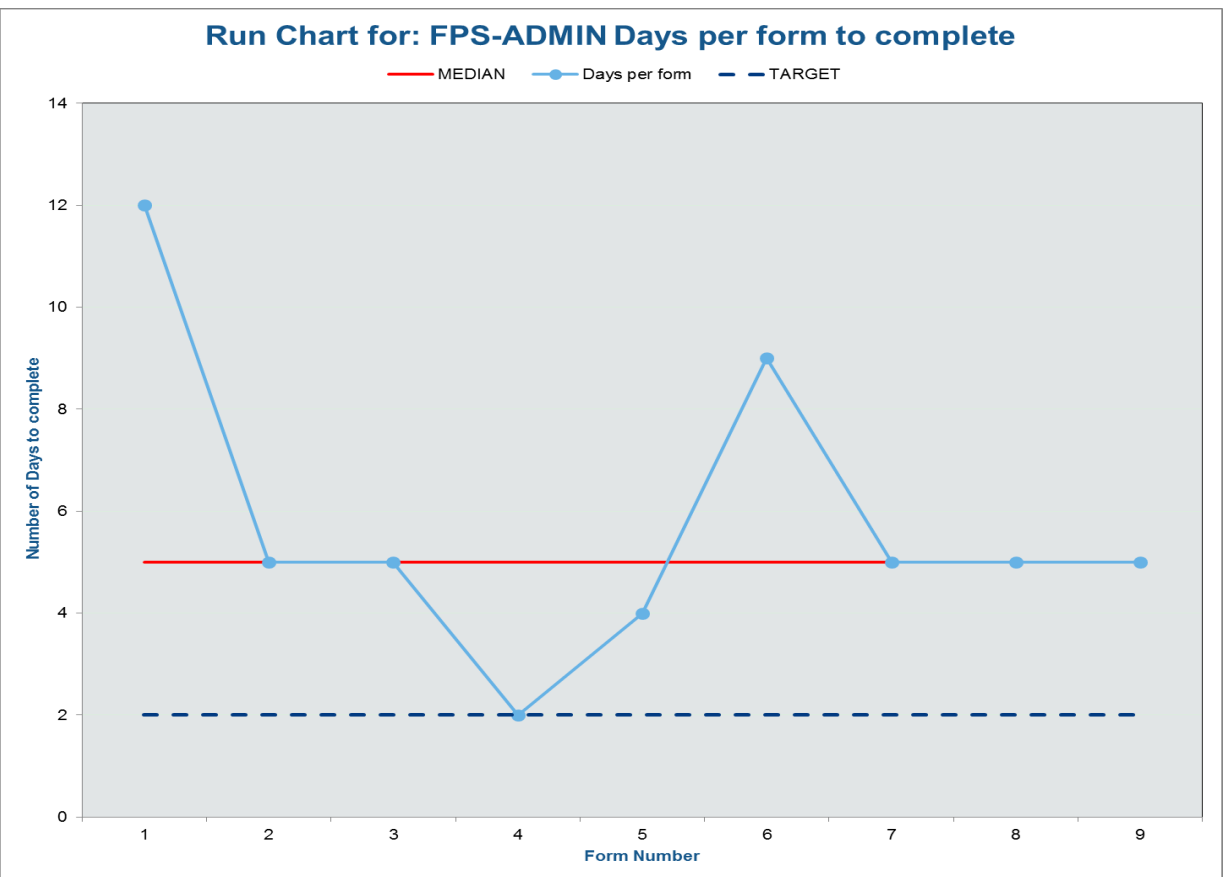
Frontenac Emergency Transportation and Corporate Services Process- *Between Dec 14, 2015 and*

Jan,16 2106

ETS

- *Nine blue forms were completed.*
- *The longest time to complete was twelve days and the shortest was two days. These included weekends and stat holidays*
- *There was 22% defects and they were due to an inconsistent process.*





Improve

Aim statement:

We will reduce the average process time by one day or 50%
and reduce our defect rate by 90% in 2 months.

Improve

New Process: Staff completes electronic form from master read-only template saved in TOMRMS. An email is then sent to the appropriate distribution list with a hyperlink in it to the newly created form. Users in distribution list are now able to view and make any necessary changes to the form.

- Actions
- 1.) Develop new form
 - 2.) Setup TOMRMS folder and permissions
 - 3.) Setup Email distribution list
 - 4.) Educate users on adding a hyperlink to email
 - 5.) Create a step by step document for the new process

Improve

New Form

Single sided letter electronic file with 32 inputs

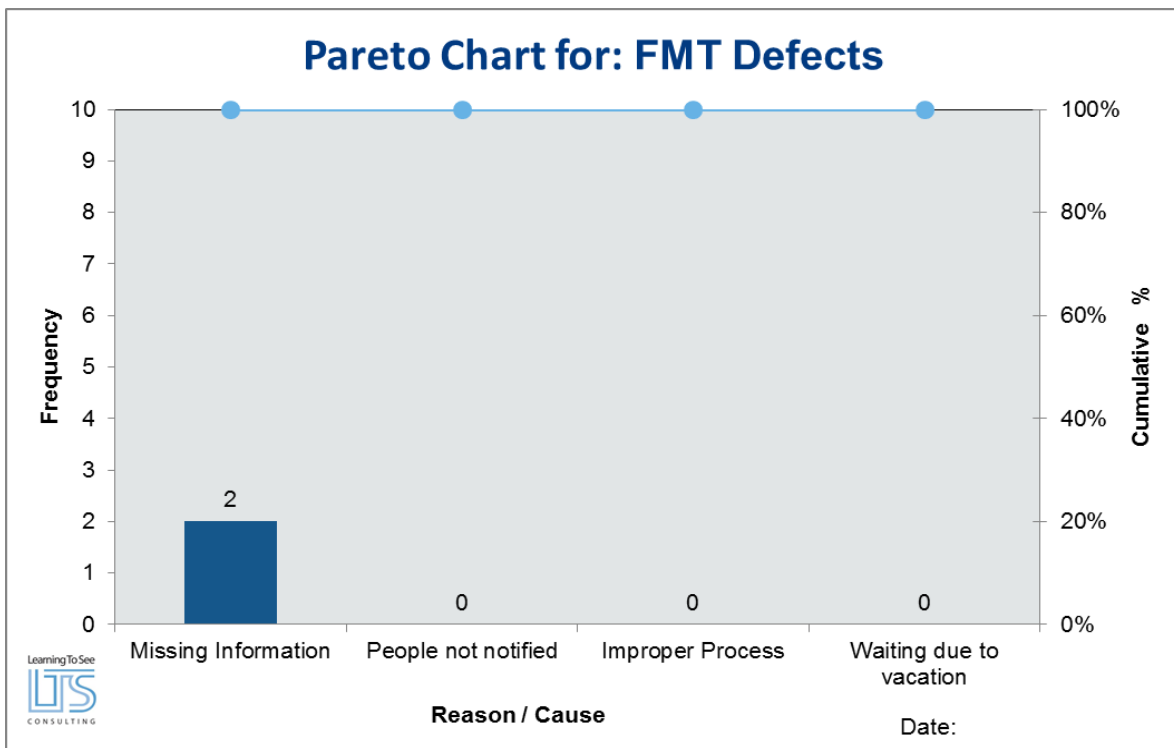
County of Frontenac Human Resources/Payroll Action Form			
New Hire ☐ Employee Change ☐ Termination ☐			
Effective Date:			
Comments:			
First Name:		Address:	
Middle Name:			
Last Name:		City:	
Gender: Male ☐ Female ☐		Postal Code:	
Department: FMT ☐ ETS ☐ CS ☐		Phone #:	
Union ☐ Non-union ☐		Position Status: Permanent ☐ Temporary ☐	
Division:		Full-Time ☐ Part-Time ☐ Casual ☐	
Job Title:		☐ PT-1 ☐ PT-4 ☐ PT-6 ☐ PT-8	
Standard Hours: 35 ☐ 37.5 ☐ 40 ☐ 42 ☐		Student/Internship ☐ Other: ☐	
Other: ☐		Competition #	
Rate of Pay: \$ Per ☐ Hour ☐		Change From: ☐ To: ☐	
Step # Annum ☐		Temporary ☐ Permanent ☐	
		Permanent ☐ Temporary ☐	
Have you ever worked for an OMERS employer? Yes ☐ No ☐ If Yes, when: 2016-04-27			
EMPLOYEE SIGNATURE Certification of Information: I certify that the information above is accurate and authorize the County of Frontenac to use my information for payroll and human resources purposes.			
Signature		Date	
TO BE COMPLETED BY HUMAN RESOURCES & PAYROLL			
Great Plains ☐ (Initials)	Sun Life ☐ (Initials)		
ROE ☐ (Initials)	Info HR ☐ (Initials)		
Blue Cross ☐ (Initials)	OMERS ☐ (Initials)		
JBS ☐ (Initials)			
Senior Manager or Designate		Date	

Improve

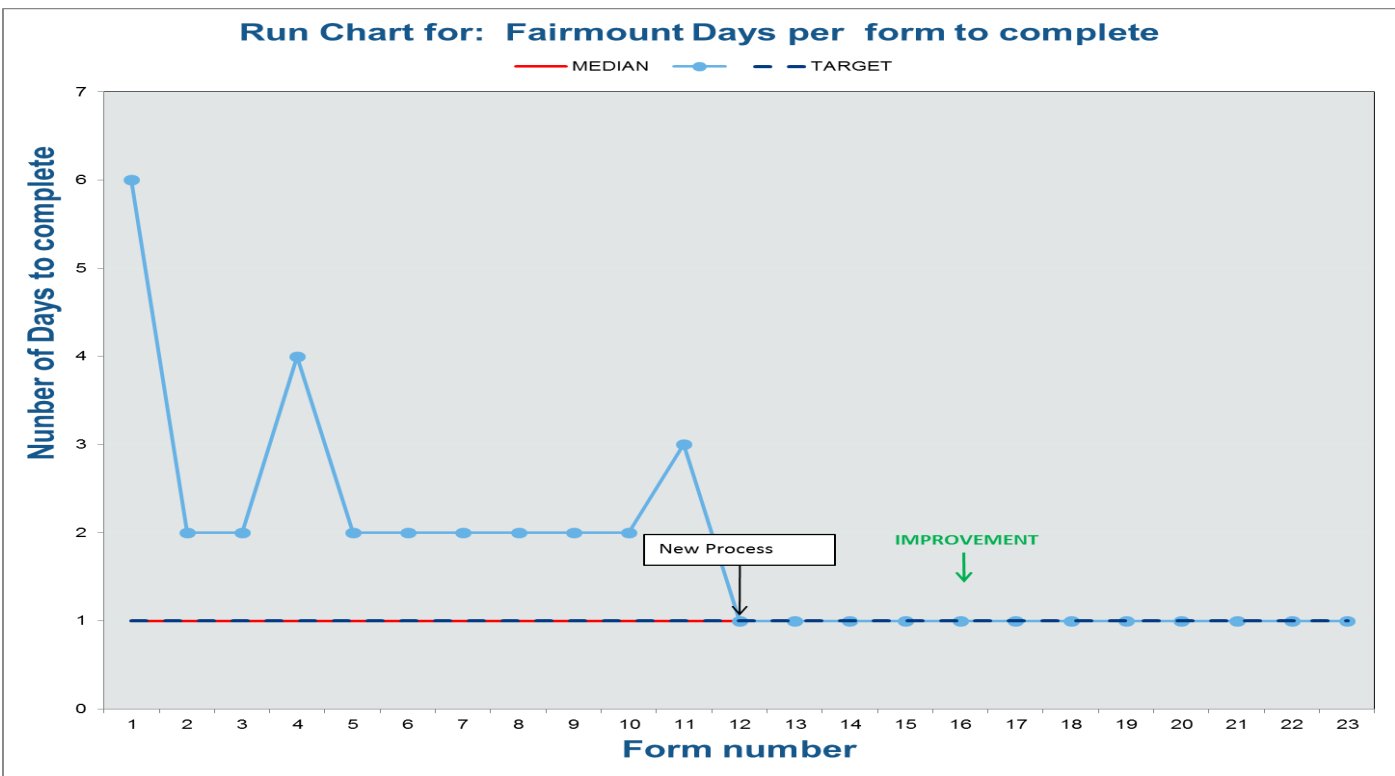
Fairmount Home Process- *Between May 05, 2016 and May,26 2106*

- 12 forms were completed.*
- All forms were completed in 1 day*
- There was two forms missing dates data (new process- date populated)*

Improve



Improve

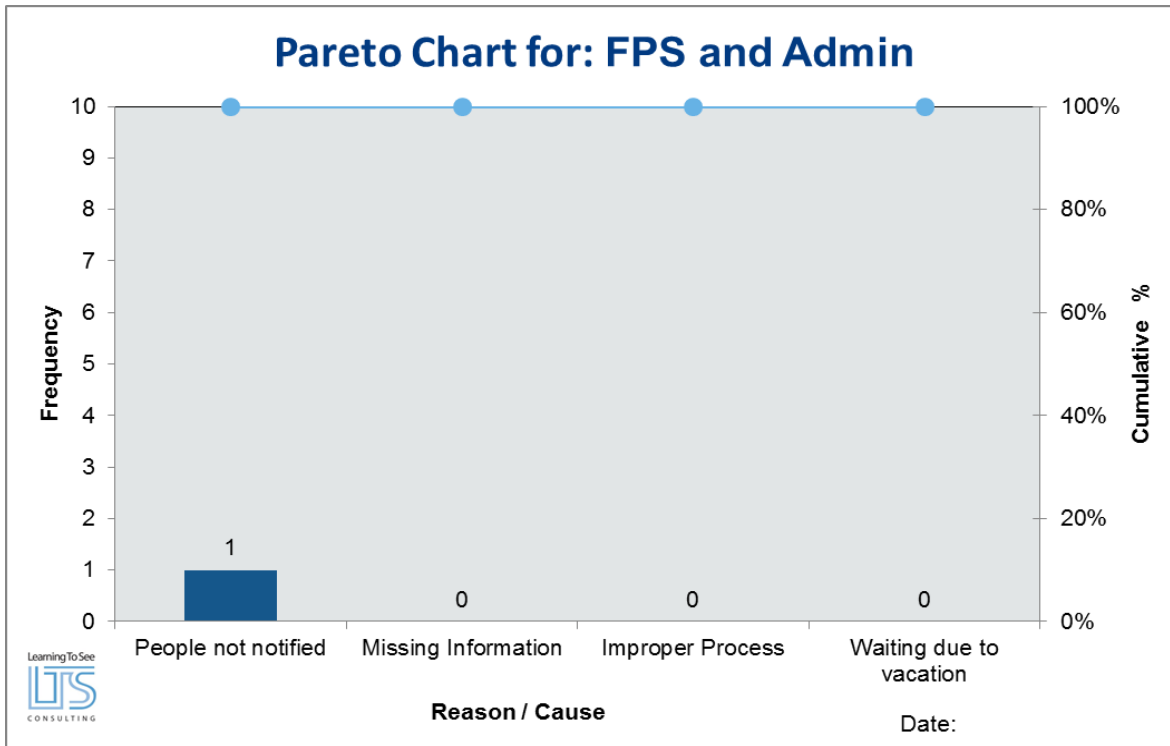


Improve

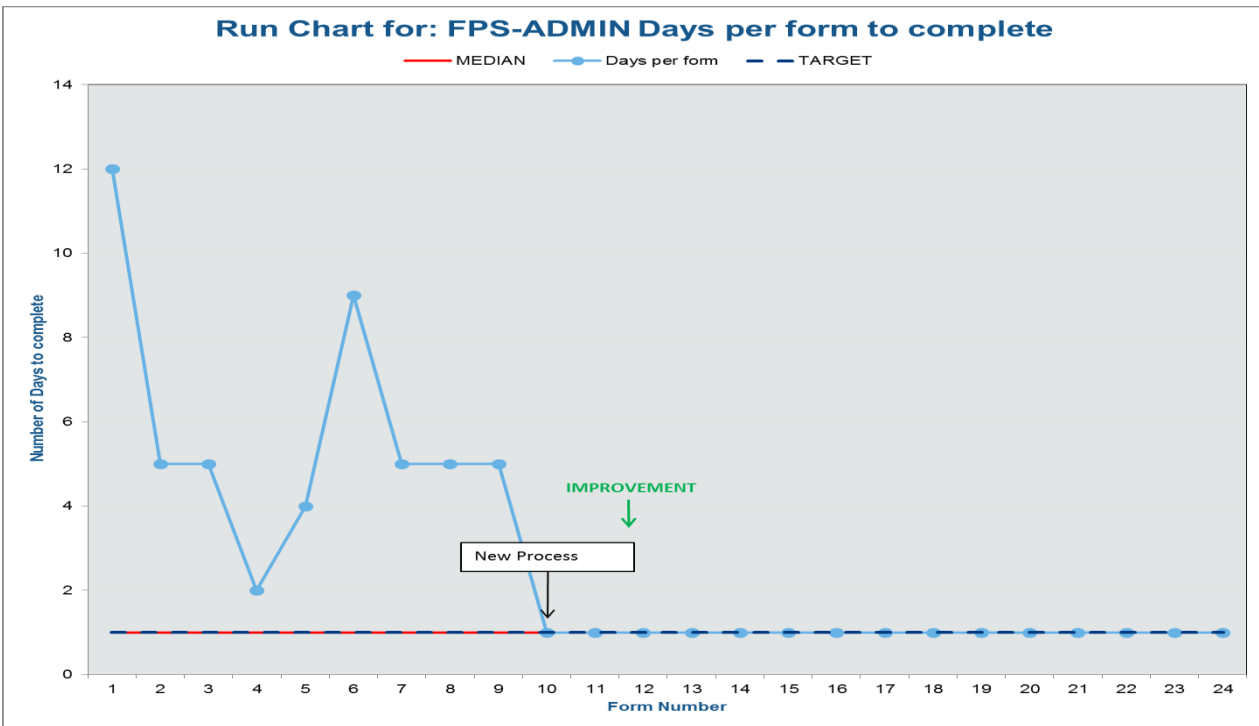
Emergency Transportation Service and Corporate Services- *Between May 05, 2016 and May,26 2106*

- 15 blue forms were completed.*
- All forms were completed in 1 day*
- There was one person missed in the notification of this form.*

Improve



Improve



Improve

- We met our aim of decreasing the process time by 50%. All forms completed using the new process took 1 business day.
- The Fairmount defect rate was originally 73% and was decreased to 17%.
- The County admin and FPS defect rate was originally 22% and was decreased to 7%.

Improve

FRC- Payroll - “new process is much quicker to complete than the previous paper form”

FRC HR – “the project was a success and it was a great opportunity to work as part of a team”

ETS Scheduling – “electronic retrieval of information is much quicker and convenient with new process”

FMT Scheduling - “information is much quicker to retrieve when needed”

Control

We will re-measure the process in 6 months to confirm the process is meeting our expectations.

Lessons Learned

What were some of the key things we learned about quality improvement while doing this project?

It is important to ensure that the team acknowledges that there was a real problem with the current state.

We realized the importance of teamwork in this process and the need for buy-in from the organization.

It is important to have good communication and ongoing meetings with your team throughout the LEAN process to help overcome challenges and obstacles are important.

Next Steps

What next QI project or where is the project spreading?

This new process can be applied to other paper forms in all departments of the organization to ensure less defects and a more timely process.

The Team!



Ryan Dixon – Facilitator



Marian VanBruinessen – Sponsor



Noreen Wright - Member



Emily Shonikar – Facilitator



Candace Keller – Leader



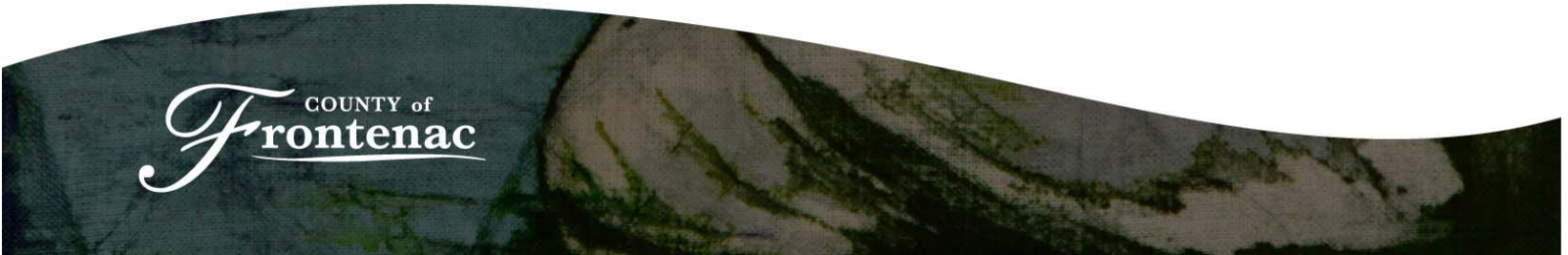
Lisa Moreland – Member



Karyn Caird - Member



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



Future Demands for Long-Term Care Population 65 years +

2011

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

The logo for Fairmount HOME, featuring the word "Fairmount" in a large, elegant script font and "HOME" in a smaller, sans-serif font below it, all contained within a white circular area on a green background.

Fairmount
HOME

Resident Profile

2011

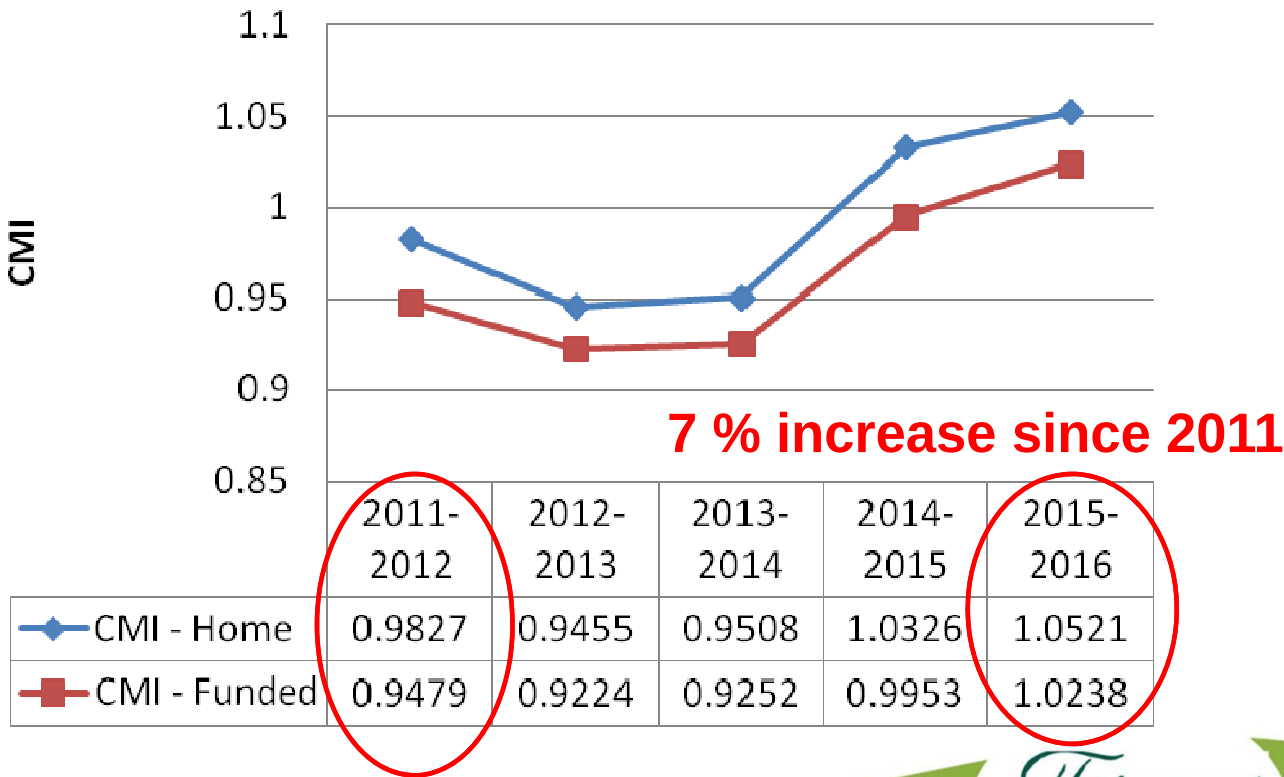
- Low to high care needs
- Several provided own care independently
- 25% need 2-person care
- Higher cognitive status
- Manageable responsive behaviours
- One chronic disease

2016

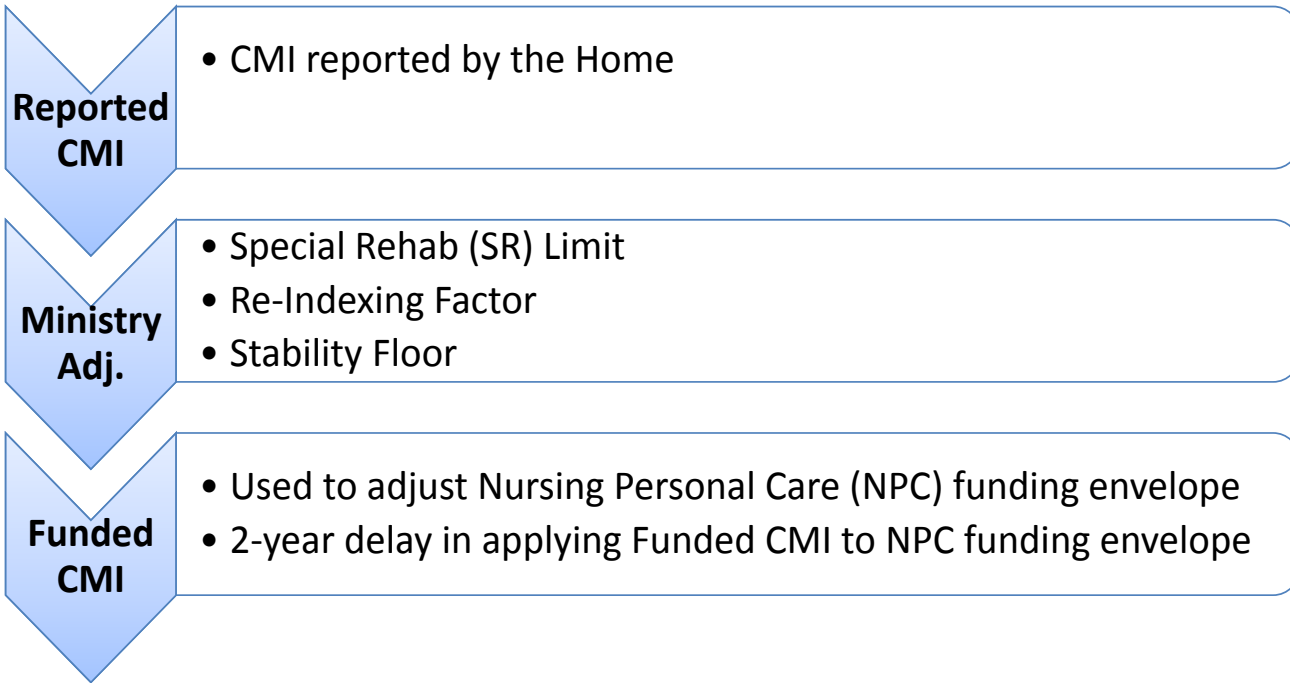
- 66% need moderate to total assistance with ADLs
- 53% need 2-person care
- Increased cognitive impairment & physical aggression
- > 1 chronic disease



Case Mix Index (CMI)



Home CMI vs. Funded CMI



Staffing Levels (PSW) – Unchanged from 2011

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



Use of Float & 4th Staff

April & May 2016 – no sick calls

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



Staffing Levels on Day Shift in Ontario LTC Homes

John M. Parrott Centre 28 Residents	Providence Manor 38 Residents	Lanark Lodge 40-56 Residents	Finlandia Village 32 Residents	Fairmount Home 32 Residents
2.5: 28 + Bath Team	5:38	¾ :40-56 Beds	4:32	3:32
1:11 * minus baths	1:8	1:11 * minus baths & snacks	1:8	1:11



Province of Ontario

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



Impact on Fairmount Home

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



Call to Action – 4 Hours per Resident per Day

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



More Staff Critically Needed to Meet Complex Resident Care Needs

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

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

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



OANHSS

The logo for Fairmount Home is located in the bottom right corner of the page. It features the word "Fairmount" in a large, elegant, dark blue script font. Below it, the word "HOME" is written in a smaller, dark blue, all-caps sans-serif font. The logo is set against a green background that has a wavy, organic shape.



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

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



Call to Action – Fairmount Status

	Total Hours per Day	Additional Shift	Revised Total Hours per Day
Total - RN, RPN, PSW	345.0	7.5	352.5

# of Residents	128	128
Hours per Resident per Day	2.70	2.75
Call to Action - 4 hours per Resident per Day	4.00	4.00

Shortfall:
Hours per Resident per Day (1.30) (1.25)



Fairmount Objectives

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



Recommendation

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



Questions?





Report 2016-079

Recommend Report to Council

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

Re: **Fairmount Home – Level of Care**

Recommendation

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

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

Background

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

Comment

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

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

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

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

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

Sustainability Implications

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

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

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

Financial Implications

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

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Home, County of Frontenac



Report 2016-081

Recommend Report to Council

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Date of meeting: July 20, 2016

Re: **Office of the CAO - Shared Communications Proposal**

Recommendation

That with respect to the provision of shared communications services, the Council of the County of Frontenac endorse the shared communications model and agree to financially support the position for a sixteen month period (September 2016 to December 2017) while discussions continue with the member municipalities on the continuation of the model.

And Further That the 2016 budget for Frontenac Paramedic Services (FPS) be amended to reflect a 50% share of the total communications salaries budget.

And Further That the financial component be included in the 2017 budget as a New Initiative with 50% funding from Frontenac Paramedic Services (i.e., grant eligible) and be funded outside of the inflation levy target established by Council.

Background

In April 2015 County Council endorsed a report (2015-045) from the Chief Administrative Officers (CAO's) directing the CAO's to review the potential for shared service delivery in eight areas including corporate communications.

Attached, **Schedule "A"** is a *draft* CAO's report regarding the potential for a shared communications function, including funding options. The *draft* report was received by the CAO's but referred to County Council without endorsement. The purpose of this report is to engage County Council on the issue and seek guidance prior to proceeding. The staff recommendation will enable member municipalities to utilize the communications function with only a small net impact on the County portion of the levy.

Other options available to Council include:

Option #1	That County Council endorse the shared communications model and forward the CAO's report to member municipalities for their consideration and input, with cost sharing to be as outlined in the report. Further, that a final decision on participation and cost sharing be made by October 19, 2016.
Option #2	That County Council receive the report without endorsement and the Clerk circulate the CAO's report to each member municipality for their review and comment by October 19, 2016.
Option #3	That County Council receive the report with no further action to be taken.

Comment

See the attached report (Schedule A).

Sustainability Implications

Communications with citizens is a key component of the Directions for Our Future plan which states:

"It (the Plan) underlines the commitment made by the County to engage many people and organizations and to communicate with our communities throughout the process. This was a commitment made at the outset and it remains a guiding principle as we move into a future we can all be proud to leave as a legacy to our children and grandchildren." (page 8)

Financial Implications

As outlined in the recommendation any communications effort allocated to Paramedics will be eligible for a 50% grant from the Province and a contribution (in the following year) and from the City of Kingston.

Our estimate is that over the past six months FPS has consumed more than 50% of the time for the single Communications Officer. This has included social media, special campaigns and media relations. Allocation of this time will result in a proper accounting of salaries.

Amending the 2016 FPS Budget for submission to the Province will ensure that the communications function is grant/sharing eligible in 2017.

A summary of financial implications is provided below:

Communications

	2016 Original	2016 Amended	2017	2018
	\$	\$	\$	\$
1st position*	80,000	80,000	80,000	80,000
2nd position (4 months in 2016)*		20,000	80,000	80,000
Total Communications	80,000	100,000	160,000	160,000

FPS share of communications	0	50,000	50,000	50,000
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Funding

Province		0	-25,000	-25,000
Net City contribution		-39,110	-19,555	-19,555

Remaining share of communications	80,000	50,000	110,000	110,000
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	80,000	60,890	115,445	115,445
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* not exact salary & benefits
annual increases not included

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac County Chief Administrative Officers

Draft

**Frontenac:
Chief Administrative Officers Committee**

Shared Services Delivery – *Communications*

Report #3

Date: July 11, 2016 v.2.0



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Recommendation

Whereas, Frontenac municipalities are committed to a shared service model that will result in improvements in service delivery and increased community engagement;

And Whereas, the Frontenac Chief Administrative Officers are recommending a shared services partnership model for the purposes of enhancing communication services;

Now Therefore, the Council of the _____ endorse the shared services communications partnership and request that the Chief Administrative Officers Committee develop a shared services *draft* agreement for consideration in September 2016.

Introduction

This report is provided jointly by the five Chief Administrative Officers (CAOs) and as an introduction to the potential for shared communication resources across the Frontenacs.

In 2013 the County of Frontenac commissioned KPMG to complete a Service Delivery and Organizational Review (SDOR) of County operations. Approved in January 2014, one of the thirty recommendations made by KPMG was:

22. Work with the Townships to develop a plan to increase the level of shared services in the County, remembering that good paper ensures good business.¹

The issue is summarized in the report as follows:²

Ref. #	Observations and Implications	Leading Practices	Opportunities for Improvement
22.	- Shared services is the key for the long term sustainability of Frontenac County and its member municipalities. No longer can municipalities at either the upper or lower tier operate in isolation of one another. Municipal service delivery is becoming more complex with growing regulatory requirements of the province. Municipalities regardless of size are expected to equally confirm to any regulatory change. This places an increasing burden on smaller municipalities that do not have the capacity to meet these requirements. - The long term sustainability of small municipalities like the member municipalities of Frontenac County depends upon shared service delivery particularly in areas such as back office support. - Holding to the traditional characterization of upper tiers as out of touch or the lower tiers as not up to the task only guarantees a limited future for the County.	- Shared services among member municipalities involving procurement, specialty consulting services (engineering), high demand positions (CBO), AODA, information technology, GIS, human resources, financial services, taxation and communications. - Any shared service arrangements are detailed in an agreement between the involved municipalities.	Thinking of the County as a holistic community allows the municipalities to leverage the efficiencies of shared service delivery and reduce costs and ensure the long term financial sustainability of the County.

Further background regarding shared services is attached Appendix A.

The implementation of a shared communications model will have the following benefits:

- Reduced costs for participants – i.e., less the full time dedicated resources
- Ability to share resources, contacts and strategies, while tailoring communications to meet local needs
- Ability to compete with other Ontario municipalities for economic development and citizens services
- Improved transparency and accountability to citizens
- Development of a trusted communications channel for use during emergencies.

¹ KPMG, Frontenac County Comprehensive Review of Services & Organization Final Report, Dec. 18, 2013, page 11.

² *ibid*, page 102.

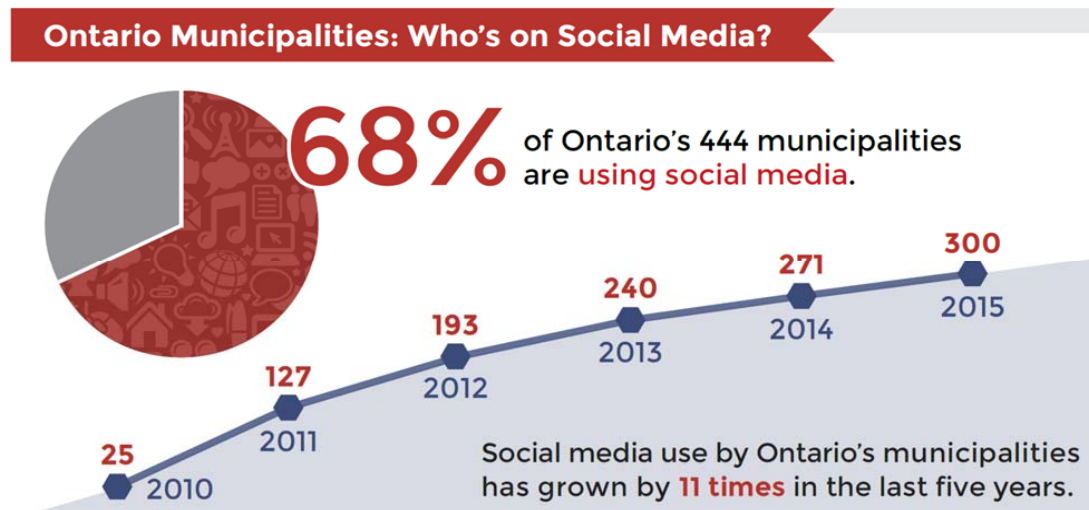
Background

Communications and community engagement are vital for the transparent operation of a municipality. Both from a legislative requirement and from a public expectations perspective.

The purpose of this report is to propose a shared services communications program for Frontenac that will support the objective of improving communications with citizens, visitors and business and build a trusting relationship that will promote Frontenac and develop a reliable communications channel that can be relied upon during emergencies.

For the purposes of this report, communications is intended to include policy, training, traditional media and social media. The report recommends a focused approach and a two year review point for the service.

The firm Redbrick Communications³ regularly publishes reports on the use of social media by municipalities. In their 2015 study they found that social media by municipalities has grown by 11x since 2010, with Facebook and Twitter being the primary platforms. (See graphic below)



They also found that use of social media crosses all sizes of municipalities, from the largest, to the smallest, with municipalities under 10,000 population beginning to catch up to larger municipalities where 98% use social media. When combined with open data initiatives and app development, the world of municipal communications is quickly moving digital and mobile.

³ Red Brick

The recent fire in Fort McMurray, Alberta is an excellent example of the power of social media and the ability of social media to play a role in the life of a community. As a trusted source of information prior to the fire, their Twitter feed (@RMWoodBuffalo) grew from 8,000 followers to 30,000⁴ as residents and news organizations used their Twitter account as the “go to” source of information.

While social media is the preferred communications medium for our youth and is rapidly gaining acceptance with older generations, the intent is not to minimize the importance of traditional media. They clearly must go hand in hand. This strategy respects the importance of both.

Three relevant examples to illustrate:

North Frontenac Dark Skies Preserve:

It was initially proposed to re-develop the website for the Dark Sky Preserve (DSP) in North Frontenac. After discussion with communications staff it was determined that a first step would be to combine social media with earned media to increase web traffic to the current site⁵ and their Facebook page. Over the period of three months, this combined effort was able to significantly improve the search presence for the DSP, which now routinely appears in the top ten searches.

This effort saved the cost of a website redesign.

Howe Island Ferry:

The introduction of a Howe Island Twitter (@HICountyFerry) account in December 2013, has resulted in a significant convenience for ferry users, allowing them to check the status of the ferry operation in seconds on their cell phone or computer. This system replaced a manual sign change process and freed up staff time from answering questions (on the ferry deck and by telephone) regarding ferry availability.

This effort provided a vastly improved service for Island residents, built a trusted network of followers and increased staff efficiency

Emergency Preparedness Week

Each municipality in Ontario must provide some public education each year related to emergency preparedness. In the past, the County would engage the community at events or schools and provide information in a face-to-face format. This year, the

⁴ <http://globalnews.ca/video/2705058/fort-mcmurray-wildfire-hear-from-the-man-behind-the-municipality-of-wood-buffalos-twitter-account>

⁵ [North Frontenac Dark Sky Preserve](#)

County in conjunction with communications staff from the City of Kingston and the Limestone School Board engaged students throughout the County in an hour long Twitter “chat” regarding emergency preparedness and emergency services. Discussions ranged from discussions regarding the likelihood of a Tornado, to “why I want to be a paramedic”. Plans are to expand this program to more schools next year.

This program met the requirements for the municipality to engage residents, created new partnerships and leveled the playing field such that anyone with a computer, cell phone or tablet could participate. It also served to broaden the County’s trusted network of followers. The same model can be used for other community engagement exercises such as accessibility, local government week or special events.

All three of these examples, illustrate how effective communications can create efficiencies, broaden community engagement, and help build a trusted network.

Current Service Delivery

The table below outlines the status current service delivery within the five municipalities:

Municipality	Approved Communications Plan	Status of Social Media	Dedicated Resources	Web Presence
Frontenac Islands	No	None No Policy	No	Yes – currently being updated
South Frontenac	No	None No Policy	Recommended 1 FTE in Org Review (Still Under Review by Council – no commitment)	Yes – hosted solution (eSolutions)
Central Frontenac	No	No Facebook Yes Twitter – but not active No Policy	No	Yes – in house
North Frontenac	Yes	No Policy Under Consideration	No	Yes – in house
County	Not Formal	Yes Facebook 3 Twitter LinkedIn Youtube Policy In Place	Yes – 1 FTE	Yes – hosted solution (eSolutions)

Proposed Service Delivery

The goal of this shared service proposal would be to ensure that all five municipalities achieve a minimum service level in 12 to 18 months that includes all the necessary components from policy and staff training, to social media and traditional media delivery capability. Our suggestion would be to target one (or perhaps two) initiative per municipality so that results could be measured and reported. This would be worked out by the communications team in consultation with Council and their CAO. For discussion purposes, the following ideas are provided:

- **North Frontenac** – Promotion of accommodation development opportunities or the Dark Skies Preserve
- **Central Frontenac** – Promotion of Sharbot Lake as the hub of trails for Eastern Ontario and/or communication of roads activity (plowing, grading, construction) with the aim of increasing citizen awareness and reducing calls
- **South Frontenac** – Farm gate sales and local food and/or promotion of cycling/active transportation
- **Frontenac Islands** – Ferry adventure (walk on, bike and discover) and/or live tweeting of Council meetings

The above could be layered upon current branding exercises and dovetail with the economic development priorities of trips and trails, recreation lifestyle, and food/beverage promotion.

While tighter timelines could be achieved with the addition of other resources, the CAOs believe the recommended model in this report is a safe and measured approach that will achieve a base level of redundant services before the end of this Council term.

Recommended Model

In order to address common communications needs, the CAOs recommend that a partnership agreement model (similar to shared Information Services) be implemented with the following objectives:

- To develop and execute four local communications plans and a County wide plan
- To develop and execute four local community engagement plans and a County wide plan that builds trust with citizens
- To consistently promote the Frontenac brand to the community while acknowledging local differences and priorities
- To communicate a compelling reason to live, work and play in the Frontenacs
- To build a resilient communications program to support local program delivery, including:

- o Traditional media – press releases, print content
- o Social media accounts
- o Web site content development and support for staff where content management software is in place
- o Support for emergency management programs
- o Training for Council and staff
- o Policy development, training and monitoring
- o Special events and policy
- To develop a Service Level Agreement (SLA) in first year of operation, supported by annual work plans thereafter.

The above would be implemented through the addition of one full time equivalent with shared costs.

By comparison to other municipalities in Ontario and Canada, the Frontenacs are not using social media and e-communications tools to their full potential, but as the evidence shows we are competing directly with municipalities that are using them.

In order to be effective with modern communications, social media still needs to be backed up by traditional media and a solid and coordinated communications plan that is completed with local input, executed consistently and reported/adapted based upon key performance indicators and relevant benchmarks.

At a high level, the initial work focus for the communications team would be as follows:

Local policy ↔ policy training ↔ identification of local priorities ↔ implementation of local priorities campaign ↔ training of local staff ↔ review and re-evaluate

The table below outlines the proposed details for the two Communication Officer (CO) positions would be as follows:

Communications Officer (Community Engagement)	Communications Officer (Branding, Planning and Strategy)
Roles and Responsibilities: One job description with two specialities	

• Press releases • Media relations • Social media strategy • Social media – including live tweeting from events/meetings • Social media training • Event management support • Support for special projects • Grant writing and support • e-Newsletters • Emergency Communications Officer	• Communications policy, training and monitoring • Branding, brand management, brand research • Graphics and style management • Media procurement and coordination • Development, management and coordination of local communications plans • Web site training – where web site content management software is in place • Web site content and local content support – where web site content management software is in place • Monitoring and reporting on KPIs, web site stats, social media penetration • Event management support • Support for special projects • Grant writing and support • Survey design and administration • Backup/Joint⁶ Emergency Communications Officer
• Back up to CO (Branding, Planning and Strategy)	• Back up to CO (Community Engagement)
Logistics:	
• Non-Union – Band K of the County Grid (\$55.6K to \$65.0K – 2016) • Reporting to: CAOs + FPS Chief • Flexible work hours to provide coverage outside of work hours • Generally mobile – provided with mobile communications tools and regular access to a vehicle • Mobile office locations in each Township and the County. Rotation to be flexible to meet local needs	• Non-Union – Band K of the County Grid (\$55.6K to \$65.0K – 2016) • Reporting to: Manager of Legislative Services/Clerk • Generally regular office hours with some flexibility for coverage outside of work hours • Generally situated at the County – provided with mobile communications tools and regular access to a vehicle to support needs • Regularly attend Municipal offices and a Council/Committee meetings to provide updates and seek input on plans.
Examples:	
1. Development, implementation and monitoring of a local communications plan	
• Provide support and input for plan development • Implement media/social media component of the plan • Provide input and feedback on the plan	• Meet with Mayor/ Council/ Staff to identify priorities, target audiences and preferred communications methods • Present plan (amend as necessary) • Monitor and report back to Council at least once per year
2. Live Tweeting from Council Meetings or Special Events	
• Review council agenda, items and issues – discuss as necessary with Mayor/CAO as appropriate • Promote meeting on social media, including issues/delegations as required • Prior to the meeting, develop a series of tweets for the meeting, including hashtags and handles • During the meeting – send live tweets, pics, links and clips as necessary • Post meeting follow up with re-tweets, media request and followers • Prepare media releases and follow up links to social media	• Policy development and training of Council and staff • Work with Mayor/Council/Staff to identify primary targets audiences and themes from the communications plan • Monitor and report back to Council
3. A special event is planned to promote a local attraction at a municipal facility	

⁶ If more than one emergency operations centre is active

• Support for the local event organizers/lead • Preparation of grant applications • Assist the local team with promotional materials and communications • Develop and execute a social media campaign including live event tweeting • Post event social media follow up • De-brief with event team	• Member of any event planning team • Ensure branding and messaging conform and re-inforce the local plans • Coordinate media buys and promotional material • Develop web content • De-brief with event team
4. The municipality is embarking on a 9 to 12 month exercise to review their official plan	
• Provide input on media and social media components of the communications plan • Support staff/consultants on event logistics • Provide event promotion in social media and traditional media – including live tweeting • Provide post event follow up • De-brief with planning team • Provide input into the final report	• Develop and secure approval for the communications plan • Monitor plan and report/amend as necessary • Ensuring branding, messaging are consistent • Coordinate media procurement • De-brief with planning team • Final report back to Council/staff as necessary

Shared communications builds upon many current initiatives within Frontenac and across Ontario, including:

- Server and software platform integration
- Improved broadband and wireless communications efforts through Eastern Ontario Wardens' Caucus (EOWC) and the Eastern Ontario Regional Network (EORN)
- Shared Geographic Information Services (GIS) and open data capabilities
- Regional branding efforts through the RED program
- Increased demands from the public for transparency and accountability.

Financial Considerations

It is proposed that the cost of the shared service be split among participating municipalities based upon incremental cost beyond the current one full time equivalent (FTE) at the County, plus an additional 20% allocated to Frontenac Paramedic Services (FPS) to continue to social media efforts for the service and for emergency management.

The current County communications is staffed with one (1) FTE. The incremental cost for one additional FTE per annum are provided below:

Salary	\$ 60,000 (range is \$56-65,000 per annum)
Employer Costs	\$ 15,000 (based upon an ext 25% of base salary)
I.T. Costs	\$ 2,000 (laptop + mobile device – amortized + monthly costs)
Vehicle	\$ <u>3,000</u> (based upon 5,000 km per annum)
Total	\$ 80,000

It is proposed that 20% of this cost be assigned to Frontenac Paramedic Services (FPS) to cover costs related to social media. This cost would be split with the Province of Ontario and the City of Kingston. Depending upon the number of municipalities moving forward, the costs would be allocated as follows:

Total Cost **\$ 80,000**

	FPS	One	Two	Three	Four	Total
FPS + 1	\$ 16,000	\$ 64,000				\$ 80,000
FPS + 2	\$ 16,000	\$ 32,000	\$ 32,000			\$ 80,000
FPS + 3	\$ 16,000	\$ 21,333	\$ 21,333	\$ 21,333		\$ 80,000
FPS + 4	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 80,000

Payments would be based upon actual costs. Similar to Shared Information Services, each municipality would be responsible for their own expenses related to communications. The two communications staff would back each other up and both would be available for large events and/or time off coverage.

The allocation of time for each participating municipality would be commensurate with the amount paid, summarized as follows:

Total % **100%**

	FPS	One	Two	Three	Four	Total
FPS + 1	20.0%	80.0%				100%
FPS + 2	20.0%	40.0%	40.0%			100%
FPS + 3	20.0%	26.7%	26.7%	26.7%		100%
FPS + 4	20.0%	20.0%	20.0%	20.0%	20.0%	100%

Time would be tracked and reported to the CAOs. It is proposed that the shared communications model be for a two year period, with review and discussion regarding renewal happening in the fall of 2019.

Conclusion

The development of a shared services communications partnership and decision making process will assist the Frontenacs with the provision of services to citizens in the most cost effective and efficient manner possible. The shared services recommendation in the KPMG report provided clear direction regarding the future of shared services models and the benefits that will accrue.

Effective communications involves both the development of a strategy and timely/consistent implementation. In Ontario municipalities operate in a very competitive market place where the majority of municipalities of all sizes are engaging with their citizens across multi platforms from tradition platforms to open data to social media. The implementation of a shared communications model will have the following benefits:

- Reduced costs for participants – i.e., less the full time dedicated resources
- Ability to share resources, contacts and strategies, while tailoring communications to meet local needs
- Ability to compete with other Ontario municipalities for economic development and citizens services
- Improved transparency and accountability to citizens
- Development of a trusted communications channel for use during emergencies.

Appendix A – Frontenac Shared Services – Background Information

The geographical Frontenac County (collectively the “Frontenacs”) is composed of five governing bodies with 30 locally elected municipal politicians, of which 8 (27%) sit at the County Council table.

This report will be provided to all five Councils during their regular business cycles in June and/or July 2016. Coordination of dates will mean that one Council may review the report before another.

In 2015 the following principles for shared service were reviewed and approved by all five Councils:

- No assumptions have been made regarding the delivery model. Shared service delivery models can vary widely, from ad hoc to county-wide.
- No assumptions have been made regarding where services should be performed.
- Where on-going shared service agreements are to be implemented, contracts should be established.
- One size does not need to fit all. As such, 100% participation in a shared service is not required in order to proceed.
 - o Where sharing does not include all municipalities, non-participating municipalities will not be financially disadvantaged.
- Increased pressure for a higher skilled labour force will place pressure on all municipalities to compete for talent.
- An aging work force presents challenges and opportunities for change.
- The greatest economies of scale will come from sharing technical and back of office functions.
- Shared procurement within the Frontenacs and throughout the broader public service presents some opportunities for cost savings.

The purpose of guiding principles is to assist Councils with making strategic decisions that will have the most impact on the use of resources and delivery of services.

The report recommended that one of four service delivery models be used:

1. **Status Quo:** Continue to act in an independent manner
2. **Ad Hoc:** Services may be delivered in a shared manner, but on an ad hoc basis, without the need for a formal contract

3. **Purchase:** Shared services should be contemplated on a “fee for service” basis

4. **Partnership:** A partnership between willing parties should be contemplated.

The spectrum from status quo to a county-wide agreement looks like this:

	1.	2.	3.	4.
Model	Status Quo	Ad Hoc	Purchase	Partnership
Discussion	- No change in delivery recommended - Current delivery is most efficient or significant barriers exist to change	- Cooperating from time to time is easy and generally sufficient - No agreement required - Participants pay own costs	One or more municipalities may purchase a service from another on an ongoing basis	A service agreement or partnership agreement is signed for the delivery of services to participating municipalities
Time Frame	n/a	As required	Time delineated	- Ongoing - Clearly outlined opting out clause
Agreement	Not required	Not required	Recommended	Required
Insurance	No additional considerations required	No additional considerations required	Review recommended	Review required



Report 2016-082

Council Recommend Report

To: Warden and Members of County Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Joe Gallivan, Director of Planning and Economic Development
Date of meeting: March 16, 2016

**Re: Planning and Economic Development – Seniors Housing Business Plan
Proposal for the Township of South Frontenac**

Recommendation

Resolved That the Council of the County of Frontenac receive report 2016-082 - Seniors Housing Business Plan Proposal for the Township of South Frontenac;

And Further That Council authorize staff be request SHS Consulting to complete a Business Plan for the South Frontenac Senior's Housing Business Plan, (to a maximum upset of \$10,000 + HST);

And Further That funding for the business plan be taken from monies allocated by County Council for Senior's projects based upon the formula noted in the report;

Background

At the June 18, 2014 County Council meeting, Council authorized the following resolution:

- c) **2014-102
Senior's Housing Task Force (Wolfe Island) – Request for Proposals
and Preliminary Pro Forma Cash Flow**

Motion #: 149-14 Moved By: Councillor Purdon
Seconded By: Councillor Gutowski

Resolved That the Council of the County of Frontenac receive report 2014-103 - Senior's Housing Task Force (Wolfe Island) – Request for Proposals and Preliminary Pro-Forma Cash Flow;

And Further That staff be directed to issue a Request for Proposals for a Business Plan for the Frontenac Islands Senior's Housing Business Plan, (to a maximum upset of \$25,000) plus costing for second and subsequent iterations and that the Warden and Clerk be authorized to sign a contract with the successful consultant;

And Further That funding for the business plan be taken from monies allocated by County Council for Senior's projects based upon the formula noted in the report;

And Finally That the successful Consultant report back to County Council on the project by October 15, 2014.

CARRIED

SHS Consulting was the successful proponent of the RFP and within its submission identified that, as per the terms of reference of the RFP, would be prepared to undertake subsequent business plans for each of the Townships at a maximum upset rate of \$5,000.

Comment

The Seniors Housing Task Force – South Frontenac started up in February 2016 and has had five meetings to date. During these meetings, the Task Force had the opportunity to review both the Business Plan that was developed by SHS Consulting as well as the Frontenac Islands model that is currently underway in Marysville.

The Task Force has received presentations and information from both the City of Kingston, as the Municipal Service Manager regarding any potential funding opportunities and criteria associated with such funding and from SHS Consulting regarding the Business Plan developed for the Marysville project and any potential changes should South Frontenac wish to go in a different direction such as an affordable housing model or potential public private partnership (P3).

The Committee has identified possible sites and opportunities for a potential public private partnership (P3) and as a result, requested that the Chief Administrative Officer of the Township of South Frontenac explore options with the Southern Frontenac Community Services and private developers to determine if there is an interest in pursuing the development of a Business Plan for Seniors Housing in South Frontenac. Mr. Orr advised the Task Force at its June 29th meeting that there is an interest in looking at some form of a community partnership to develop seniors housing in South Frontenac and as a result, was requested by the Task Force to seek input from the Council of the Township of South Frontenac with respect to the direction of seniors housing in that Township. The P3 approach, which in terms of options, could involve a straight-forward private sector approach, a not-for-profit sector approach with South Frontenac Community Services or some combination thereof and these variations would be explored as part of the business case development process to help evaluate implications for the County and Township. This would provide an opportunity to both the County and the Township to make an informed decision about how to move forward.

The Council of the Township of South Frontenac, at its meeting held July 5, 2016 passed the following resolution, which is attached to this report as Appendix A:

That Council supports moving forward with the development of a business case for a market rent seniors housing project on municipal water in Sydenham;

And That Council request the County to fund the development of this business case from the funds ear marked for senior's project;

And That the business case explores and reference current funding incentives and address any unique requirements for a Public Private Partnership model;

And That upon completion and Council approval of the business case a Request for Expression of Interest is issued to publicly solicit interested parties.

SHS did advise the Task Force at its meeting held May 25, 2016 that if the South Frontenac model is to be a different concept than that of Frontenac Islands, this would change the parameters of what was done for the County and the consultants would need to put forward a letter to the County that they are prepared to undertake a Business Plan for the township including costs associated with that. The work would include looking at sites, demographics, Public Private Partnership scenarios and funding opportunities. SHS Consulting has provided staff with a letter of intent for a business plan for South Frontenac which notes that the work required to investigate, analyse and make recommendation on these additional issue areas would precipitate additional costs, requiring a budget of \$10,000 + HST. As this budget goes beyond the \$5,000 originally confirmed by SHS Consulting in its letter to the County dated April 9, 2015, staff are seeking Council authorization to proceed with having SHS Consulting complete a Business Plan for the South Frontenac Senior's Housing Business Plan, (to a maximum upset of \$10,000 + HST). A copy of the letter of intent from SHS Consulting is attached to this report as Appendix B.

Sustainability Implications

One of the key focus areas of *Directions for Our Future*, the County's Sustainability Plan, is Land Use Planning and Management. When establishing 'good planning' it is important the Council be provided with a professional planning opinion to make an informed decision.

Financial Implications

As noted, the senior's objective of the strategic plan, including financial implications was approved by Council during the 2014 budget deliberations. The preliminary amount assigned to this objective was \$1.5M. The assumption is that the amount includes \$100k for transportation related objectives, leaving \$350k per municipality for seniors housing and Business Plan costs assuming all four municipalities take advantage of this initiative. Through Council's approval to proceed with the Frontenac Islands business plan and funding allocation, staff had recommended to allocate a maximum of 25% of

the total business plan to each municipality for studies. Budgeting was done on the assumption of \$25k for the base study and an additional \$15k in subsequent studies, with a total of \$10k being charged to each of the potential 4 projects. To date, \$22,637 has been expensed.

Organizations, Departments and Individuals Consulted and/or Affected

Marian VanBruinessen, Director of Corporate Services/Treasurer
Township of South Frontenac
SHS Consulting
Seniors Housing Task Force – South Frontenac



TOWNSHIP OF SOUTH FRONTENAC

Box 100
4432 George Street
Sydenham, Ontario, K0H 2T0

Telephone 376-3027 / 1-800-559-5862
FAX (613) 376-6657
E-mail: worr@southfrontenac.net

July 6, 2016

Ms. Jannette Amini, Manager of Legislative Services/Clerk
2069 Battersea Road
Glenburnie, Ontario
K0H 1S0

Dear Ms. Amini:

At their meeting held July 5, 2016, the Council of the Township of South Frontenac approved the following resolution:

"THAT Council supports moving forward with the development of a business case for a market rent seniors housing project on municipal water in Sydenham;
AND THAT Council request the County to fund the development of this business case from the funds ear marked for senior's project;
AND THAT the business case explores and reference current funding incentives and address any unique requirements for a Public Private Partnership model;
AND THAT upon completion and Council approval of the business case a Request for Expression of Interest is issued to publicly solicit interested parties.
Carried."

I trust this is satisfactory for your purposes.

Yours sincerely

A handwritten signature in black ink, appearing to read "Wayne Orr", is written over the typed name.

Wayne Orr
Chief Administrative Officer

WO:am



July 13th, 2016

Ms. Jannette Amini
Manager of Legislative Services/Clerk
County of Frontenac
2069 Battersea Road
Glenburnie, ON K0H 1S0

Dear Ms. Amini:

Re: Business Case for South Frontenac Seniors Housing Project

Further to your recent request, we are pleased to provide a formal reply regarding the cost to complete a business case for a proposed senior's housing project in South Frontenac.

As you know, we were pleased to attend a meeting with the Seniors Housing Task Force on May 25th, 2016 to discuss the working concept for the potential project. It is clear that there is keen interest to advance this project concept in order to help serve the housing needs of seniors in the area. Since that time, the Task Force and the Township have been active in refining their vision for the project and Township Council has recently passed a resolution seeking to advance planning for the project.

Our prior work for the County on Seniors Housing has been extensive in identifying needs and setting out recommendations for pursuing possible solutions. Last year, we completed a formal business case that was developed for the Marysville senior's project in the Township of Frontenac Islands. The concept involved development of a 5 unit 'pod' for independent seniors at market rent that could be expanded as need warranted. The project would be located on donated land with private servicing and would be locally operated but without external assistance.

The study provided a comprehensive review and rationale for pursuing the project, including:

- Profile of the local community need for the project
- A defined project concept and associated procurement options
- Development considerations (including preliminary site assessment)
- Financial feasibility assessment

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- Governance model for overseeing project operations
- Critical path/next steps for pursuing the project

This was the first of four potential projects that the County had envisioned and the notion was to replicate the business plan process for projects in other areas of the County. The initial study was completed at a cost of \$20,000 + HST and we had quoted a preliminary upset price of \$5,000 + HST each for the subsequent business plans, provided they fell within the same parameters as the initial study. At the conclusion of the initial study, we confirmed in a letter to the County dated April 9, 2015 that we would honour this pricing but that where business case requirements moved beyond the base concept, that additional work could be required and that pricing would need to be reconsidered in that instance.

Based on discussions and information provided to date, the South Frontenac project concept does vary from the Frontenac Islands model in a number of material ways. The project concept to be tested:

- Includes two possible approaches to development - one via private developer, the other via a community service organization, each with different governance and funding approaches and each requiring meetings with prospective proponents
- Would be located on piped services, thereby enabling a greater number of units to be built – this would help provide economies of scale and have a greater impact on local need but would change the physical layout and financial viability parameters for the project
- May include funding incentives which are to be considered as part of the assessment – this is especially relevant given the various funding announcements from Federal and Provincial governments earlier this year, especially those geared to seniors
- Must have regard for the obligations of the Municipal Act, since the manner in which incentives can be provided to a private versus a not-for-profit proponent is different and would influence business case content

As a result, while we would be providing the same general business case content, the work required to investigate, analyse and make recommendation on these additional issue areas would precipitate additional costs. Based on the time required to complete these added tasks, we feel that a budget of \$10,000 + HST for this business case is required to produce a suitable formal business plan for the proposed South Frontenac project.

We would be pleased to discuss the specific requirements of the business case further but trust this is of assistance as the County plans its approach to moving the business case forward. We are most interested in this timely project and look forward to the

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opportunity to work with the County again in helping to better serve the needs of local seniors.

Best regards,

A handwritten signature in blue ink, appearing to read "Ed Starr".

Edward Starr,
Partner

Cc: Ken Foulds, Re/fact Consulting

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Report 2016-083

Recommend Report to Council

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting: July 20, 2016

**Re: Corporate Services – Designation of Contact Person for the Purposes of the
*Personal Health Information Protection Act (PHIPA)***

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – Designation of Contact Person for the Purposes of the *Personal Health Information Protection Act (PHIPA)* report;

And Further That the Clerk of the County of Frontenac be designated as the Contact Person of the Municipality for the Purposes of the *Personal Health Information Protection Act (PHIPA)*;

And Further That the Clerk be authorized to bring forward a by-law later in the meeting amending By-law 2016-0006 (Delegation of Authority By-law) to designate the Clerk as the Contact Person of the Municipality for the Purposes of the *Personal Health Information Protection Act (PHIPA)*.

Background

Section 15 of PHIPA requires that a health information custodian that is not a natural person designate a contact person. Under Section 3 of the Act, a health information custodian is defined as:

Health information custodian

3. (1) In this Act,

“health information custodian”, subject to subsections (3) to (11), means a person or organization described in one of the following paragraphs who has custody or control of personal health information as a result of or in connection with performing the person’s or organization’s powers or duties or the work described in the paragraph, if any:

4. A person who operates one of the following facilities, programs or services:

- ii. A long-term care home within the meaning of the *Long-Term Care Homes Act, 2007*, a placement co-ordinator described in subsection 40 (1) of that Act, or a care home within the meaning of the *Residential Tenancies Act, 2006*.
 - v. An ambulance service within the meaning of the *Ambulance Act*.
8. Any other person prescribed as a health information custodian if the person has custody or control of personal health information as a result of or in connection with performing prescribed powers, duties or work or any prescribed class of such persons. 2004, c. 3, Sched. A, s. 3 (1); 2006, c. 17, s. 253; 2007, c. 8, s. 224 (2-4); 2007, c. 10, Sched. H, s. 1; 2009, c. 33, Sched. 18, s. 25 (1); 2010, c. 11, s. 128.

Comment

For the purposes of the *Personal Health Information Protection Act*, the County of Frontenac is mandated to designate a contact person under Section 15 (2) of the Act which states:

Contact person

15. (1) A health information custodian that is a natural person may designate a contact person described in subsection (3). 2004, c. 3, Sched. A, s. 15 (1).

Same

(2) A health information custodian that is not a natural person shall designate a contact person described in subsection (3). 2004, c. 3, Sched. A, s. 15 (2).

The purpose of PHIPA is to establish rules for the collection, use and disclosure of personal health information about individuals that protect the confidentiality of that information and the privacy of individuals with respect to that information, while facilitating the effective provision of health care. It also provides individuals with a right of access to personal health information about themselves, as well as the right to require the correction or amendment of personal health information about themselves, subject to limited and specific exceptions set out in this Act. The Act also provides for independent review and resolution of complaints as well as effective remedies for contraventions of this Act.

Frontenac Paramedic Services, Fairmount Home and Corporate Services, via the Occupational Health Nurse collect, use and disclose personal health information about individuals on behalf of the County of Frontenac.

Functions of contact person

(3) A contact person is an agent of the health information custodian and is authorized on behalf of the custodian to,

- (a) facilitate the custodian's compliance with this Act;
- (b) ensure that all agents of the custodian are appropriately informed of their duties under this Act;

- (c) respond to inquiries from the public about the custodian's information practices;
- (d) respond to requests of an individual for access to or correction of a record of personal health information about the individual that is in the custody or under the control of the custodian; and
- (e) receive complaints from the public about the custodian's alleged contravention of this Act or its regulations. 2004, c. 3, Sched. A, s. 15 (3).

Similar to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), the County of Frontenac is required to report annually to the Information and Privacy Commissioner on the number of requests made under PHIPA. A review of the County's By-laws has found that this designation has never been done at the County; however in the past, this role has been assumed by the Clerk and staff are recommending that the Clerk be appointed as the Contact Person so that all Information and Privacy requests flow through one person.

Sustainability Implications

Good governance is critical to the sustainability of a community and provides the necessary framework to guide members of council fairly and courteously through meetings of council and committees aids good decision-making.

Financial Implications

There are no financial implications directly associated with the adoption of a revised procedure by-law.

Organizations, Departments and Individuals Consulted and/or Affected

Marian VanBruinessen, Director of Corporate Services/ Treasurer
Chief Paul Charbonneau, Director of Emergency and Transportation Services
Lisa Hirvi, Acting Administrator, Fairmount Home



Report 2016-084

Council Recommend Report

To: Warden and Members of Council of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: July 20, 2016
Re: **Corporate Services – Finance – Investment Management Services**

Recommendation

That the Council of the County of Frontenac accept this Corporate Services - Finance – Investment Management Services report;

And Further That Council of the County of Frontenac authorize the award of a contract for Investment Management Services to the Johnson, Johnston and Macrae Investment Group.

Background

In January Council adopted a revised Investment policy. This policy allows for the County to utilize the services of an Investment Manager as required.

County Council also provided the authority to enter into the LAS One Fund Investment opportunity.

Comment

Currently the County uses a simple investment strategy for cash which is not required in the short term. These funds are generally invested in GICs through the County's primary banking institution. This is a very conservative approach which is in compliance with the County's investment policy and the Municipal Act. However other investment strategies could yield better returns. In an environment with generally low investment returns, it is critical that the County maximize its returns to the extent that it can.

A professional investment firm has access to more investment vehicles than direct investing by County staff and has expertise in monitoring and assessing those opportunities. The County does not have the internal investment expertise that is offered by a qualified firm. Therefore, the County requested proposals from firms that could provide the necessary expertise with access to fixed income investments.

Key components of the investment policy of the County include preservation of capital, ensuring liquidity, diversification and maximizing the rate of return.

To that end an RFP for Investment Management Services was released, to which 6 responses were received.

Firms were evaluated on the comprehensiveness of their investment approach, qualifications, experience and fit of the firm and its members assigned to the Frontenac portfolio, past performance and research process.

Johnson, Johnston and Macrae Investment Group CIBC Wood Gundy (JJM) received the highest overall points. In addition to having extensive municipal experience, JJM have done extensive research on the ONE fund opportunities, particularly in the equity fund.

JJM currently provides investment services to the City of Kingston, the County of Lennox and Addington, the County of Northumberland, the City of Peterborough and Stone Mills Township.

Sustainability Implications

Governance – appropriate stewardship of County resources.

Financial Implications

The County is currently receiving a rate of return on its deposits with the County's financial institution of Prime (currently 2.70%) less 1.75% and a return on short term GICs at about 1.07%.

JJM will provide their services for .20% of the market value of the portfolio, excluding cash and short-term investments (any issue 90 days from maturity). Available funds are between \$9 – 13 million for short and long term investments, which would result in a service fee ranging around \$18,000. The fee would be offset by the investment returns.

By comparison the ONE Fund fees are as follows

Money Market	.19%
Bond Portfolio	.40%
Corporate Bond Portfolio	.45%
Equity Portfolio	.60%

Although returns cannot be guaranteed and are dependent upon the term of investment, the experience of the JJM group should be able to facilitate earnings similar to the One Fund Bond Funds. With an understanding of the County's cash flow requirements, investments would be laddered to meet our projected future needs. Bonds would be cashed at maturity.

Although there is no penalty to withdraw from the One Funds, there is a risk that when funds are required, the County might cash out at a loss, if the market dropped since the original purchase. Bond returns are inversely related to the interest rate so although interest rates are not expected to rise dramatically in the next few years this is a future risk. With investments managed by JJM, bond maturities would be linked to cash flow requirements to minimize penalties and any loss that might result on early redemption.

The ONE Fund Equity portfolio is the only vehicle via which municipalities can invest in the equity market. JJM has done extensive research on the One Equity fund and indicates that given the volatility of the equity market this fund would make sense for long term investments only.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Deputy Treasurer, County of Frontenac
D. Kennedy, Chief Financial Officer, City of Kingston
S. Fox, Director Financial Services, County of Lennox and Addington
G. Dees, Director of Finance/Treasurer, County of Northumberland

**Report 2016-085****Recommend Report to Council**

To: Warden and Members of County Council

From: Kelly J. Pender, Chief Administrative Officer

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

Date of meeting: July 20, 2016

Re: **Corporate Services - Finance - Solicitation of Public Input for the 2017 Budget**

Recommendation

That the Council of the County of Frontenac accept this Corporate Services – Solicitation of Public Input for the 2017 Budget report;

And Further That Council hold a public meeting on September 21, 2016, to permit members of the public to make presentations and/or funding requests to County Council for consideration in the 2017 budget.

Background

Under the *Municipal Act, 2001*, 2001, 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. Dates for the 2017 budget deliberations have been set as follows:

October 12, 2016	Council Presentation – 2016 KPIs, 2017 Business Plans & Project Proposals
November 23, 2016	Detailed budget presentation
December 21, 2016	Passing of the 2017 Budget

Comment

As noted in the County of Frontenac's Budget Policy, Citizen Input and Customer Satisfaction plays a key role in the County's budget process and citizen input is to be welcomed throughout the budget process, including but not limited to, strategic planning, business planning, budget development and service level changes, with consultation to include input from member municipalities. Council is to be the primary conduit for such consultations, with support 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.

Staff are recommending that as part of the September 21, 2016 Council meeting, a public meeting be held to permit citizens, businesses and other Frontenac stakeholders to come to Council to make representation on the budget. Staff are also recommending that communication of this public meeting include an August 24 deadline for requests to ensure that time can be appropriately allocated.

Sustainability Implications

Governance – appropriate stewardship of County resources.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected



Report 2016-086

Recommend Report to Council

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Date of meeting: July 20, 2016

Re: **Office of the CAO- Space Review - Report #2**

Recommendation

That the Council of the County of Frontenac endorse Option 6b (Smaller addition + Council Chambers) as the preferred option to address administrative office deficiencies;

And Further, That design/engineering fees of \$100,000 be referred to the 2017 budget for further consideration;

And Further That the Chief Administrative Officer be directed to issue a Request for Proposals (RFP) for design/engineering for the project during the fall of 2016;

And Further That a design task force be established with three members of County Council and senior staff to recommend the design team and to work with the architect to bring back design options/costing for Council consideration.

Background

At the March 16, 2016 meeting of County Council, report #2016-030 was reviewed and the following motion (#38-16) was passed:

Resolved That the Council of the County of Frontenac accept the Administrative Office (Old House) – Space Review and Analysis Report;

And Further select Options 4, 5 and 6 and direct the Chief Administrative Officer to prepare a more detailed analysis including cost for future consideration by Council.

Carried

Comment

This report should be read in conjunction with [Report #2016-030](#). This report outlined a range of options from status quo (Option #1) to decommissioning and moving to a new site (Option #8). From this range of options, Council directed staff to look in more depth at the following three options:

Option #4 – Renovate for washroom accessibility + improved reception + improved office productivity.

Option #5 – Move the Frontenac Paramedic Services suite to another facility (leased) and move current second floor operations to the FPS space. Secure or re-purpose current second floor. Renovate washrooms on the first floor.

Option #6 – Old House conversion to new use + addition to accommodate accessibility and productivity needs.

Each of the options were analyzed at a high level against the stated project objectives in [Report 2016-030](#). Our findings are as follows:

#	Issues Addressed	Option #4	Option #5	Option #6	Comments
1	Accessibility	Yes	Yes*	Yes	* Not on second floor
2	Workplace Noise	Yes	Yes	Yes	
3	Washrooms	Yes	Yes	Yes	
4	Working in Public Spaces	Yes	Yes	Yes	
5	Security	Improved	Improved	Yes	
6	Meeting Space	Perhaps*	Perhaps*	Yes	* Subject to design considerations
7	Better use of Living Room	Yes	Yes	Yes	
8	Climate Control HVAC	No	No	Yes	
9	Storage	No	No	Perhaps*	* Subject to design considerations
10	Confidentiality/Privacy	Yes	Yes	Yes	
11	Wayfinding	Yes	Yes	Yes	
12	I.T. and Communications	Perhaps*	Perhaps*	Yes	* Subject to design considerations
13	Septic	No	No	Perhaps*	* Subject to engineering considerations

Sustainability Implications

Addressing the shortcomings in the administration offices was recommended as part of the KPMG service delivery and organizational review project approved by Council in 2014.

In particular, improved work space functionality and accessibility will result in improved productivity and compliance with accessibility requirements.

Financial Implications

A high level estimate of each option was prepared using current local construction costs for a Category 5 building as described by the Ontario Association of Architects. This provides for a reduced fees percentage as the dollar value of the project increases.

Recommend Report to Council
Administrative Office - Space Review
July 20, 2016

Page 2 of 10

CAUTION: All options involve some measure of renovation of an existing older building, estimates are considered to be adequate, but we did not make any attempt to make a “behind the walls” assessment of the physical aspects of the space.

Under all options, a portion of the project may be eligible for funding under the Federal Enabling Accessibility Fund to a maximum of \$50,000. The current application window closes on July 26, 2016. It is anticipated that additional application windows will open up in the future.

With any of the options, it is recommended that an Ad Hoc Design Review Committee be established to provide input and review options for Council consideration.

In analyzing the three options, we were able to identify other variations that may provide a more satisfactory solution. These are discussed/analyzed in greater detail in the section below. With any of the options the Ad Hoc Committee will work with the design team to develop a functional work plan and refine the alternative and scope for Council consideration.

Under all options, temporary accommodation will be required for staff. Our analysis was based upon utilizing a combination the Frontenac Room and construction trailers. Moving forward, other options such as temporary leased space would be explored in order to ensure that the most efficient and economical option is selected. Further, the proposal is based upon a traditional design/project management approach. It may be beneficial to investigate a design/build approach as a more cost effective solution.

Option Analysis

Option #4 addresses many of the primary concerns outlined in the report. During construction, staff would be moved to the Frontenac Room and in temporary trailers located on site. The renovation window would likely be six months. Costs are summarized below:

Frontenac County

Administrative Office - Option #4 Costing

12-Jul-16

Const \$ (Reno)	\$ 200	/sq.ft.	Design/Eng	10.0%	% of Total
Const \$ (New)	\$ 300	/sq.ft.	Project Mgt	5.0%	% of Total
Const \$ (Minor)	\$ 50	/sq.ft.	Contingency	10.0%	% of Total

Option Description:

Renovate for washroom accessibility + improved reception + improved office productivity

	Unit \$	Units	Total	Comments
Eng & Project Management:				
Design/Engineering Costs		10.0%	\$ 66,660	% of Total Construction
Project Management		5.0%	\$ 33,330	% of Total Construction
Site Engineering	\$ -		\$ -	Not Required. Using same footprint
Contingency		10.0%	\$ 66,660	

Total Eng and Project Management \$ 166,650

Construction & FFE

Reception Renovation	\$ 200	649	\$ 129,800	Incl current OHN office
Washroom Reno (1st Flr)	\$ 200	192	\$ 38,400	
Washroom Reno (2nd Flr)	\$ 200	192	\$ 38,400	
New Construction			\$ -	n/a
Reno for Office Productivity	\$ 50	7500	\$ 375,000	e.g., wall removal, accessibility, soundproofing
Furnishings	\$ 750	20	\$ 15,000	e.g., partitions, desks
Leasehold Improvements			\$ -	n/a
Exterior landscape/parking			\$ -	n/a
HVAC Improvements			\$ 40,000	minor changes to accommodate renovations
Temporary Staff Accomodations			\$ 30,000	Conv of the Frontenac Room + trailers
Secure Second Floor			\$ -	n/a
Septic			\$ -	n/a
Water			\$ -	n/a

Total Eng and Project Management \$ 666,600

Total Estimated Project Cost \$ 833,250

Option #5 addresses most of the issues identified and largely parallels the issues covered in Option #4. The advantage is that this project would utilize existing space currently housing paramedic administration and allow the proposed leased space for Frontenac Paramedic Services (FPS)/ Emergency Transportation Services administration to be claimed as a grant and shared with the City of Kingston. On the downside it would separate the administration for one of the core functions of the County and commit the County to a long term lease. It would also leave vacant the second floor of the administration building.

ADVISEMENT: While the current cost sharing agreement with the Province is 50/50, there is no legislative guarantee that this will continue.

The renovation window would likely be six months. Costs are summarized below:

Frontenac County

Administrative Office - Option #5 Costing

13-Jul-16

Const \$ (Reno)	\$ 200	/sq.ft.	Design/Eng	10.0%	% of Total
Const \$ (New)	\$ 300	/sq.ft.	Project Mgt	5.0%	% of Total
Const \$ (Minor)	\$ 50	/sq.ft.	Contingency	10.0%	% of Total

Option Description:

Move the Frontenac Paramedic Suite to another facility (leased) and move current second floor operations to the current FPS space. Secure or re-purpose current second floor. Renovate washrooms on the first floor.

	Unit \$	Units	Total	Comments
Eng & Project Management:				
Design/Engineering Costs		10.0%	\$ 68,320	% of Total Construction
Project Management		5.0%	\$ 34,160	% of Total Construction
Site Engineering	\$ -	-	\$ -	Not Required. Using same footprint
Contingency		10.0%	\$ 68,320	
Total Eng and Project Management			\$ 170,800	

Construction & FFE

Reception Renovation	\$ 200	649	\$ 129,800	
Washroom Reno (1st Flr)	\$ 200	192	\$ 38,400	
Washroom Reno (2nd Flr)	\$ 200	0	\$ -	n/a
New Construction			\$ -	n/a
Reno for Office Productivity	\$ 50	4000	\$ 200,000	e.g., wall removal, accessibility, soundproofing
Furnishings	\$ 750	20	\$ 15,000	e.g., partitions, desks
Leasehold Improvements	\$ 50	5000	\$ 250,000	for new FPS leased facility
Exterior landscape/parking			\$ -	n/a
HVAC Improvements			\$ 40,000	minor changes to accommodate renovations
Temporary Staff Accommodations			\$ 10,000	Conv of the Frontenac Room + no trailers
Secure Second Floor			\$ -	n/a
Septic			\$ -	n/a
Water			\$ -	n/a

Total Eng and Project Management \$ 683,200

Total Estimated Project Cost \$ 854,000

Option #5a would include the second floor washroom renovations under this scenario and improve office productivity by moving a function (say Treasury) to the FPS suite. This could be examined during the design phase and could be a cost effective option for consideration. This would bring the total cost to approximately \$902,000. Future renovations of the second floor would be required in the future.

Recommend Report to Council
Administrative Office - Space Review
July 20, 2016

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Option #6 addresses all of the immediate needs and provides for the option to utilize the existing Old House for another use. Options would include:

1. Archive/display space
2. Council Chambers/Meeting Space
3. Rental space for an allied function/organization

This option would minimize temporary staff accommodations as the addition could largely be built while staff remained in place. Depending upon complexity, the construction window is likely to be nine to twelve months. Cost are summarized below:

Frontenac County

Administrative Office - Option #6 Costing

13-Jul-16

Const \$ (Reno)	\$ 200	/sq.ft.	Design/Eng	8.0%	% of Total
Const \$ (New)	\$ 300	/sq.ft.	Project Mgt	4.0%	% of Total
Const \$ (Minor)	\$ 50	/sq.ft.	Contingency	10.0%	% of Total

Option Description:

Old House conversion to new use + addition to accommodate accessibility and productivity needs.

	Unit \$	Units	Total	Comments
Eng & Project Management:				
Design/Engineering Costs		8.0%	\$ 287,584	% of Total Construction
Project Management		4.0%	\$ 143,792	% of Total Construction
Site Engineering	1	\$ 10,000	\$ 10,000	Soils testing
Contingency		10.0%	\$ 359,480	
Total Eng and Project Management			\$ 800,856	

Construction & FFE

Reception Renovation	\$ 200	649	\$ 129,800	
Re-purpose Old House	\$ 200	8000	\$1,600,000	Assumes two floors
New Construction	\$ 300	6000	\$1,800,000	n/a
Reno for Office Productivity			\$ -	n/a
Furnishings	\$ 750	20	\$ 15,000	e.g., partitions, desks
Leasehold Improvements			\$ -	n/a
Exterior landscape/parking			\$ -	n/a
HVAC Improvements			\$ 40,000	minor changes to accommodate renovations
Temporary Staff Accommodations			\$ 10,000	Conv of the Frontenac Room + no trailers
Secure Second Floor			\$ -	n/a
Septic			\$ -	n/a
Water			\$ -	n/a

Total Eng and Project Management \$3,594,800

Total Estimated Project Cost \$4,395,656

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Administrative Office - Space Review
July 20, 2016

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Option 6 as presented, includes a full renovation of two floors of the existing administration office. This cost could be reduced by renovating only one floor, or only renovating the washrooms.

Option 6a would renovate the first floor washroom for accessibility and capacity while leaving the interior structure unchanged. This would provide increased flexibility for re-purposing but would not address existing functional issues. The cost estimate for this project would be as follows:

Frontenac County

Administrative Office - Option #6a Costing

13-Jul-16

Const \$ (Reno)	\$ 200	/sq.ft.	Design/Eng	8.0%	% of Total
Const \$ (New)	\$ 300	/sq.ft.	Project Mgt	4.0%	% of Total
Const \$ (Minor)	\$ 50	/sq.ft.	Contingency	10.0%	% of Total

Option Description:

Only washroom renovations on first floor of existing building + addition to accommodate accessibility and productivity needs.

	Unit \$	Units	Total	Comments
Eng & Project Management:				
Design/Engineering Costs		8.0%	\$ 162,656	% of Total Construction
Project Management		4.0%	\$ 81,328	% of Total Construction
Site Engineering	1	\$ 10,000	\$ 10,000	Soils testing
Contingency		10.0%	\$ 203,320	
Total Eng and Project Management			\$ 457,304	

Construction & FFE

Reception Renovation	\$ 200	649	\$ 129,800	
Washroom Reno (1st Flr)	\$ 200	192	\$ 38,400	Assumes two floors
New Construction	\$ 300	6000	\$1,800,000	n/a
Reno for Office Productivity			\$ -	n/a
Furnishings	\$ 750	20	\$ 15,000	e.g., partitions, desks
Leasehold Improvements			\$ -	n/a
Exterior landscape/parking			\$ -	n/a
HVAC Improvements			\$ 40,000	minor changes to accommodate renovations
Temporary Staff Accommodations			\$ 10,000	Conv of the Frontenac Room + no trailers
Secure Second Floor			\$ -	n/a
Septic			\$ -	n/a
Water			\$ -	n/a

Total Eng and Project Management \$2,033,200

Total Estimated Project Cost \$2,490,504

Recommend Report to Council
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Option 6b would provide for the conversion of the first floor to a modest Council Chambers/ Meeting space and retain some offices. This would reduce the size of the addition while providing improved meeting space. The cost estimate for this project would be as follows:

Frontenac County

Administrative Office - Option #6b Costing

13-Jul-16

Const \$ (Reno)	\$ 200	/sq.ft.	Design/Eng	8.0%	% of Total
Const \$ (New)	\$ 300	/sq.ft.	Project Mgt	4.0%	% of Total
Const \$ (Minor)	\$ 50	/sq.ft.	Contingency	10.0%	% of Total

Option Description:

Old House conversion of a portion of the first floor to a Council Chambers + addition to accommodate accessibility and productivity needs, smaller addition. No changes to second floor.

	Unit \$	Units	Total	Comments
Eng & Project Management:				
Design/Engineering Costs		8.0%	\$ 183,584	% of Total Construction
Project Management		4.0%	\$ 91,792	% of Total Construction
Site Engineering	1	\$ 10,000	\$ 10,000	Soils testing
Contingency		10.0%	\$ 229,480	
Total Eng and Project Management			\$ 514,856	

Construction & FFE

Reception Renovation	\$ 200	649	\$ 129,800	
Old House Reno (1st Flr)	\$ 200	3000	\$ 600,000	First floor converted to Council Chambers
New Construction	\$ 300	5000	\$1,500,000	n/a
Reno for Office Productivity			\$ -	n/a
Furnishings	\$ 750	20	\$ 15,000	e.g., partitions, desks
Leasehold Improvements			\$ -	n/a
Exterior landscape/parking			\$ -	n/a
HVAC Improvements			\$ 40,000	minor changes to accommodate renovations
Temporary Staff Accommodations			\$ 10,000	Conv of the Frontenac Room + no trailers
Secure Second Floor			\$ -	n/a
Septic			\$ -	n/a
Water			\$ -	n/a

Total Construction & FFE \$2,294,800

Total Estimated Project Cost \$2,809,656

Recommend Report to Council
Administrative Office - Space Review
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The table below summarizes the six options as presented:

Frontenac County

Administrative Office - Option Summary

20-Jul-16

	Option #4	Option #5	Option #5a	Option #6	Option #6a	Option #6b
Design & Engineering	\$ 66,660	\$ 68,320	\$ 72,160	\$ 287,584	\$ 162,656	\$ 183,584
Project Management	\$ 33,330	\$ 34,160	\$ 36,080	\$ 153,792	\$ 91,328	\$ 101,792
Contingency	\$ 66,660	\$ 68,320	\$ 72,160	\$ 359,480	\$ 203,320	\$ 229,480
Construction & FFE	\$ 666,600	\$ 683,200	\$ 721,600	\$ 3,594,800	\$ 2,033,200	\$ 2,294,800
Total Estimated Project Cost	\$ 833,250	\$ 854,000	\$ 902,000	\$ 4,395,656	\$ 2,490,504	\$ 2,809,656

The construction costs for this project would be subject to further study and a staff report once an option is selected. For Options #4, 5 and 5a a reserve re-payment plan may be the most appropriate option. For Option #6, the best option may be to utilize a combination of reserves/re-payment, plus borrowing. Current Infrastructure Ontario interest rates are 2.63%¹ for a 20 year amortization. The table below provides a quick reference for borrowing calculations:

Principle	\$ 1,000,000	years
Interest	2.63%	
Term	20	
PMT	-\$64,937.49	

Conclusion

Of the six options in this report, Option 6b (smaller addition + council chambers) provides the best value by ensuring that all current deficiencies are addressed while providing for all space needs for the foreseeable future. It also keeps FPS administration within the current facility, while not eliminating future options for alternate uses of the FPS suite and/or the second floor.

As well, during the design phase options remain to look at alternate uses for the first/second floor that could generate a revenue stream.

The time frame for this project would be as follows:

Fall 2016	Establish an Ad Hoc Advisory Committee
Fall 2016	RFP for Design/Engineering
Fall 2016	Budget consideration for design component
<u>Assuming Budget Approval</u>	

¹ [Infrastructure Ontario Templates/Rate Form](#)

Winter, Spring, Summer of 2017

Design and option analysis

Fall 2017

Review of design rec. by Ad Hoc Committee

Fall 2017

Budget consideration for construction

Assuming Budget Approval

2018

Construction Window

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team

Patrick Thompson, P.Eng. TCMS

**Report 2016-087****Recommend Report to Council**

To: Warden and members of County Council

From: Kelly J. Pender, Chief Administrative Officer

Date of meeting: July 20, 2016

Re: **Big Data for Small Places – Project Proposals**

Recommendation

That the County of Frontenac endorse and support the following projects to be completed under the Big Data for Small Places program and assign priority as indicated:

Priority	Project #	Project Title
	2016-01	Analyzing the Effects of School Closures on Rural Communities: A Baseline Study
	2016-02	Communal Servicing – Background Study
	2016-03	Attendance Management Data Project
	2016-04	Rural Transportation Planning – Options and Analysis
	2016-05	Central Frontenac – Growing the Trails Hub
	2016-06	Wolfe Island (Marysville) – Economic Development for an Island Community
	2016-07	Rural Community Health Hubs

Background

At the March 16, 2016 meeting of County Council a motion to support the Big Data for Small Places grant application was approved. (See Council [Report #2016-034](#)). Funding support in the amount of \$50,000 was received from the Rural Ontario Institute for the project and a kickoff event was held at the County offices on June 13, 2016. Three members of County Council attended the event (Warden Smith, Councillors Doyle and McDougall) and provided input into the project direction. All member municipalities were represented as well.

The purpose of this report is to outline some of the options available to the County for participation. Each project is outlined below and includes a summary of resources required for the project and the anticipated outcome. The projects are intended to provide the County with both a tangible outcome that will improve evidence based decision making and provide the documentation required to support grant applications.

Of the projects listed, resource and time constraints will likely limit the County's participation to 3, or perhaps 4 projects. It is recommended that Council provide direction to staff on the priority projects for submission to the project.

It is anticipated that staff assigned to projects will be focused on projects relevant to the position and completing tasks that will either be on their work plan or work that would otherwise be contracted.

Note that the Health Hub project relies on the participation of other organizations and the participation of the County representative on the project.

In order to proceed with project submissions, it is recommended that a priority ranking be given to each of projects 1-6 and that project 7 (Health Hubs) be either "in or out" as it is dependent upon other partners. By assigning a priority, staff can make final determination based upon staffing availability and timing in order to maximize the benefit to the County.

The project proposals are as follows:

Big Data for Small Places – Project Proposal

Project #:	2016-01
Project Title:	Analyzing the Effect of School Closures on Rural Communities: A Baseline Study
Project Description:	Declining enrollment, aging infrastructure, school board amalgamations, removal of local control and cost cutting measures have all contributed to the closure the number of rural schools in Ontario over the past 50 years. While the closures have been made for a variety of reasons, the effect of the closures on a local community has not been well documented or enunciated. Instead, the argument against closures have largely relied upon anecdotal or emotional arguments instead of a holistic, community centred approach. This study is designed to take a more holistic/community approach by looking in depth look at five (5) communities where schools have closed and examine the social, cultural and economic impact on the community. As a first step, participants will be asked to identify two to five potential sites which will be narrowed down to a geographically and economically diverse selection of communities to study. Locations will represent a cross section of rural Ontario where both local and regional data can be readily obtained over the study period. The target date for the school closures will be during the decade of the 1990's where at least 20 years pre and post closure data is available to the team. A preliminary list of quantitative data to be studied in the regional and local context includes: • Family incomes including a breakdown by regional economic engines such as agriculture • Property assessment growth • Business and industrial growth • Demographic overview • Ethnic diversity The intent of this section is to examine the local area from a baseline economic and demographic perspective to see if the school closure may have contributed (positively or negatively) to local circumstances compared to the regional perspective.

Project #:	2016-01
	Similarly, a high level qualitative analysis will be completed to look at issues such as: • The presence and impact of local economic development initiatives • The presence of youth oriented recreation programs • Political representation, including: - o Presence (or lack of) ward politicians - o Geographic coverage of school board trustees - o Municipal and school board amalgamations • Vibrancy of other community resources such as: - o Community Halls - o Churches - o Libraries The purpose of this analysis will be to establish if there are other areas/institutions either affected by the closures or used to help mitigate the effects of the closures.
Study Objective:	While not necessarily intended to develop a causal relationship, this study will provide benchmarking and highlight areas of concern for possible further study. The work will provide local school boards and political leaders with a check list of potential impacts to be examined and (if possible) mitigated as part of any proposed rural school closure.
Study Team:	Community Schools Alliance (3) County of Frontenac (2) (One political representative + one staff representative)
Financial Resources:	Community Schools Alliance (\$1,500 to \$3,000 + travel costs) County of Frontenac (\$1,000 to \$2,000 + travel costs – from 2017 Budget)
Application:	The study will provide politicians and trustees with valuable tool box of information to use in analyzing and evaluating proposed local school closures. As well, where school closures have already taken place, it will assist with the process of providing local mitigation efforts aimed at improving community vitality.

Project #:	2016-02
Project Title:	Communal Servicing – Background Study
Project Description:	The 2016 County budget approved an expenditure of \$60K to study the issue of communal services in the County. The project is intended to provide alternatives to expensive traditional municipal water and sewer services. The purpose of this project is to complete an initial data scan of successful approaches to providing communal services in rural Ontario. It is anticipated that this project will provide: • A catalogue of existing technological solutions • A matrix of acceptable uses and scope for each solution • A financial framework ensuring the all interests are protected • An economic pro forma for communal servicing • A base line statistical review of the current communal serving landscape. It is proposed to use this project to complete research related to existing approaches in order to help shape/frame the Consultant's report and ultimately to develop Official Plan policies that will prescribe the use of communal services in settlement areas and for larger waterfront development proposals.
Study Objective:	To complete background research and preliminary option analysis for the Communal Services report. Note: Including this project in the Big Data for Small Places project list will delay the full report until 2017, but should result in a more comprehensive project.
Study Team:	County of Frontenac (5) – One political – four staff, including planning and finance staff • Could be supplemented (substituted with staff from member municipalities – and/or other Counties.)
Financial Resources:	County of Frontenac - \$2,500 to \$5,000 from the overall project budget of \$60K.

Project #:	2016-02
Application:	This project will assist Council by providing a baseline understanding of communal servicing options and issues. Staff will use the information gathered in the project to “scope” the final consulting study to the needs of the County. Final completion of the study will give Frontenac a competitive edge in the attraction of businesses and appropriate residential development by identifying options, determining costs and removing planning and economic barriers to growth.

Project #:	2016-03
Project Title:	Attendance Management Data Project
Project Description:	Attendance management for both Frontenac Paramedics and Fairmount continues to present a challenge for the County. This project will look examine the current landscape for standard reporting, industry benchmarking and attendance management best practices.
Study Objective:	To research attendance management best practices and standards, including: • In depth analysis of current situation including nature and types of absences and trend analysis • Industry specific benchmarking • Return to work strategies and best practices – return on investment • Standardized reporting and tracking methodologies • Research on the effectiveness of attendance management programs – including best bets and ROI
Study Team:	County of Frontenac (5) – One political – four staff, including planning and finance staff • Could be supplemented and/or substituted with staff from member municipalities – and/or other Counties.

Project #:	2016-03
Financial Resources:	County of Frontenac - \$2,500 to \$5,000 from operating budget – current allocation for attendance management support.
Application:	Provide Council and staff with the tools and framework required to ensure a more effective attendance management program is developed and implemented. Identify potential projects for LEAN review. Identify labour relations strategies.

Project #:	2016-04
Project Title:	Rural Transportation Planning – Options and Analysis
Project Description:	One of the three County strategic priorities includes the issue of senior transportation. Currently the County provides \$96K annually to Northern/Southern Community Services to provide transportation services
Study Objective:	• To conduct an in-depth review of current transportation usage • To examine service gaps • To look at other regional best practices • To examine current and future funding models • To provide a recommendation regarding service delivery options • To review strategies for the attraction and retention of volunteers • User survey question development • To examine expansion opportunities/business case for Frontenac Islands • To examine opportunities for cross jurisdictional cooperation to maximize efficiencies (e.g., City of Kingston, Lanark County)
Study Team:	Northern Frontenac Community Services (2) Southern Frontenac Community Services (1) County of Frontenac (2) – One Political, one staff

Project #:	2016-04
Financial Resources:	Reserve allocation for strategic priorities – estimated \$2,500 to \$5,000
Application:	To support Council and Northern/Southern Frontenac Community Services in future decision making regarding transportation services.

Project #:	2016-05
Project Title:	Central Frontenac – Growing the Trails Hub
Project Description:	With the completion of the K&P Trail to Sharbot Lake anticipated for 2017, the opportunity exists to build upon this project to develop Central Frontenac and Sharbot Lake into a four season trails “hub”. In order to prepare for this project, it is proposed to focus on other successful trail hub communities and examine what initiatives they undertook and evaluate the economic impact being a trail hub has had on their community.
Study Objective:	Participants will come to the training having researched a list of 2 to 3 trail hub communities for potential use in the study. These will be narrowed down to 3 to 5 for final examination based upon relevance and data accessibility. Projects can be selected from across North America, but should be comparable to the Central Frontenac initiative, including: • Presence of a four season, multi-use trail • Within 4 hour commuting distance of urban centres • Rural setting with other rural/natural amenities. Examples include: • Bancroft, Ontario (Hasting Heritage Trail) • Sault Ste. Marie, Ontario (John Rowswell Hub Trail) • Fernie, British Columbia (Trans Canada Trail/Kootenay Elk Heritage Trail)
Study Team:	County of Frontenac – (2) One political, one staff

	Central Frontenac Township – (3) Staff and/or Economic Development Committee Members
Financial Resources:	County of Frontenac – (\$1,000 to \$2,000) Central Frontenac – (\$1,500 to \$2,500)
Application:	The report will provide the Township of Central Frontenac and the County with an indication of economic development opportunities. This information will help shape and support grant applications, economic development strategies and planning policies intended to ensure that the region takes full advantage of trails infrastructure.

Project #:	2016-06
Project Title:	Wolfe Island (Marysville) – Economic Development for an Island Community
Project Description:	Wolfe Island and the Marysville community is well positioned to take advantage of opportunities presented by being adjacent to the City of Kingston and the end of the K&P Trail. Recognizing that deriving economic development in an island community setting can be a difficult balancing act, not the least of which being Ferry capacity, this project will look at other successful island communities that have balanced off competing interests while enhancing their economic position.
Study Objective:	Participants will come to the training having researched a list of 2 to 3 island communities for potential use in the study. These will be narrowed down to 3 to 5 for final examination based upon relevance and data accessibility. Projects can be selected from across North America, but should be comparable to the Frontenac Island initiative, including: • Direct Ferry access from a urban centre • International connections if possible • Rural setting with an agricultural base and natural amenities Examples include: • Gibsons, British Columbia • Sausalito, California

	• Salt Spring Island, British Columbia
Study Team:	County of Frontenac – (2) One political, one staff Frontenac Islands Township – (3) Staff and/or Community Members
Financial Resources:	County of Frontenac – (\$1,000 to \$2,000) Frontenac Islands – (\$1,500 to \$2,500)
Application:	The report will provide the Township of Frontenac Islands and the County with an indication of economic development opportunities. This information will help shape and support grant applications, economic development strategies and planning policies intended to ensure that the region takes full advantage of trails infrastructure.

Project #:	2016-07
Project Title:	Rural Community Health Hubs
Project Description:	Provide research and technical support to the Mississippi Rideau Tay Rural Health Hub Organizing Committee.
Study Objective:	At the March 16, 2016 meeting of County Council, Frances Smith was appointed to represent the County on the organizing committee for the Rural Health Hub. (See County Council Report #2016-15). Subject further discussion and commitment from the organizing committee, it is proposed to support one position on a project to develop background material and statistical data support the formation of the health hub.
Study Team:	Frontenac County (1) Other Health Hub Participating Communities (4) - TBC
Financial Resources:	Frontenac County \$500 to \$1,000

Project #:	2016-07
Application:	Foundation document for the formation of Health Hub, including the research necessary to approach the Local Health Integration Network (LHIN)/ Province for funding. Sets the model for further expansion of the Health Hub model in Frontenac County.

Sustainability Implications

Evidence based decision making and the use of data as the foundation for grant applications is a key element of the Big Data for Small Places program. It will also provide participants with new skills in data sourcing, analysis and presentations. These skills are critical to developing sustainable work plans and accessing grant dollars.

Financial Implications

Described in each project proposal.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team

Robert Leitch and Nelson Rogers (Big Data for Small Places Team Leads)

Mark Cassidy, Rural Ontario Institute

Louise Moody, Northern Frontenac Community Services

David Townsend, Southern Frontenac Community Services

Doug Reycraft, Community School Alliance



Report 2016-088

Council Recommend Report

To: Warden and Members of Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Anne Marie Young, Manager of Economic Development
Date of meeting: July 20, 2016
Re: Planning & Economic Development Department – K&P Trail – Fencing Requirements

Recommendation

Whereas in the fall of 2009, County Council approved the Frontenac Trails Master Plan

Therefore Be It Resolved That staff be directed to arrange for the installation of approximately 850 feet of fencing for the property adjacent to the K&P Trail as described in this report.

And Further That the cost shall not exceed \$ 10,000.

Background

The County of Frontenac approved the Frontenac Trails Master Plan in the fall of 2009. In the plan it states the following with regard to fencing:

8.3 Fencing

Fencing is a concern of some landowners. The costs involved in the installation or repair of fences along a right-of-way can be significant and fencing can be required for pasture and farmland registered with the Ontario Farm Business Registration. In the development of the Cataraqui Trail, the Cataraqui Regional Conservation Authority split the cost of fencing 50/50 with the landowner, supplying the materials while the landowner installed the fencing where required.

To date the County has in one instance provided fencing material for a farmer in South Frontenac and he agreed to do the installation.

Comment

Mr. Frank Goodfellow of Parham has requested a new fence be erected on his father's property along the west side of the K&P Trail located between Goodfellow Road and CF Road 38, in Godfrey, Lot 5 Conc 3 in Central Frontenac. The fence required would be approximately 850 feet in length. The owners of the property are G Franklin Goodfellow /

S Kathleen Goodfellow, RR 2 Godfrey. The Goodfellows farm several properties under a partnership using the same Farm Registration Number which has been filed with the County office in compliance to the terms required for this request as per the Line Fences Act. See Appendix A.

Sustainability Implications

This project supports a number of focus areas adopted in Directions for Our Future and is directly identified in Sustainable Actions under the economic pillar of sustainability as – Trail Network Development. The project supports the development of a network of trails in the County facilitating recreation and transportation networks and promoting active lifestyles.

Financial Implications

The cost will be allocated to the 2016 budget under K&P Trail maintenance.

Organizations, Departments and Individuals Consulted and/or Affected

Residents of Central Frontenac
Township of Central Frontenac

Appendix A

The following is an excerpt from the Line Fences Act.

Duties of owner of former railway land

20. (1) Where land that was formerly used as part of a line of railway is conveyed in its entire width by the railway company to a person, the Crown in right of Ontario, a Crown agency or a municipality who is not the owner of abutting land, the responsibility for constructing, keeping up and repairing the fences that mark the lateral boundaries of the land lies with that person, the Crown in right of Ontario, the Crown agency or the municipality, respectively, if,

- (a) a farming business is carried out on the adjoining land; and
- (b) the owner of the adjoining land upon which the farming business is carried out notifies the person, Crown in right of Ontario, Crown agency or municipality, as the case may be, that the owner desires that such person or entity construct, keep up and repair the fences that mark the lateral boundaries of the land. 2006, c. 32, Sched. D, s. 6 (1).

Interpretation

(2) In this section,

“farming business” means a business in respect of which,

- (a) a current farming business registration is filed under the *Farm Registration and Farm Organizations Funding Act, 1993*, or
- (b) the Agriculture, Food and Rural Affairs Appeal Tribunal has made an order under subsection 22 (6) of the *Farm Registration and Farm Organizations Funding Act, 1993* that payment or filing be waived; (“entreprise agricole”)

“owner” includes heirs, executors and assigns of the owner. (“propriétaire”) 2006, c. 32, Sched. D, s. 6 (1).

Notice

(3) The notice under clause (1) (b) shall contain the prescribed information. 2006, c. 32, Sched. D, s. 6 (1).



Report 2016-089

Council Recommend Report

To: Warden and Members of Council of the County of Frontenac
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: July 20, 2016
Re: **Corporate Services – Finance – Insurance Consultant Services**

Recommendation

That the Council of the County of Frontenac accept this Corporate Services - Finance – Insurance Consultant Services report;

And Further That the Council of the County of Frontenac authorize the Treasurer to move ahead with a contract for insurance consultant services jointly with the Townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands;

And Finally That the Council of the County of Frontenac approve the County contributing its share to the Insurance Consultant services.

Background

One of the objectives of the Service Delivery and Organizational Review was to identify opportunities to achieve greater economies, efficiencies and effectiveness in the delivering of County services. To that end it was recommended that the County work with the Townships to develop a plan to increase the level of shared services. The County CAOs continue to develop opportunities in that respect.

The Treasurers identified the opportunity to jointly issue a request for proposals for insurance.

The County last tendered its insurance in 2011 for implementation in 2012. That process was facilitated by an insurance consultant at a cost of \$10,000.

In its business plan, Financial services identified an insurance review as a 2017 project.

Comment

During the Treasurers' review of the opportunities for shared service, an interest in a joint RFP for insurance was identified. A number of Townships wanted to undertake this exercise in 2016 to provide new rates for 2017.

Given the complexity of a joint RFP and the need for expertise to undertake such a project, the need for an insurance consultant was identified. An RFP was released and proposals received. The Treasurers will review the proposals on July 25th to determine next steps.

As the County did not anticipate undertaking an insurance review until 2017, no budget was allocated for this purpose. The Procurement Policy requires that unbudgeted expenses be brought to Council for approval.

Sustainability Implications

Governance – appropriate stewardship of County resources.

Financial Implications

Proposals have been received that range from \$20,000 to \$31,000 for the insurance consulting services. This cost would be shared between the five municipalities.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Deputy Treasurer, County of Frontenac
Kelly Watkins, Treasurer Township of North Frontenac
Michael McGovern, Treasurer Township of Central Frontenac
Louise Fragnito, Treasurer Township of South Frontenac
Darlene Plumley, CAO/Treasurer Township of Frontenac Islands



Report 2016-090

Recommend Report to Council

To: Warden and Members of County Council

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Joe Gallivan, Director of Planning and Economic Development
Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: July 20, 2016

**Re: Planning and Economic Development – Ontario Municipal Board (OMB)
Decision regarding Johnson Point Draft Plan of Vacant Land Condominium
– County File 10CD-2014-002**

Recommendation

This report is for information purposes only.

Background

Fotenn Consulting filed an application on behalf Magenta Waterfront Development Corporation for draft approval of a vacant land condominium on Loughborough Lake in the Township of South Frontenac. The project is described as the Johnston Point development.

Frontenac County deemed the application to be complete pursuant to the requirements of the *Planning Act* on June 24, 2014. On April 21st, 2015 the applicant filed an appeal on the draft vacant land condominium and zoning by-law for lack of decision within 180 day time period required under the *Planning Act*. A Hearing was held on Monday, April 4th (OMB File No. PL150246).

Comment

As noted above, a Hearing was held on April 4, 2016 in Sydenham, Ontario. The Board accepted the evidence and opinion of Mr. Mike Keene, Fotenn Consultants, acting on behalf of Magenta Waterfront Development Corp. that the development proposal aligns with the principles of good land use planning, and is consistent with the policy directions established by the Provincial Policy Statement. The Board also accepted Mr. Keene's testimony that the requirements set out in s. 51(17) of the *Planning Act* have or will be

satisfied, and that the criterion established by s. 51(24) of the Planning Act has been met.

As a result, the Board ordered that the appeals were allowed in part, and Zoning By-law No. 2016-23 of the Township of South Frontenac appended to the order were approved. Further, the Draft Plan of Vacant Land Condominium for the lands described as Part of Lots 23 and 24, Concession 6 and 7, in the Township of South Frontenac, as shown on Attachment 2 to the order were approved subject to the fulfillment of the conditions set out in Attachment 3 to the order; and, that the County of Frontenac shall have the authority to clear the conditions of draft plan approval and to administer the final approval of the plan of condominium for the purposes of s. 51(58).

In the event there are difficulties implementing any of the conditions of draft plan approval, or if any changes to the draft plan are required, the Board may be spoken to further. The decision of the Board took effect on the day it is emailed by Board administrative staff to the clerk of the municipality where the property is located. A copy of the Board decision is attached to this report as Appendix A.

Sustainability Implications

One of the key focus areas of *Directions for Our Future*, the County's Sustainability Plan, is Land Use Planning and Management. When establishing 'good planning' it is important the Council be provided with a professional planning opinion to make an informed decision.

Financial Implications

As noted above, the County's legal Counsel was at the Hearing was Mr. Wayne Fairbrother of Templeman Menninga. The legal costs for this hearing were \$6,260.99. A total of 70.55 of direct staff hours in preparation and participation in the OMB hearing was also required, with 58.8 hours of time by the Director of Planning and Economic Development and 11.75 hours of time by the GIS Specialist.

Organizations, Departments and Individuals Consulted and/or Affected

Ontario Municipal Board
Commission des affaires municipales
de l'Ontario



ISSUE DATE: June 28, 2016

CASE NO(S): PL150246

PROCEEDING COMMENCED UNDER subsection 51(34) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended

Applicant and Appellant:	Magenta Waterfront Development Corp.
Subject:	Proposed Plan of Subdivision - Failure of the Township of South Frontenac to make a decision
Purpose:	To permit the development of a 14 unit subdivision
Property Address/Description:	Part of Lots 23 & 24, Concessions 6 & 7
Municipality:	Township of South Frontenac
Municipality File No.:	10CD-2014/002
OMB Case No.:	PL150246
OMB File No.:	PL150246
OMB Case Name:	Magenta Waterfront Development Corp. v. South Frontenac (Township)

PROCEEDING COMMENCED UNDER subsection 34(11) of the *Planning Act*, R.S.O. 1990, c. P.13, as amended

Applicant and Appellant:	Magenta Waterfront Development Corp.
Subject:	Application to amend Zoning By-law No. 2003-75 - Refusal or neglect of the Township of South Frontenac to make a decision
Existing Zoning:	Rural Zone (RU)
Proposed Zoning:	Special Limited Service Residential Waterfront Zone (RLSW-95), Environmental Protection Zone (EP) and Open Space Private (OSP)
Purpose:	To permit the development of a 14 unit subdivision
Property Address/Description:	Part of Lots 23 & 24, Concessions 6 & 7
Municipality:	Township of South Frontenac
Municipality File No.:	Z-14/13
OMB Case No.:	PL150246

OMB File No.: PL150725

Heard: April 4, 2016 in Sydenham, Ontario

APPEARANCES:

Parties

Counsel

Magenta Waterfront Development Corp.

A. K. Cohen

County of Frontenac

A. E. Fleming

Township of South Frontenac

W. Fairbrother

MEMORANDUM OF ORAL DECISION DELIVERED BY M. A. SILLS ON APRIL 4, 2016 AND ORDER OF THE BOARD

[1] This was a settlement hearing in regard to appeals by Magenta Waterfront Development Corp. ("Magenta") resulting from the failure of the County of Frontenac ("County") to approve an application for Draft Plan of Vacant Land Condominium ("Draft Plan/Johnston Point development"), and the failure of the Township of Frontenac ("Township") to approve an amendment to Zoning By-law No. 2003-75 ("ZBA") for the lands described as Part of Lots 23 and 24, Concessions 6 and 7 of the geographic Township of Loughborough, now the Township of South Frontenac, in the County of Frontenac ("subject lands/property").

[2] In June 2014, Magenta submitted to the relevant approval authorities, concurrent applications for a ZBA (Township) and Draft Plan approval (County) for the subject lands.

[3] The following studies/reports were provided in support of these applications:

- Archaeological Assessment (Stage 1 and Stage 2) prepared by Abacus Archaeological Services
- Hydrogeological Assessment conducted by WESA Environmental Inc.
- Stormwater Management Report prepared Asterisk Engineering Corporation
- Environmental Impact Statement ("EIS") prepared by Ecological Services and peer reviewed by McIntosh Perry
- Planning Rationale prepared by FOTENN Consultants Inc.

[4] The ZBA application was deemed complete on July 8, 2014, and the application for Draft Plan approval was deemed complete on June 24, 2014. Public meetings in regard to the subject applications were held on October 7, 2014, and on March 3, 2015 (Open House).

[5] On March 17, 2015 Magenta filed an appeal to the Ontario Municipal Board ("OMB") resulting from the lack of a decision respecting the Draft Plan within the requisite 180 day period. On April 25, 2015, Magenta filed an appeal in regard to the ZBA application, also for lack of decision.

[6] Magenta, the County and the Township have now reached a settlement with respect to these applications and the development proposal.

Preliminary Matters

[7] Matthew Rennie, Meela Melnik-Proud, and Roel Vertegaal (the "requesters") are all seeking party status, each claiming to have an expert witness they intend to call.

[8] By way of background, in an email to Board Case Coordinator Jason Kwan on March 31, 2016, Mr. Rennie indicated he would be requesting participant status in the

hearing involving the current appeals. He is opposed to the development of Johnston Point and wants to make a statement to the Board regarding species at risk habitat, the Environmental Impact Assessment, the Ministry of Natural Resources and Forestry involvement in this case, and what he refers to as Draft Plan site specific non-compliance.

[9] On that same date (March 31, 2016), Ms. Melnik-Proud emailed Mr. Kwan and indicated she was “contemplating” seeking party status in the hearing. She also has concerns about the development of Johnston Point; however, she did not make oral submission(s) at either the statutory public meeting (October 7, 2014) or the Open House held by the Township (March 3, 2015) nor did she provide written submission(s) regarding the subject applications. Ms. Melnik-Proud resides approximately 20 kilometres (“km”) from the subject lands.

[10] In a reply email that same day (March 31, 2016), Mr. Kwan advised Ms. Melnik-Proud she could make her request for party status to the presiding Member at the commencement of the hearing, but that it could be opposed by the parties, so at minimum, she should be prepared to argue why she should be granted party status.

[11] Mr. Kwan further clarified that in the event she intends to pursue party status, as a courtesy she should advise the Board and other parties of same and provide a list of issues and documents intended to be used at the hearing; failing to do so could result in the need for a motion to be brought for party status. To assist her in better understanding Board practices and the hearing process, Mr. Kwan referred Ms. Melnik-Proud to the Board’s *Rules of Practice and Procedure* (the “Rules”) and related Information Sheets on the OMB website.

[12] A second email notice of intent to seek party status was received at the Board after the close of business (6:02 p.m.) on Friday, April 1, 2016, this one from Mr. Vertegaal. He indicated in the email that his request for party status was based on his

“oral and written submissions with regard to the March 3, 2015 public meeting on the case”.

[13] At the hearing, both Ms. Melnik-Proud and Mr. Vertegaal explained they were seeking party status as opposed to participant status because they had retained an expert witness they intended to call. Notably, at the hearing Mr. Rennie initially requested, and was granted, participant status. On the basis that he also had retained an expert witness, Mr. Rennie subsequently asked that his standing be changed from that of a participant to a party.

[14] As it turns out, the expert witness being claimed by all three requestors was one and the same, John Urquhart, a terrestrial and wetland ecologist. Mr. Urquhart has not previously given evidence in an OMB proceeding.

[15] Magenta, the County and the Township are opposed to the granting of party status to any of the three requestors. Basically, the respective counsels jointly submit that although the outcome of the approvals process (settlement) have been known for some time, these requests for party status have only come at the last moment. These are private appeals, motion materials have not been filed, and neither the issues in dispute nor the expertise and scope of the evidence to be proffered by the purported expert have been disclosed.

[16] In the interest of procedural fairness, the Board recessed to first allow counsel to review the *curriculum vitae* and witness statement prepared by Mr. Urquhart. Upon resuming the hearing, and prior to deciding the matter of party status, at the request of counsel the Board agreed to allow an examination of Mr. Urquhart in so far as his retainer, professional expertise, and intended evidence was concerned.

[17] In the course of this examination it became apparent that the intended evidence of Mr. Urquhart fundamentally amounted to a text book essay on the subject of species at risk; informed by academic assumption, and to a degree relied on hearsay. As such,

it would not be of assistance to the Board in the determination of the current applications.

[18] Notable among these disclosures was that he was first approached about this matter on March 30, 2016; he was formally “engaged by Mr. Rennie, Ms. Melnik-Proud and Mr. Vertegaal to provide expert evidence and opinion in relation to the impact of the proposed development at Johnston Point on species at risk as it pertains to the Ontario Municipal Board hearing” on April 1, 2016; his witness statement for the purpose of this hearing was prepared and provided two days later (April 3, 2016).

[19] Mr. Urquhart confirmed he has never been on the subject property; his report/opinion evidence is based in part on species at risk reptile surveys he conducted within 1,000 metres (“m”) of Johnston Point in 2014-15, and in part on observations/sightings of species at risk reported to him, by among others, Mr. Rennie; he has not conducted a peer review of the EIS; he has not reviewed the entirety of environmental reports and related correspondence provided in regard to the current proposal; and in fact, he is not familiar with the details of the development proposal nor has he even read the Conditions of Draft Plan approval.

[20] In regard to the latter, the Board takes note of Conditions 5D and 5E relative to the ‘Environment and Natural Heritage’, which provides as follows:

- 5D** The owner shall confirm that MNRF have been consulted on all species at risk issues and that the Declaration and the Vacant Land Condominium Agreement shall incorporate all recommendations from the MNRF included in any Benefit Permit, if issued, related to Gray Rat Snakes and Blandings Turtles or any other species at risk identified [emphasis added by Board].
- 5E** That the Owner shall complete Whip Poor Will surveys to determine if they are present at the site and submit this information to MNRF.

[21] On the basis of these disclosures, the Board determined that the intended evidence of Mr. Urquhart would be superfluous and would not be of assistance in the

determination of these applications. While I have no doubt that the species at risk information contained in his witness statement is both informative and interesting, it could not reasonably be expected to influence the outcome of the current appeals. More to the point, the evidence to be offered by Mr. Urquhart could not succeed in challenging the evidence and opinions of the various experts and/or the regulatory agency officials who have been engaged in this project throughout the process.

[22] The requests for party status were refused. In the alternative, the Board granted participant status to all three requestors, albeit, on a limited basis. The stated limitations were that their individual presentations were to be no longer than 10-15 minutes; that repeat evidence was to be avoided as it is neither necessary nor helpful; and that the Board would not entertain negative commentary on the practices and processes of the local councils or tolerate derogatory statements about the conduct of municipal elected officials, staff and representatives.

Site Context

[23] The subject site is comprised of approximately 37 hectares ("ha") of land accessed from North Shore Road, which is located on the north shore of the east basin of Loughborough Lake. The subject lands are currently undeveloped except for a private gravel roadway approximately 1.1 km in length running through the middle of the property, and leading to three existing lots of record.

[24] This is a peninsula property which is densely wooded with a mix of mature trees, brush and marshlands. There is also bare rock outcrops and some low lying wet areas/marshes; a ridge with some relatively steep slopes runs through the middle of the peninsula.

[25] Located on the west side of the peninsula is Long Bay, the majority of which has been designated as a Provincially Significant Wetland ("PSW"). The east side abuts a

narrow portion of the lake which also serves as the main boat traffic route on the east basin. Surrounding uses include waterfront residential development, rural land uses, farming, wetlands and vacant land.

The Proposal

[26] The original proposal involved a Draft Plan of 14 units, each of which would accommodate a detached residential dwelling. The proposed lots range in size from 1.37 to 3.9 ha, and have a minimum road frontage of 50 m. Each dwelling would be serviced by a private well and septic system.

[27] Access to the waterfront lots would be by a single road maintained by the condominium corporation running through the middle of the property. The proposal also included a 3.9 ha park block in the northwest portion of the property. The park block would remain in a natural state.

[28] The revised proposal, and that which effects this settlement, results in a Draft Plan of 15 units, each of which will allow a residential dwelling tied to common element lands, consisting of a private road and waterfront passive recreational area. As well, there will be a 5 m buffer between the water's edge and the adjacent lots along part of the western shoreline, the effect of which is that these lots will not have access to Long Bay. Access to the proposed Johnston Point development will be from North Shore Road.

[29] Specifically, the current proposal increases the number of residential units proposed from 14 to 15, and decreases the number of lots with direct access to the water from 13 to 10; the revised plan results in five lots sharing a common access point.

CONCERNS OF THE PARTICIPANTS

[30] The issues raised by the participants focused on environmental impacts; specifically, species at risk habitat ("SAR") and the *Endangered Species Act*, 2007, S. O. 2007, c. 6 ("ESA").

[31] Mr. Rennie maintains that the EIS is both inaccurate and inadequate, the development proposal is not consistent with the Provincial Policy Statement, 2014 ("PPS") and does not conform to the Township Official Plan ("TOP").

[32] Essentially, he is questioning the legitimacy of the approvals process, the methodology of the EIS, and whether "the MNRF has been consulted to ensure the development does not contravene" the ESA.

[33] Ms. Melnik-Proud stated she first became aware of the issues surrounding the subject proposal at the March 3, 2015 Open House, and shortly thereafter, became involved with a group of citizens opposing the development of Johnston Point. Among others, Mr. Rennie and Mr. Vertegaal were part of this group.

[34] Ms. Melnik-Proud spoke at length about the PPS, the natural heritage, the SAR and the ESA. In this regard, she pointed out that which she considers to be the relevant policies regime and regulations, and offered her views with respect to how the proposal contravenes same.

[35] In summary, it is her opinion that the Draft Plan is not consistent with the Natural Heritage policy of the PPS (s. 2.1), is non-compliant with "Ontario Law" and "contravenes" the ESA. On behalf of her group, she is requesting that the proposed development be denied.

[36] Mr. Vertegaal attempted to read aloud the witness statement of Mr. Urquhart, claiming it as his own evidence on the basis that he had paid for the report. When the

Board refused to allow this, he concluded his testimony by repeating the request for the imposing of the requirements set out in the witness statement of Ms. Melnik-Proud.

PLANNING EVIDENCE

[37] Michael Keene, a registered professional planner and Full Member of the Canadian Institute of Planners and the Ontario Professional Planners Institute provided contextual and expert planning evidence in support of the development proposal and proposed ZBA. Mr. Keene was retained by Magenta in June 2013.

[38] Mr. Keene provided substantive contextual evidence, including a chronology of the application and approvals process, and proffered expert opinion evidence in support of the proposed settlement, the current development proposal, and the details of the implementing ZBA.

The Draft Plan of Vacant Land Condominium

[39] It is Mr. Keene's professional opinion that the Draft Plan represents good land use planning and is consistent with the PPS and conforms to the County Official Plan ("COP") and the TOP.

[40] The proposed development represents limited residential development and resource-based recreational use which is a permitted use in the rural area. The development as proposal will maintain the property's rural, picturesque landscape through generous-sized lot with large frontages, and the retention of natural features.

[41] All new development will be setback a minimum of 35 m from the PSW and Loughborough Lake to ensure adequate separation from sensitive vegetation and habitat - 14 out of the 15 proposed lots will actually be setback at a distance of greater than 40 m.

[42] The proposed residential units will not result in an undue expansion of municipal services; wells and septic systems as well as the common elements roads and park system will be maintained at the owners' expense; garbage collection services and snow removal is currently provided along North Shore Road. The proposed condominium road has direct access to North Shore Road and will be constructed to Township private road standards.

[43] The development proposal is not located on prime agricultural lands and will not displace or otherwise interfere with surrounding agricultural or agricultural-related uses in the Township. Appropriate setbacks from the PSW are being maintained and dwellings will not be situated on lands impacted by flooding or erosion hazards.

[44] The COP establishes that shoreline areas are intended to accommodate sustainable growth through innovative and appropriately designed new residential development. The TOP allows limited residential growth to be accommodated in rural areas, and the requirements related to vacant land condominium applications have been or can be fulfilled through agreements that are presently being completed as part of the Draft Conditions of Approval.

[45] The Draft Plan includes the information and materials prescribed in s. 51(17) (a) to (l) of the *Planning Act*, R.S.O. 1990, C. p. 13, as amended (the "PA"), and satisfies the criteria established by s. 51(24).

The Zoning By-law Amendment

[46] Mr. Keene submits that the general intent of the zoning by-law is to regulate the use of land, and provides performance standards for the land uses described in the TOP.

[47] The subject lands are currently zoned Rural (RU) Zone. The purpose and effect of the proposed ZBA is to rezone the lands from 'Rural' to site specific Residential

Zones including, Limited Service Residential (LSR) Zone and Limited Service Residential Waterfront (LSRW) Zone, an Environmental Protection (EP) Zone, and an Open Space Private (OSP) Zone on parts of the residential lots.

[48] The proposed ZBA would rezone each residential unit to a site specific LSR or LSRW zone. The site specific provisions will increase the required water setback and will introduce restrictions on dock and pathway construction.

[49] In Mr. Keene's professional opinion, the proposed ZBA is appropriate as it will allow for limited residential development in a manner which protects environmental features identified in the EIS. In this regard, the ZBA reflects the requirement of the EIS that buildings be located at the top of the bank, and includes additional provisions to further assist with the implementation of the individual site plans to follow for development.

FINDINGS AND DISPOSITION

[50] The Board accepts the uncontested evidence and opinion of Mr. Keene to find that the development proposal aligns with the principles of good land use planning, and is consistent with the policy directions established by the PPS. The development of these lands for residential purposes in the manner being proposed is both appropriate and permitted by Provincial and local planning policies.

[51] The Board accepts the testimony of Mr. Keene that the requirements set out in s. 51(17) of the PA have or will be satisfied, and that the criterion established by s. 51(24) of the PA has been met. The Board is also satisfied that the Conditions of Draft Plan Approval will ensure that matters of Provincial interest as well as the public interest is appropriately addressed and duly safeguarded. The proposed ZBA implements the Draft Plan and serves to maintain the general intent of the COP and the TOP.

[52] The Board acknowledges that the participants continue to have concerns about the risks posed by the development of Johnston Point to endangered species and the natural heritage environment. They have, on several occasions been afforded the opportunity to make known these, as well as other concerns related to this development, to municipal and/or agency officials, and now to the Board.

[53] In my view, municipal staff and officials have been diligent in their efforts to respond to these concerns. In any event, I find the Conditions of Draft Plan, such as Condition 5D and 5E, serve to ensure that the necessary approvals and/or permissions are appropriately obtained. It is not otherwise the role of the Board to either regulate or scrutinize compliance with the ESA.

ORDER

[54] The Board orders that the appeals are allowed in part, and Zoning By-law No. 2016-23 of the Township of South Frontenac appended to this order as Attachment 1 is approved; and

[55] The Draft Plan of Vacant Land Condominium for the lands described as Part of Lots 23 and 24, Concession 6 and 7, in the Township of South Frontenac, as shown on Attachment 2 to this order is approved subject to the fulfillment of the conditions set out in Attachment 3 to this order; and,

[56] Pursuant to s. 51(56.1) of the *Planning Act*, R.S.O. 1990, c. P. 13, as amended, the County of Frontenac shall have the authority to clear the conditions of draft plan approval and to administer the final approval of the plan of condominium for the purposes of s. 51(58). In the event there are difficulties implementing any of the conditions of draft plan approval, or if any changes to the draft plan are required, the Board may be spoken to further.

[57] Notwithstanding Rule 107, this decision takes effect on the day it is emailed by Board administrative staff to the clerk of the municipality where the property is located.

"M. A. Sills"

M. A. SILLS
MEMBER

If there is an attachment referred to in this document,
please visit www.elto.gov.on.ca to view the attachment in PDF format.

Ontario Municipal Board

A constituent tribunal of Environment and Land Tribunals Ontario
Website: www.elto.gov.on.ca Telephone: 416-212-6349 Toll Free: 1-866-448-2248

PL150246 – Attachment 1

**TOWNSHIP OF SOUTH FRONTENAC
BY-LAW NUMBER 2016-23**

BEING A BY-LAW TO AMEND BY-LAW NUMBER 2003-75, AS AMENDED, TO REZONE LANDS FROM RURAL ZONE (RU) TO SPECIAL LIMITED SERVICE RESIDENTIAL ZONES (RLS-6 & 7); SPECIAL LIMITED SERVICE RESIDENTIAL WATERFRONT ZONES (RLSW-103, 104, 105, 106, 107, 108 & 109); SPECIAL OPEN SPACE PRIVATE ZONE (OSP-12); AND ENVIRONMENTAL PROTECTION ZONE (EP): AND FROM ENVIRONMENTAL PROTECTION ZONE (EP) TO SPECIAL OPEN SPACE PRIVATE ZONE (OSP-11) PART LOTS 23 & 24, CONCESSIONS VI & VII, DISTRICT OF LOUGHBOROUGH; MAGENTA WATERFRONT DEVELOPMENT

WHEREAS, the Ontario Municipal Board deems it expedient to amend By-law Number 2003-75 as amended, as it relates to a parcel of land located in Part of Lots 23 & 24, Concessions VI and VII of the District of Loughborough;

NOW THEREFORE THE ONTARIO MUNICIPAL BOARD, HEREBY ENACTS AS FOLLOWS:

1. THAT Schedule "B", to Zoning By-law Number 2003-75 as amended, is hereby further amended by changing the zoning from Rural (RU) to Special Limited Service Residential (RLS-6) and (RLS-7), Special Limited Service Residential-Waterfront (RLSW-103), (RLSW-104), (RLSW-105), (RLSW – 106), (RLSW-107), (RLSW-108) and (RLSW-109), Special Open Space Private (OSP-12) and Environmental Protection (EP) and from Environmental Protection (EP) to Special Open Space Private (OSP-11), for those lands shown on the attached map designated as Schedule "1".
2. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLS-6 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLS-5, (Part Lot 26, Concession X, Storrington District), to read as follows:

RLS-6 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 9.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Zone (RLS-6) the following provisions shall apply:

- Units 7 and 15
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 50 metres
 - Septic: 60 metre

All other provisions of this by-law shall apply.

3. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLS-7 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLS-6, (Part Lots 23 & 24, Concessions VI and VII: District of Loughborough), to read as follows:

RLS-7 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 9.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Zone (RLS-7) the following provisions shall apply:

- Units 12 and 13
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 60 metres
 - Septic: 60 metres

All other provisions of this by-law shall apply.

4. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLSW-103 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLSW-102, (Part Lot 21, Concession XI, Bedford District – McCulloch), to read as follows:

RLSW-103 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 10.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Waterfront Zone (RLSW-103) the following provisions shall apply:

- Units 1 and 8
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 40 metres
 - Septic: 45 metres
 - On lands zoned RLSW-103, the only permitted uses within 40 metres of the highwater mark of Loughborough Lake shall be a walkway and a dock.
 - Number of docks permitted per unit: 1 only
 - Dock area (max.) 20 sq. metres
 - Dock length (max.) 8 metres
 - Walkway width (max.) 1.5 metres

All other provisions of this by-law shall apply.

5. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLSW-104 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLSW-103, (Part Lots 23 & 24, Concessions VI and VII, District of Loughborough), to read as follows:

RLSW-104 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 10.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Waterfront Zone (RLSW-104) the following provisions shall apply:

- Unit 2
 - Lot frontage on a private lane (min.) 50 metres
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 40 metres
 - Septic: 50 metres
 - On lands zoned RLSW-104, the only permitted uses within 40 metres of the highwater mark of Loughborough Lake shall be a walkway and a dock.
 - Number of docks permitted per unit: 1 only

- | | |
|------------------------|---------------|
| ○ Dock area (max.) | 20 sq. metres |
| ○ Dock length (max.) | 8 metres |
| ○ Walkway width (max.) | 1.5 metres |

All other provisions of this by-law shall apply.

6. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLSW-105 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLSW-104, (Part Lots 23 & 24, Concessions VI and VII, District of Loughborough), to read as follows:

RLSW-105 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 10.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Waterfront Zone (RLSW-105) the following provisions shall apply:

- Unit 3
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 50 metres
 - Septic: 50 metres
 - On lands zoned RLSW-105, the only permitted uses within 50 metres of the highwater mark of Loughborough Lake shall be a walkway and a dock.
 - Number of docks permitted per unit: 1 only
 - Dock area (max.) 15 sq. metres
 - Dock length (max.) 8 metres
 - Walkway width (max.) 1.5 metres

All other provisions of this by-law shall apply.

7. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLSW-106 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLSW-105, (Part Lots 23 & 24, Concessions VI and VII, District of Loughborough), to read as follows:

RLSW-106 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 10.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Waterfront Zone (RLSW-106) the following provisions shall apply:

- Units 4, 5 and 6
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 50 metres
 - Septic: 60 metres
 - On lands zoned RLSW-106, the only permitted uses within 50 metres of the highwater mark of Loughborough Lake shall be a walkway and a dock.
 - Number of docks permitted per unit: 1 only
 - Dock area (max.) 15 sq. metres
 - Dock length (max.) 8 metres
 - Walkway width (max.) 1.5 metres

All other provisions of this by-law shall apply.

8. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLSW-107 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLSW-106, (Part Lots 23 & 24, Concessions VI and VII, District of Loughborough), to read as follows:

RLSW-107 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 10.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Waterfront Zone (RLSW-107) the following provisions shall apply:

- Unit 9
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 60 metres
 - Septic: 60 metres
 - On lands zoned RLSW-107, the only permitted uses within 60 metres of the highwater mark of Loughborough Lake shall be a walkway.
 - Walkway width (max.) 1.5 metres

All other provisions of this by-law shall apply.

9. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLSW-108 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLSW-107, (Part Lots 23 & 24, Concessions VI and VII, District of Loughborough), to read as follows:

RLSW-108 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

Notwithstanding the zone regulations in Section 10.3.1 or any other provision of this By-law to the contrary, on the lands zoned Special Limited Service Residential Waterfront Zone (RLSW-108) the following provisions shall apply:

- Units 10 and 11
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 40 metres
 - Septic: 60 metres
 - On lands zoned RLSW-108, the only permitted uses within 40 metres of the highwater mark of Loughborough Lake shall be a walkway and a dock.
 - Number of docks permitted per unit: 1 only
 - Dock area (max.) 20 sq. metres
 - Dock length (max.) 8 metres
 - Walkway width (max.) 1.5 metres

All other provisions of this by-law shall apply.

10. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section RLSW-109 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section RLSW-108, (Part Lots 23 & 24, Concessions VI and VII, District of Loughborough), to read as follows:

RLSW-109 (Lots 23 & 24, Concessions VI & VII, Loughborough District – Magenta Waterfront Development)

- Unit 14
 - Setback from highwater mark or floodline of a body of water (min.)
 - Building: 35 metres
 - Septic: 35 metres
 - On lands zoned RLSW-109, the only permitted uses within 35 metres of the highwater mark of Loughborough Lake shall be a walkway and a dock.

- | | |
|---------------------------------------|---------------|
| ○ Number of docks permitted per unit: | 1 only |
| ○ Dock area (max.) | 20 sq. metres |
| ○ Dock length (max.) | 8 metres |
| ○ Walkway width (max.) | 1.5 metres |

All other provisions of this by-law shall apply.

11. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section OSP-11 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section OSP-10, (Part Lot20 and 21, Concession V, Storrington District - Applewood), to read as follows:

OSP-11 (Part Lots 23 and 24, Concessions VI and VII, Loughborough District)

Notwithstanding the zone regulations in Section 31.2 or any other provision of this By-law to the contrary, on the lands zoned Special Open Space Private (OSP-11) the following uses are permitted:

- A dock;
- Number of docks permitted: 2 only, provided that 1 dock be situated on the mainland and 1 dock be situated on the island.
- Mainland Dock area (max) 130 sq. metres
- Mainland Dock perimeter (max) 80 metres
- Island Dock area (max) 60 sq. metres
- Island Dock perimeter (max) 45 metres
- A walkway, maximum width 1.5 metres.
- No walkways will be permitted on the island
- Minimum walkway setback from wetland boundary: 3 metres

For the purposes of this section, ‘perimeter’ shall mean all surfaces that abut water.

All other provisions of this by-law shall apply.

12. THAT Zoning By-law Number 2003-75 as amended is hereby further amended by adding a new section OSP-12 (Part of Lots 23 & 24, Concessions VI and VII; District of Loughborough); immediately after section OSP-11, (Part of Lots 23 & 24, Concessions VI & VII, Loughborough), to read as follows:

OSP-12 (Part Lots 23 and 24, Concessions VI and VII, Loughborough District)

Notwithstanding the zone regulations in Section 31.2 or any other provision of this By-law to the contrary, on the lands zoned Special Open Space Private (OSP-12) the following uses are permitted:

- Unit 6
 - A dock; 1 only
 - Number of docks permitted: 15 square metres
 - Dock area (max.): 8 metres
 - Dock length (max.) 1.5 metres.
 - A walkway, maximum width:

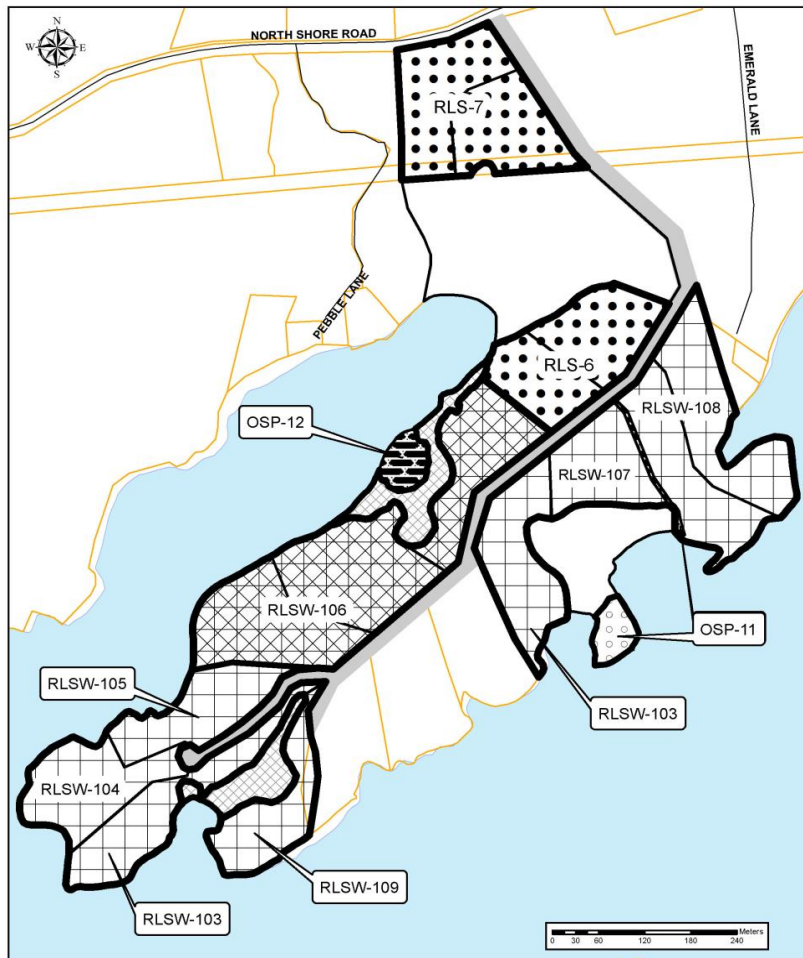
All other provisions of this by-law shall apply.

**TOWNSHIP OF SOUTH FRONTENAC
(LOUGHBOROUGH DISTRICT)**



**SCHEDULE '1'
BY-LAW NO. 2016-23**

-  AREA REZONED FROM 'RU' TO 'OSP-12'
-  AREA REZONED FROM 'RU' TO 'RLSW-106'
-  AREA REZONED FROM 'EP' TO 'OSP-11'
-  AREA REZONED FROM 'RU' TO 'EP'
-  AREA REZONED FROM 'RU' TO 'RLS-6, RLS-7'
-  AREA REZONED FROM 'RU' TO 'RLSW-103, RLSW-104, RLSW-105, RLSW-107, RLSW-108 AND RLSW-109'



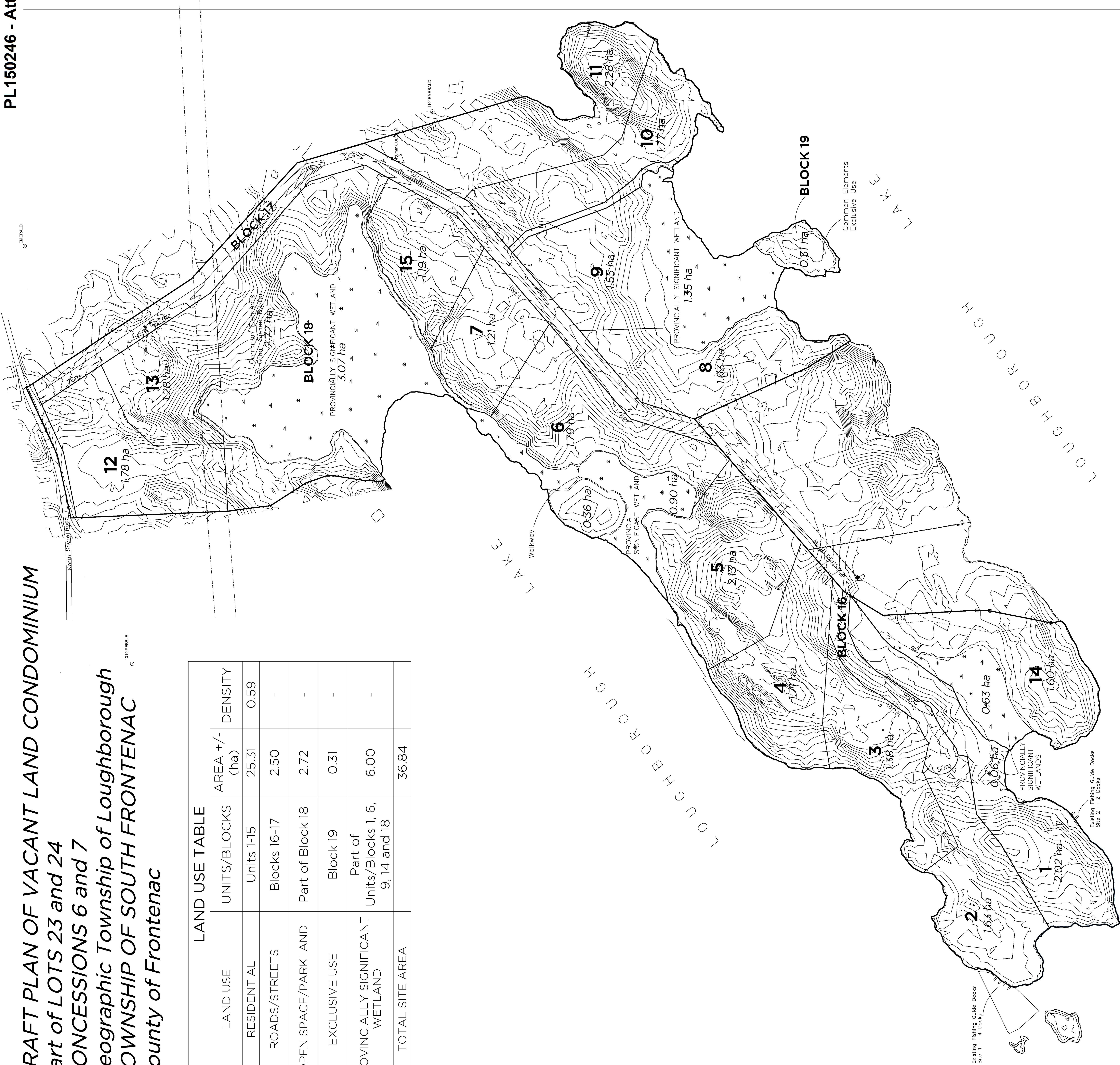
THIS IS SCHEDULE "1" TO BY-LAW NO. 2016-23

PL150246 - Attachment 2

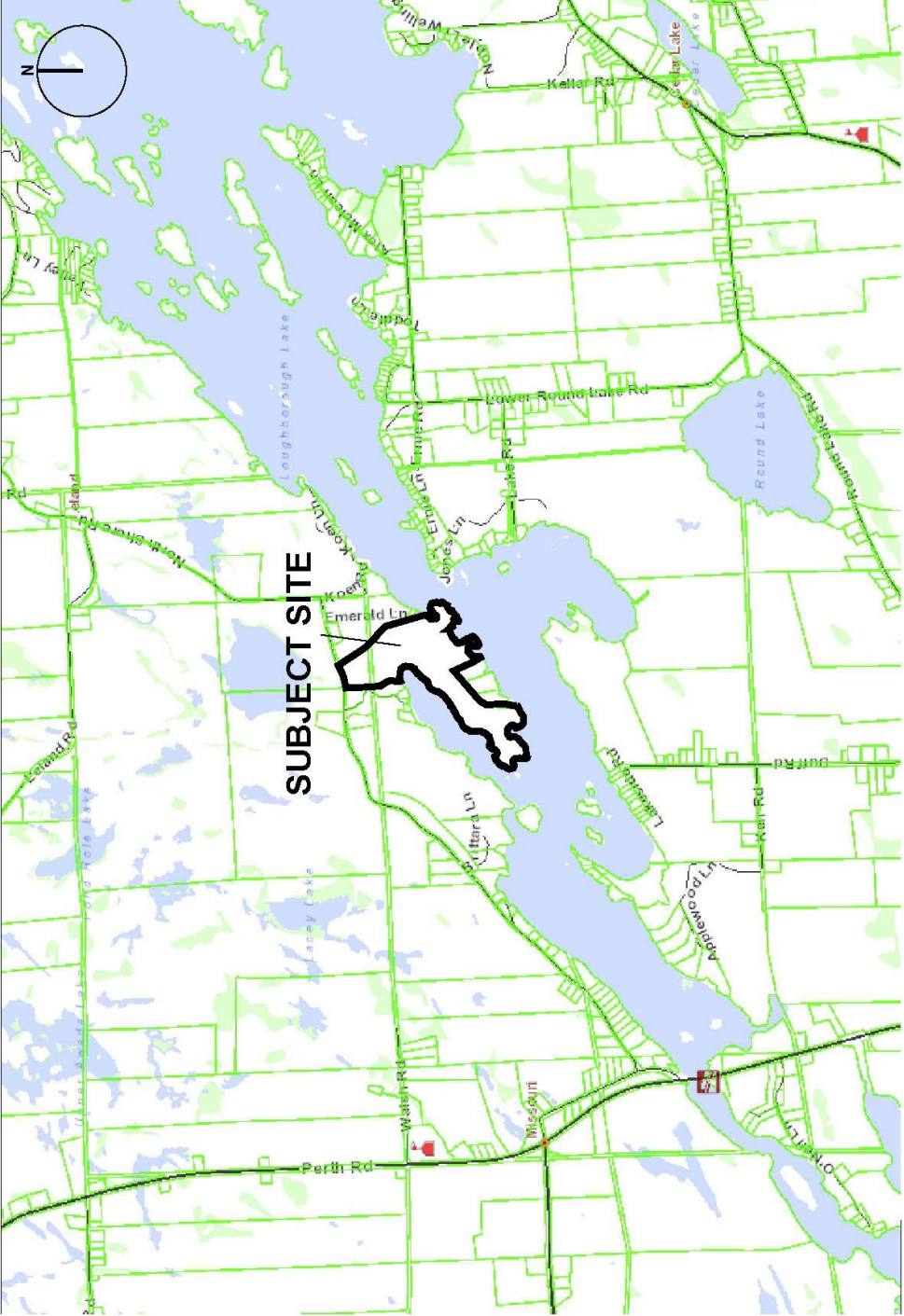
DRAFT PLAN OF VACANT LAND CONDOMINIUM
Part of LOTS 23 and 24
CONCESSIONS 6 and 7
Geographic Township of Loughborough
TOWNSHIP OF SOUTH FRONTENAC
County of Frontenac

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LAND USE TABLE			DENSITY
LAND USE	UNITS/BLOCKS	AREA +/- (ha)	
RESIDENTIAL	Units 1-15	25.31	0.59
ROADS/STREETS	Blocks 16-17	2.50	-
OPEN SPACE/PARKLAND	Part of Block 18	2.72	-
EXCLUSIVE USE	Block 19	0.31	-
PROVINCIALY SIGNIFICANT WETLAND	Part of Units/Blocks 1, 6, 9, 14 and 18	6.00	-
TOTAL SITE AREA		36.84	



KEY PLAN



ADDITIONAL INFORMATION REQUIRED UNDER SECTION 51.17 (A-L) OF THE PLANNING ACT:

- | | |
|----|---|
| a) | Shown on Draft Plan |
| b) | Shown on Draft Plan |
| c) | All adjacent lands owned, or in which the applicants have an interest are shown on the Key Plan |
| d) | Residential: Single Dwelling Units |
| e) | Residential: Rural / Single Dwelling Units |
| f) | Shown on Draft Plan |
| g) | Shown on Existing Conditions and Proposed Condominium Plan |
| h) | Private Wells |
| i) | Loam - shallow phase, loam, rock outcrop, shallow mortgage sandy loam, muck and peat |
| j) | Shown on Draft Plan |
| k) | Garbage collection, Telephone, Cable, Electricity |
| l) | Restrictive Covenants, Utility Easements |

OWNER'S CERTIFICATE

I, _____ HERBY AUTHORIZE _____ TO PREPARE AND SUBMIT THIS PLAN TO THE COUNTY OF FRONTENAC FOR REVIEW AND APPROVAL.

SIGNED: _____ **DATE:** _____

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:
PROPERTY PERIMETER IS BASED ON THE FOLLOWING UNDERLYING
SURVEY: 13R-13844

DATE: JUNE 12, 2014

3			
2	5m buffer, land use table	Mar 31 2016	YLD
1	Land use table, labels	Mar 23 2016	YLD
No.	REVISION	DATE	BY

CLIENT

**MAGENTA WATERFRONT
DEVELOPMENT LIMITED**

PROJECT

JOHNSTON POINT PLAN OF CONDOMINIUM

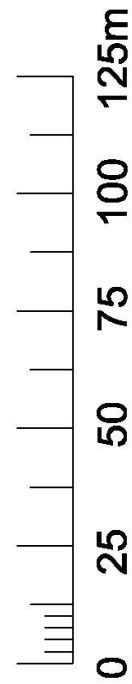
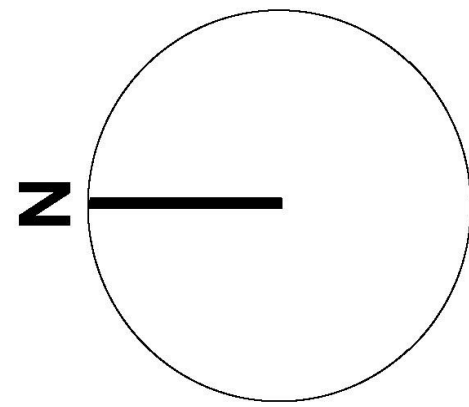
DRAWING

DRAFT PLAN OF CONDOMINIUM

FOTENN PLANNING + DESIGN

108-6 Cataragui Street Kingston ON K7K 1Z7
Tel: 613 542 5454 Fax: 613 730 1136
www.fotenn.com

DRAWN BY	YL
REVIEWED BY	MK
DATE	2016.02.26
SCALE	1:1400



PL150246 – Attachment 3**CONDITIONS TO APPROVAL**

The conditions of approval for the draft plan of condominium are as follows:

1. Approved Draft Plan:

That this conditional approval applies to the Draft Plan of Vacant Land Condominium, dated February 26, 2016, last revised March 31, 2016, prepared by FOTENN Consultants Inc. and certified by Ronald Clancy, Ontario Land Surveyor comprising a total of 15 Residential Units and 4 blocks subject to the following:

- I. The locations of proposed dwellings and septic locations on Unit 7 and 15 shall be evaluated by a qualified environmental consultant and an addendum to the EIS prepared to confirm the locations and any conditions necessary for construction.
- II. The boundaries of the common element open space shall ensure that a 5m buffer between any units and the wetland boundary within the common element open space is established, consistent with the drawing attached as Attachment "A".

2. Condominium Agreement:

- A. That the owners of the subject land enter into a vacant land condominium agreement with the municipality, prepared to the satisfaction of the municipality, to be registered on title of the subject land.
- B. That the Vacant Land Condominium Agreement include a clause stating that 911 civic addressing and locations of all entrances to the units, including the construction and locations of any entrance culverts, shall be shown on a plan prepared to the Townships satisfaction prior to any development of the property.

3. Financial Requirements:

- A. That the owner agree in writing to satisfy all the requirements, financial and otherwise of the municipality concerning the provision of private lanes and upgrading of roads, installation of services and drainage, in accordance with the municipality's standards and procedures.
- B. That the Owner shall reimburse the Township of South Frontenac and County of Frontenac for all legal, engineering, planning, administrative expenses and permit fees including the cost of any peer review that the Township of South Frontenac or County of Frontenac may require in relation to the condominium.

4. Access

- A. That the private roads included in this draft plan identified as 'Blocks 16 and 17 shall be constructed to Township standards for new private lanes. Final approval of the constructed road will be required by the Township Public Works Manager.
- B. That the private roads included in this draft plan identified as 'Blocks 16 and 17 shall be located a minimum of 30 metres from the nearest point of any wetland or waterbody.
- C. All driveway construction for each Unit shall require Site Plan approval. All driveways shall require engineering design by a qualified Engineer to ensure mitigative measures are applied to direct stormwater runoff and reduce erosion. Following construction,

inspection and approval of the Township Public Works Manager shall be required.

- D. That traffic counts be undertaken at North Shore Road and that the entrance location at the road be constructed to a standard acceptable to the Township, particularly in regards to safe sight lines and any requirements of the municipality related to traffic counts.
- E. That the private roads identified as 'Blocks 16 and 17 to be created as 'Common Element', including the "Existing Roadway Easement Over Private Lands", be named to the satisfaction of the municipality.
- F. That a 0.3 metre reserve be identified by survey along the road allowance of North Shore Road where it abuts proposed Unit 12, which 0.3 metre reserve shall be conveyed to and held in trust by the municipality for the purpose of denying additional access onto North Shore Road.
- G. That legal access to proposed Units 1, 2, 3, 4, 5 and 14 be obtained over the abutting portion of the existing lane that is on other private lands, and that the vacant land condominium agreement contain wording to permit this access. This wording must also acknowledge that the existing residential lots' access over the lane will be maintained all the way back to the public road.

5. Environment and Natural Heritage

- A. That the vacant land condominium agreement contains wording applying to all of the proposed units setting out the municipality's limited service policies to recognize that there is no commitment or requirement by the municipality to assume responsibility for ownership or maintenance of the private lane within the plan. In addition, the vacant land condominium agreement applying to all the waterfront units shall set out the municipality's environmental protection policies requiring that the area within 30 metres of the highwater mark of a waterbody or wetland shall be maintained in a natural state for soil and vegetation. This 30 metre environmental protection area is identified as Attachment "B".
- B. That the wetland area within the boundary of proposed Unit 14 be surveyed by the Owner prior to construction of any driveway within the Unit. The driveway shall be surveyed prior to construction to ensure that the driveway is constructed a minimum of 30m from the boundary of the surveyed wetland. The driveway shall be constructed by the Owner as a condition of sale of the Unit. This condition shall be included in the condominium agreement with the Township and the agreement of purchase and sale for Unit 14.
- C. That all conditions outlined in the letter dated November 12, 2014 from the Cataraqui Region Conservation Authority to the County of Frontenac, be included in the vacant land condominium Agreement with the Township, including that all driveways be placed a minimum of 30 metres from any waterbody and that all recommendations of the stormwater management plan be implemented.
- D. The owner shall confirm that MNRF have been consulted on all species at risk issues and that the Declaration and the Vacant Land Condominium Agreement shall incorporate all recommendations from the MNRF included in any Benefit Permit, if issued, related to Gray Rat Snakes and Blandings Turtles or any other species at risk identified.
- E. That the Owner shall complete Whip Poor Will surveys to determine if they are present at the site and submit this information to the MNRF.

6. Declaration, Easements and Joint Use Agreement

That the Declaration contain, at a minimum, clauses addressing the following to the satisfaction of the municipality, which clauses shall also form part of the Vacant Land Condominium Agreement:

- i. all access roads and driveways shall be set back a minimum of 30 m from all wetlands and water bodies;

- ii. silt barriers between all construction areas and wetlands or other water bodies shall be installed and maintained throughout the construction process until all disturbed areas have been revegetated;
- iii. all building envelopes and septic beds shall be located at the top of slope, complying with the setback distances established in Attachment "C" to these Draft Plan Conditions;
- iv. subject only to condition 6 (v), (vii), all living trees greater than 4 inches diameter at breast height within 40 m of any water body shall not be removed, with the exception of trees knocked over naturally;
- v. subject only to condition 6 and (vii), all vegetation, with the exception of invasive species, shall be retained and maintained in their natural state within 30 m of all water bodies;
- vi. An Ecological Committee shall be set up as part of the Condominium Board whose mandate would be to promote environmental stewardship initiatives on Johnston Point.
- vii. Notwithstanding sub-paragraphs 6(iv) and (v) above, the owner of a Unit, with the exception of Units 7, 9, 12, 13 and 15, may construct a walkway to the water provided that the walkway is no wider than 1.5m and provided that the walkway is constructed in the locations set out in the drawing attached to these Conditions of Draft Approval as Attachment 'A'. Any deviation from these prescribed locations may only be considered if in consultation with a qualified environmental professional to the satisfaction of the Township;
- viii. The Owner shall construct the walkways to the water as a condition of sale of the Units where a walkway is permitted. This condition shall be included in the condominium agreement with the Township and the agreement of purchase and sale for all Units where a walkway is permitted;
- ix. The existing Butternut tree at Unit 8 shall be retained and no development shall be permitted within 25 m of the tree;
- x. Signage shall be installed at the PSW boundary to ensure residents do not alter, fill or negatively impact the PSW, which signage shall be worded to the satisfaction of the municipality and the CRCA;
- xi. Docks may only be constructed on units 1, 2, 3, 4, 5, 6 (Unit 6 is subject to obtaining access in accordance with these conditions), 8, 10, 11 and 14 provided that the following restrictions are complied with:
 - 1. docks may only be constructed at the general locations identified on Attachment "A" to these Conditions of Draft Plan Approval;
 - 2. The joint use docks may only be constructed in accordance with all applicable approvals issued by the Cataraqui Region Conservation Authority and/or the Ministry of Natural Resources and Forestry;
 - 3. docks must be floating or pole docks;
 - 4. no aquatic vegetation shall be removed during construction, use or maintenance of any dock;
 - 5. the surface area of any dock located in Long Bay shall not exceed 15 m² and its length shall not exceed 8 m;
 - 6. subject to 6(xii), the surface area of any dock not located in Long Bay may not exceed 20 m² and its length shall not exceed 8 m;
 - 7. the Owner shall work with any purchaser of any Unit to determine their preference and docking needs and shall construct all docks as a condition of sale of the Units where a dock is permitted. As per condition 6 xi.(2), dock location and construction shall only occur following CRCA and/or MNRF permit issuance. This condition shall be included in the condominium agreement with the Township and the agreement of purchase and sale for all Units where a dock is permitted.
- xii. Joint use docks may be constructed on Unit 10 to provide shared docking for the owners of Units 7, 9, 12, 13 and 15, subject to the following restrictions:
 - 1. The Owner's qualified environmental professional, in cooperation with the Cataraqui Region Conservation Authority, will identify a low/no impact 1.5 metre walkway to the joint use docking facility

through the vegetated buffer on lot 10 generally in the location identified on Attachment "A" to the water's edge. The walkway shall be constructed a minimum of 3m from the adjacent wetland boundary and be delineated by a page wire fence. The Owner shall construct the joint use docks as a condition of sale of the first Unit that is permitted to use the joint use docks. This condition shall be included in the condominium agreement with the Township and the agreement of purchase and sale for all Units that are permitted to use the joint use dock;

2. The joint use docks may only be constructed in accordance with an approval provider;
3. The joint use docks must be floating, cantilever, or pole docks;
4. No aquatic vegetation shall be removed during construction, use or maintenance of any dock;
5. The owners of Units 7, 9, 12, 13 and 15 will have exclusive use of the 0.31 ha small island located south of and between units 8 & 9 , and held in ownership by the Condominium Corporation;
6. Development on this small island will comply with Clause 6(v). The old corduroy road/path to the island shall be removed in accordance with the recommendations of a qualified environmental professional. The location of the dock shall be limited to the east side of the island. Permanent exclusionary fencing and signage shall be installed limiting access to the west side of the island. Signage will explain why no access to the west side of the island is permitted. Any deviation from these prescribed locations on Attachment 'A' may only be considered if in consultation with a qualified environmental professional to the satisfaction of the Township;
7. The owners of Units 7, 9, 12, 13 and 15 will be permitted additional shared docking on this small island. All joint use docking on the island shall conform to the requirements of this condition;
8. The joint use docks shall be constructed so that they do not interfere with navigation and shall conform with the applicable zoning for docks.

B. The Common Element Open Space shall be governed by Condominium Rules to, at a minimum and without limitation, prohibit the removal of any vegetation within this area and to prohibit the creation of walkways and structures. Use of the Common Element Open Space shall be restricted to "passive recreational uses" as defined in Condition 9A.

7. On-Site Sewage Disposal and Water Systems:

- A.** That the recommendations outlined in the letter dated September 3, 2014 from KFL&A Public Health to the County of Frontenac, be addressed to the satisfaction of the municipality.

8. Dock and Deck Access

- A.** Subject to Condition 6(xi), that any dock that is placed at Unit 2 shall be located on the western shore of Unit 2 so that the dock is not located in Long Bay, but is on the open water of Loughborough Lake. Only one (1) dock shall be permitted to service Unit 2, all other existing docks shall be removed as a condition of site plan approval for the Unit.
- B.** Subject to Condition 6(xi), only one (1) dock shall be permitted to service Unit 1, all other existing docks shall be removed as a condition of site plan approval for the Unit.
- C.** That, in recognition that access to the open water of Long Bay from proposed Unit 6 is by way of an island within a wetland, a walking bridge be installed under the supervision of the Cataraqui Region Conservation Authority to provide this access to Long Bay. Such walking bridge must be installed to the satisfaction of the CRCA and the Township prior to registration of the Description and vacant land condominium Agreement.

9. Parkland Dedication:

- A.** That Block 18, Common Element Parkland, be renamed a Common Element Open Space. The Common Element Open Space shall be governed by Condominium Rules to, at a minimum and without limitation, prohibit the removal of any vegetation within this area and to prohibit the creation of walkways and structures. Use of the Common Element Open Space shall be restricted to passive recreational uses and all motorized vehicles shall be prohibited. For the purposes of this section, “passive recreational uses” shall not include trails, hunting, motor boating, or use of any motorized vehicle. An overlook/viewing area shall be permitted in this Block; such overlook to be located adjacent to the private road and be subject to Site Plan Approval.
- B.** That the owner convey up to five percent of the land included in the plan to the municipality for public park purposes. Alternatively, the municipality may require cash-in-lieu for all or a portion of the conveyance.

10. Stormwater

- A.** That the recommendations contained in the ‘Stormwater Management Brief for the Johnston Point Condominium Development’, undated, by Asterisk Engineering Corporation and associated drawings related to site drainage design, construction and maintenance, including construction of ditches and culverts, be included in the Vacant Land Condominium Agreement and that they be complied with to the satisfaction of the municipality.
- B.** That all requirements and recommendations specified in the ‘Hydrogeological Assessment at Johnston’s Point’ report, dated June 2014 from WESA, and all associated drawings be included in the Vacant Land Condominium Agreement and that they be complied with to the satisfaction of the municipality.

Human Remains:

The condominium agreement shall contain a clause providing that any Owner(s) be advised, and also that a notice be placed in the purchase and sale agreement alerting any prospective purchasers that in the event that human remains are discovered during construction or site development of a lot, that the property owner shall immediately contact the OPP, the Ministry of Tourism, Culture and Sport and the Registrar or Deputy Registrar of the Cemeteries Unit of the Ministry of Consumer Services (or the applicable agencies at the time of final approval).

11. Archaeological Resources:

- A.** That all recommendations of the Archaeological Assessment (Stage 1-4) Report by Abacus Archaeological Services be implemented to the satisfaction of the Township.
- B.** That the applicant provide clearance letters for the Stage 1-4 Archaeological Assessments from the Ministry of Tourism, Culture, and Sport.
- C.** That if during the process of development any archaeological resources or human remains of Aboriginal interest are encountered, the Algonquins of Ontario Consultation Office will be contacted immediately at:

Algonquins of Ontario Consultation Office
 31 Riverside Drive, Suite 101
 Pembroke, Ontario K8A 8R6
 Telephone: (613) 735-3759
 Fax: (613) 735-6307
 email: algonquins@nrtco.net

12. Utilities and On-Site Works

- A.** The following mitigation measures shall be implemented:

- i. The private road shall be posted with a 30 km/h speed limit placed to the satisfaction of the municipality;
 - ii. a turtle crossing and education sign developed to the satisfaction of the municipality shall be installed on the private road near the southern end of lot 13;
 - iii. the private road shall be maintained as a gravel surface only; for clarity, no future hard surface paving shall be permitted without additional environmental impact analysis;
 - iv. a land owner education program and environmental sensitivity information package shall be developed and provided to every owner of a Unit and the clause shall be included in all agreements of purchase and sale for any unit enclosing the education information package; and
 - v. a permanent exclusion fence shall be constructed on both sides of the private road along the frontage of lots 6 and 8, to the satisfaction of the municipality.
- B.** That, prior to final approval, the portion of the unopened road allowance identified on the Plan through Units 12 and 13 and Block 17, be closed and the ownership transferred to the owner of the subject lands.
- C.** That, prior to final approval, a garbage collection facility be installed at the entrance to the development near North Shore Road to the satisfaction of the Township.
- D.** That, prior to final approval, any required Canada Post box be installed on the right-of-way for the lane near the entrance to the development at North Shore Road.
- E.** That, prior to final approval, street lighting shall be installed to the Township's satisfaction at the location for the Canada Post boxes and garbage collection area near North Shore Road.
- F.** That, prior to final approval, street signage shall be installed according to Township standards and to the satisfaction of the municipality.
- G.** Speed limit signs shall be erected at the water at the entrance to Long Bay advising that all watercraft shall adhere to a maximum 10 km/h speed limit
- H.** That, prior to final approval, the municipality be satisfied that all servicing issues are resolved such as private lane construction and any required upgrades to North Shore Road.

13. Site Plan Control

That the development of all Units shall be subject to site plan control approval. Site Plan Control applications shall be circulated to Cataraqui Region Conservation Authority for review and comment prior to Township approval. Prior to applying for any building permit the owner of any Unit shall obtain site plan control approval and enter into a site plan control agreement with the Township, which agreement shall include, but not be limited to, the following:

- i. An approved site plan showing the location of all structures, including the septic disposal system and well, consistent with the recommendations of the EIS;
- ii. A location for the alternate septic disposal system location, which location shall not be developed;
- iii. The location of any walkway to the water, where such walkway is permitted;
- iv. The location of any dock, where a dock is permitted;
- v. The location of any driveway; and
- vi. Notwithstanding condition 6 (iv), all living trees on each Unit greater than 4 inches diameter at breast height shall be maintained unless approved for removal as part of Site Plan review.

14. Revisions to Draft Plan:

- A. That Prior to Final Condominium Approval, the Owner shall submit a revised Block Plan, if required, to reflect any significant alterations caused from this Draft Plan Approval.
- B. That where final engineering design(s) result in minor variations to the Plan (e.g., in the configuration of lots, etc.), these may be reflected in the Final Plan subject to the satisfaction of the Township of South Frontenac and the County of Frontenac.

15. General conditions:

- A. That when requesting final Approval from the County of Frontenac, the Owner shall accompany such request with the required number of originals and copies of the Final Plan, together with a surveyor's certificate stating that the lots/blocks thereon conform to the frontage and area requirements of the Zoning By-Law.
- B. That prior to final approval, the County of Frontenac is to be advised by the municipality that this proposed subdivision conforms to the Zoning By-law in effect of the Township of South Frontenac including that the zoning is satisfactory to the Cataraqui Region Conservation Authority.
- C. That the Owner submit a draft Vacant Land Condominium Declaration for approval by the Township and County to ensure all conditions of approval will be satisfied

16. Clearance Letters:

- A. That prior to final approval, the County of Frontenac is to be advised by the municipality that this proposed development conforms to the Zoning By-law in effect of the Township of South Frontenac including that the zoning is satisfactory to the Cataraqui Region Conservation Authority.
- B. That Prior to Final Condominium Approval, the County is to be advised in writing by the Township of South Frontenac the method by which conditions 1 to 14 have been satisfied.
- C. That Prior to Final Condominium Approval, the County is to be advised in writing by KFL&A Public Health the method by which condition 6A has been satisfied.
- D. That Prior to Final Condominium Approval, the County is to be advised in writing by the Cataraqui Region Conservation Authority the method by which conditions 7 and 8 have been satisfied.

17. Lapsing Provisions:

- A. That pursuant to Section 51(32) of the Planning Act, this Draft Plan Approval shall lapse at the expiration of three (3) years from the date of issuance of Draft Plan Approval if final approval has not been given, unless an extension is requested by the Owner and, subject to review, granted by the approval authority.
- B. That pursuant to Section 51(33) of the Planning Act, the Owner may submit a request to the approval authority for an extension of the Draft Plan Approval. The extension period shall be for a maximum of three (3) years and must be submitted prior to the lapsing of Draft Plan Approval. Further extensions may be considered at the discretion of the Township and the County.

Attachment "A"
Conceptual Site Plan
Unit, Path and Dock Locations

690



KEY PLAN

ADDITIONAL INFORMATION REQUIRED UNDER SECTION 51.17 (A-L) OF THE PLANNING ACT:

- a) Shown on Earth Plan
- b) All adjacent lands owned, or in which the applicants have an interest, shown on Earth Plan
- c) Shown on Earth Plan
- d) Residential Single Dwelling Units
- e) Residential Single Dwelling Units
- f) Shown on Earth Plan
- g) Shown on Existing Conditions and Proposed Condominium Plan
- h) Loam - shallow phases, loam, rock outcrop, shallow montangle
- i) Shown on Earth Plan
- j) Shown on Earth Plan
- k) Garbage collection, Telephone, Cable, Electricity
- l) Residential Condominium, Utility, Sewerage

OWNER'S CERTIFICATE

I, **HENRY AUTHORIZED**

PREPARE AND SIGN THIS PLAN TO THE COUNTY OF FRONTENAC FOR REVIEW AND APPROVAL.

SIGNED: _____ DATE: _____

SURVEYOR'S CERTIFICATE

I CERTIFY THAT THE SURVEY PERMITTED IS BASED ON THE FOLLOWING UNDERLYING SURVEY: **138-13844**

DATE: **JUNE 12, 2014**

O.L.S.

3	5m buffer, land use table	Mar. 31 2016	YLD
2	Paths	Mar. 23 2016	YLD
1	Docks	Mar. 21 2016	YLD
No.	REVISION	DATE	BY

CLIENT
MAGENTA WATERFRONT DEVELOPMENT LIMITED

PROJECT
JOHNSTON POINT

PLAN OF CONDOMINIUM

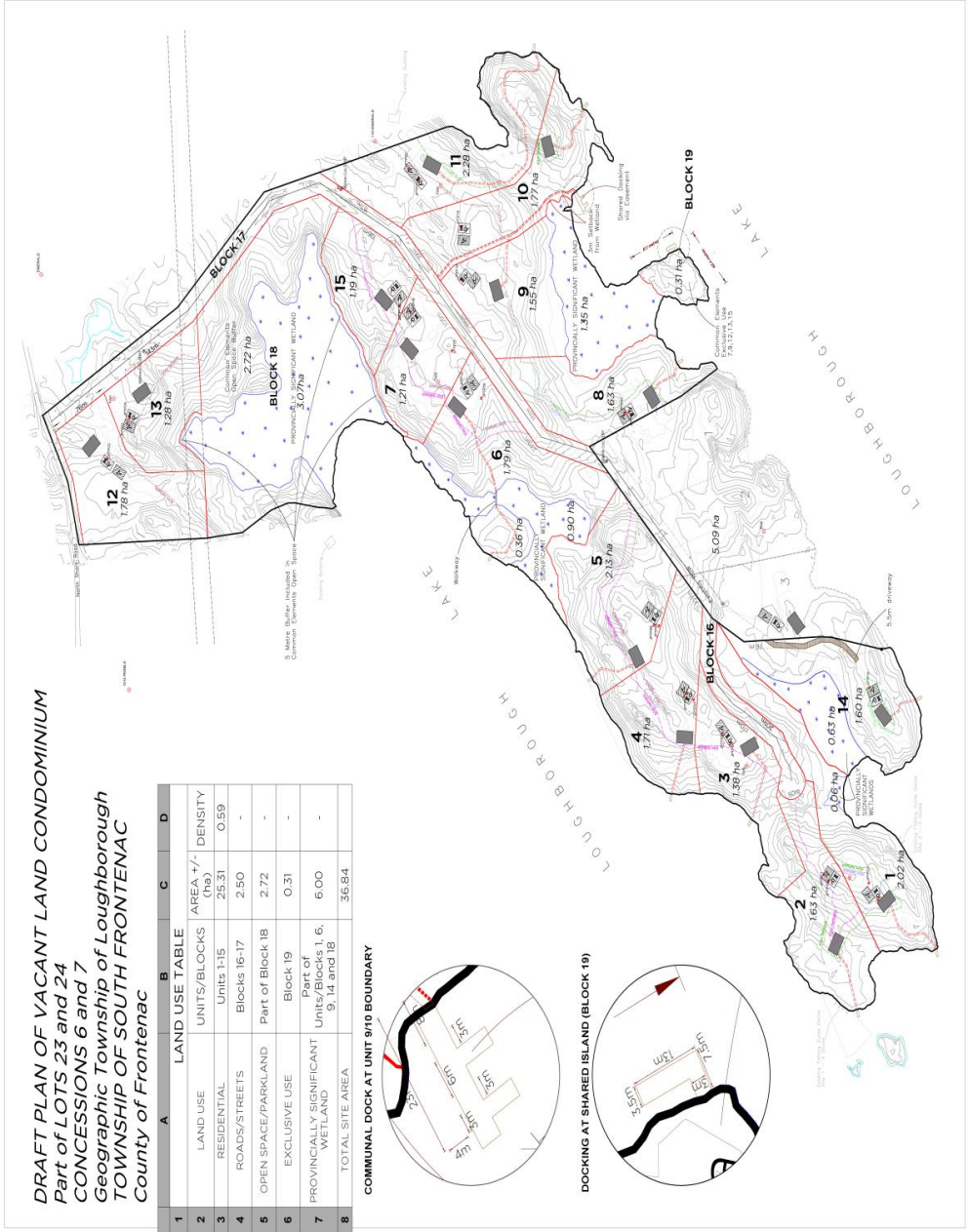
DRAWING
CONCEPTUAL SITE PLAN

FOTENN PLANNING + DESIGN

108-8 Cataract Street Kingston ON K7K 1Z7
Tel: 613 542 5454 Fax: 613 730 1138
www.fotenn.com

DRAWN BY **YL**
REVIEWED BY **MK**
DATE: **2016.02.29**
SCALE: **1:1400**

0 25 50 75 100 125m



Attachment “B”
30 Metre Environmental Protection Area



Attachment “C”
Site Plan Matrix

Johnston Point Site Plan Matrix												
Unit No.	waterfrontage long bay	waterfrontage main lake	individual dock permitted	maximum dock size	shared dock w/ easement on unit 10	shared 0.31 ha island	3 meter path to water	1.5 m bridge to island	building setback from wetland/lake	septic setback from wetland/lake	Site Plan Control	details in APS
1	no	yes	yes	20m2	no	no	yes	no	40	45	yes	yes
2	yes	yes	yes	20m2	no	no	yes	no	40	50	yes	yes
3	yes	no	yes	15m2	no	no	yes	no	50	50	yes	yes
4	yes	no	yes	15m2	no	no	yes	no	50	60	yes	yes
5	yes	no	yes	15m2	no	no	yes	no	50	60	yes	yes
6	yes	no	yes	15m2	no	no	yes	yes	50	60	yes	yes
7	no	no	no	n/a	yes	yes	no	no	50	60	yes	yes
8	no	yes	yes	20m2	no	no	yes	no	40	45	yes	yes
9	no	no	no	n/a	yes	yes	no	no	60	60	yes	yes
10	no	yes	yes	20m2	no	no	yes	no	40	60	yes	yes
11	no	yes	yes	20m2	no	no	yes	no	40	60	yes	yes
12	no	no	no	n/a	yes	yes	no	no	60	60	yes	yes
13	no	no	no	n/a	yes	yes	no	no	60	60	yes	yes
14	no	yes	yes	20m2	no	no	yes	no	35	35	yes	yes
15	no	no	no	n/a	yes	yes	no	no	50	60	yes	yes



Report 2016-091

Information Report to Council

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Marian VanBruinessen, Director of Corporate Services/Treasurer
Date of meeting: July 20, 2016
Re: **Corporate Services – Four Month Attendance Management Report Card**

Recommendation

This report is for information only.

Background

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

Comment

This report reflects the format and benchmark information provided to Council in previous reports. However staff are undertaking research to try to get a better understanding of sector trends with a view to presenting a better assessment for Council in future reports

Key Performance Indicator (KPI)

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

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

Attendance Targets

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

Nursing (CUPE 2290) no more than 10 days in a 12 month period

Non-Nursing/ Marine Services / Non-union no more than 7 days in a 12 month period

The detail found in Table 3 reveals that departments are not currently meeting the key performance indicator. However some progress seems to have been made over the same period in 2015.

Percentage staff meeting Attendance Target – Period 1 Comparison

	Period 1 - 2015	Period 1 - 2016
Corporate Services – CUPE 2290	100.0%	63.64%
Corporate Services – Non-union	83.3%	72.73%
ETS OPSEU	62.5%	66.67%
ETS Non- union	53.3%	70.59%
Fairmount CUPE 2290 Nursing	61.1%	72.63%
Fairmount CUPE 2290 Non-Nursing	68.9%	73.33%
Fairmount Non-union	100.0%	50.00%
Marine Services CUPE109	56.3%	77.78%

Due to the small number of employees in some departments, one or two employees can have a significant impact on the percentages

Summary of Table 3 Cost of Absenteeism

	Total for 2015	Period 1	As % of Prior Year
Corporate Services	\$10,244	\$0	0%
Fairmount Home	\$253,744	\$111,860	44%
Frontenac Paramedic Services	\$537,383	\$198,150	37%
Marine Services	\$21,184	\$5,218	25%
Total	\$822,555	\$315,228	38%

Please note that in this summary some of the categories overlap, i.e. Marine Services staff includes union and one non-union staff.

While Fairmount Home period 1 costs are approximately half of 2015's total for the year, Frontenac Paramedic Services and Marine Services are comparable to period 1 in 2015. Overall for Period 1, the County is at 38% of 2015 annual cost.

Charts A-D

A review of Charts A-D reveals a declining trend during period 1 for Corporate Services and Frontenac Paramedic Services. Fairmount Home has remained consistent and Marine Services has also remained level with the exception of the sharp peak in April.

At Fairmount Home, the residents that are being admitted in the last year require higher levels of care causing challenges with the current staffing levels. Burnout, stress and absenteeism are a challenge. Also Fairmount Home continues to have challenging residents with behaviours who strike out at staff. Resident behaviours can cause stress and injury which then affects staff absenteeism.

In Frontenac Paramedic Services there is positive change, between the previous period and this period, in the % Employees with No Absences (11.39% to 14.10%) and the % of Employees who are meeting the target (58.23% to 66.67%). There is also a corresponding reduction in the % of Employees over the target (from 41.77% to 33.33%).

Alternate Work

There is an additional component of the attendance picture, not previously addressed. This is the category of alternate work, which is provided to employees who can be accommodated in the workplace and if not accommodated, would continue to be accounted for in the attendance statistics.

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

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

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

Mitigation

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

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

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

Staff are currently working with a disability management company to actively manage some of the more complex absenteeism cases for which managers and directors have neither the skill nor time.

Sustainability Implications

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

Financial Implications

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

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

The cost of Alternate Work in Frontenac Paramedic Services for Period 1 is \$41,753 and Fairmount Home is \$21,393 in wages only.

Organizations, Departments and Individuals Consulted and/or Affected

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

Table 1: County of Frontenac Labour Force

Department	Service	Total Employees	#	Average Age
Non-union Staff	All Departments	39	50	
Fairmount Home and Corporate Services	CUPE Local 2290	182	42	
Emergency and Transportation Services	Frontenac Paramedic Services (OPSEU Local 462)	133	40	
	Marine Services (CUPE Local 109)	16	53	
County of Frontenac Total		370	46	

Table 2: Occupational Health January to April 2016*

	Fairmount	ETS	Corporate Services
	#cases		
Hospitalization			
Chronic Conditions	6	12	
Non Occupational Injury/Hospitalization	7	4	

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

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

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

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

Table 3: Absenteeism Targets Period 1 – January to April 2016

January – April 2016	Corporate Services Non Union Staff Target 7 Days	Corporate Services CUPE 2290 Union Staff Target 7 Days	ETS OPSEU 462 Paramedic Staff Target 12 Days	ETS Staff Non- Union Staff Target 7 Days	Fairmount Non Union Staff Target 7 Days	Fairmount CUPE 2290 Nursing Staff Target 10 Days	Fairmount CUPE 2290 Non Nursing Staff Target 7 Days	ETS CUPE 109 Marine Staff Target 7 Days
Total Employees	11	11	78	17	4	95	45	9
# of Sick Employees	5	9	67	12	3	49	25	7
% Employees with No Absences	54.55%	18.18%	14.10%	29.41%	25.00%	48.42%	44.44%	22.22%
% Employees who are over Target	27.27%	36.36%	33.33%	29.41%	50.00%	27.37%	26.67%	22.22%
% Employees who are meeting Target	72.73%	63.64%	66.67%	70.59%	50.00%	72.63%	73.33%	77.78%
Cost of Absenteeism**	\$0	\$0	\$192,128.81	\$6,271.39	\$0	\$77,715.14	\$34,144.89	\$4,968.00

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

Number of sick employees – any paid sick related time off **Cost of absenteeism - The incremental cost related to the estimated replacement cost at regular rate (not overtime) is provided.

Charts A - D

Comparability with Statistics Canada data should be reviewed understanding that

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

Chart Definitions

- Total hours worked – in period – for Fairmount this includes part time employees eligible for sick time.
- Total hours absent – related to Short term disability illness, disability or other health related reason. Does not include those off on long term disability.
- Rolling 12 month% = hours absent/hours worked (includes paid and unpaid hours absent) for 12 month period. May 2015 to April 2016 provides an accurate rolling average.
- Actual % = hours absent/hours worked (includes paid and unpaid hours absent)
- Target % = target hours absent/hours worked (see Attendance targets above).
- Statistics Canada % = Statistics Canada worker absenteeism/days worked (differs local government, health and transportation categories)

CHART A Corporate Services May 2015 to April 2016

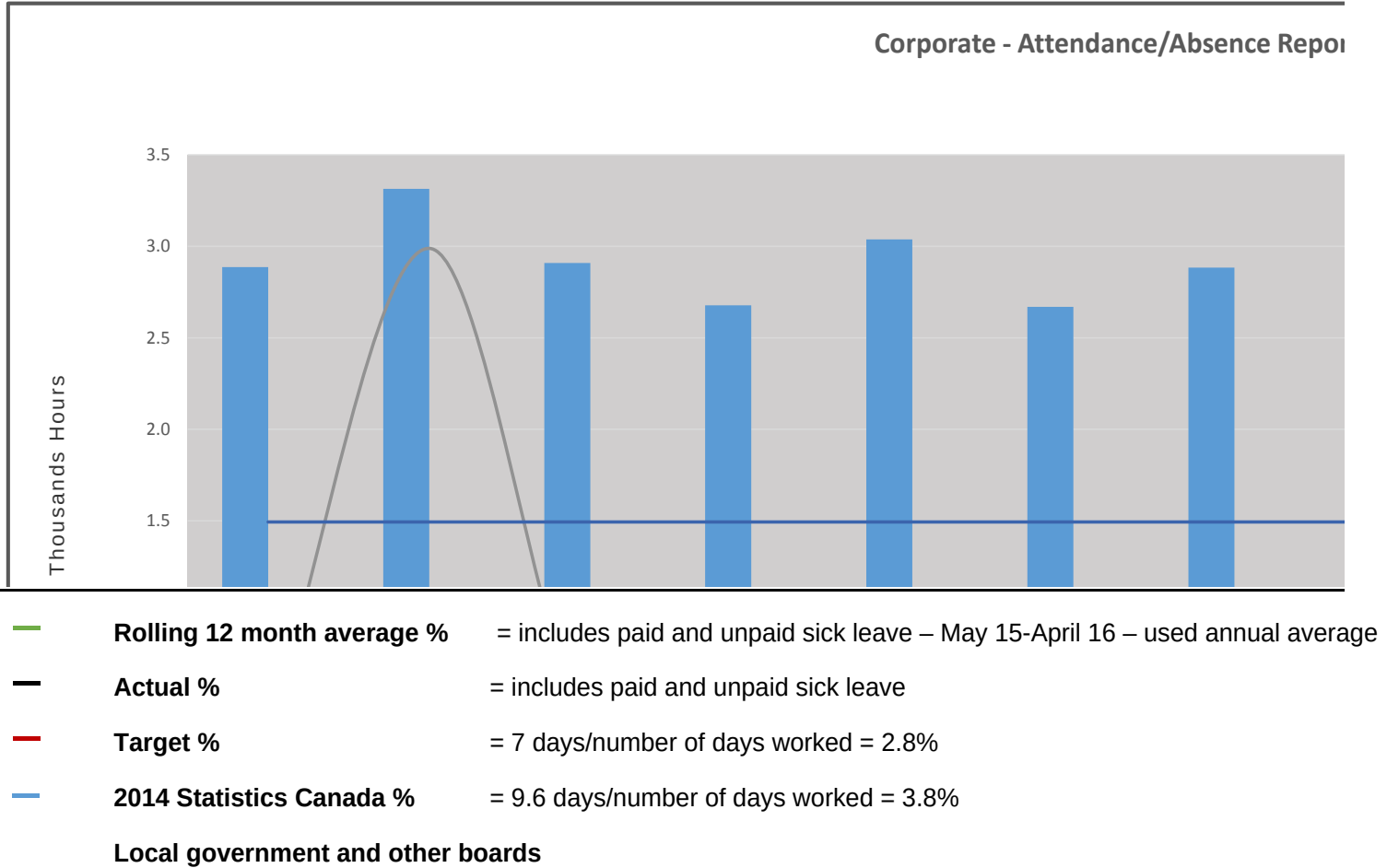
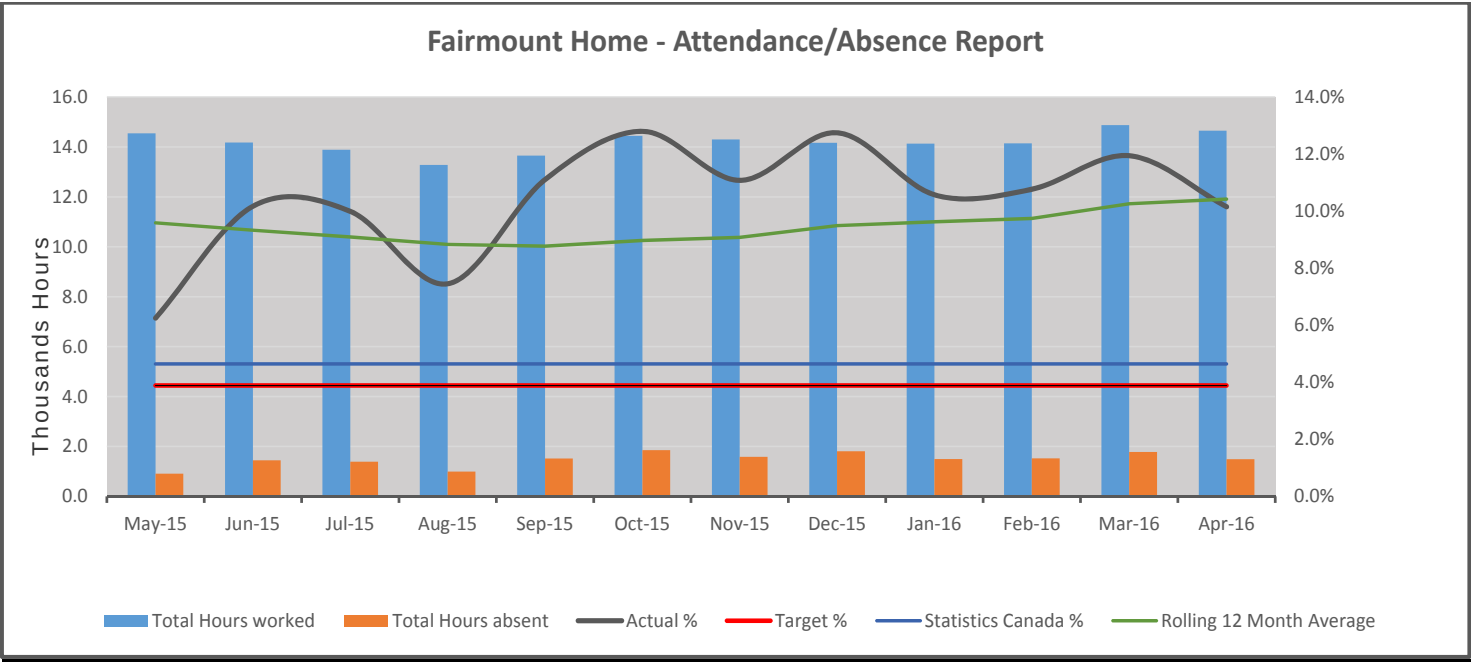


CHART B Fairmount Home Attendance May 2015 to April 2016

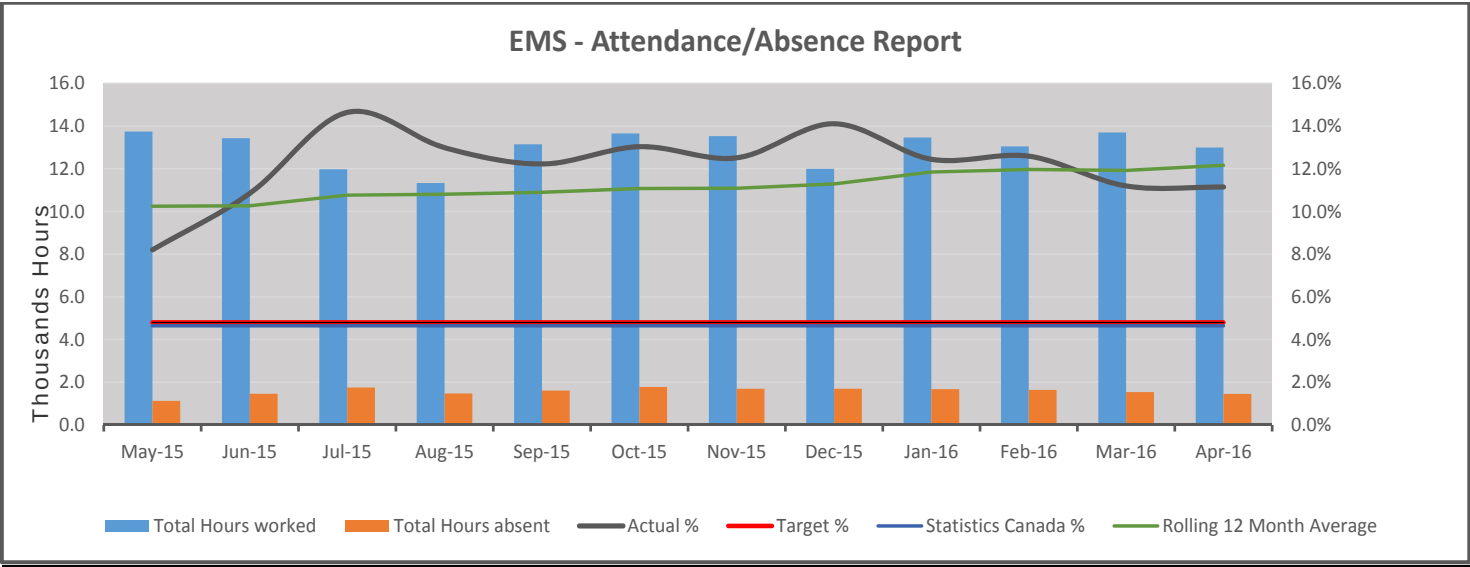


- Rolling 12 month average %** = includes paid and unpaid sick leave – May 15-April 16 – used annual average
- Actual %** = includes paid and unpaid sick leave
- Target %** = 10 days/number of days worked = 3.9%
- 2014 Statistics Canada %** = 11.6 days/number of days worked = 4.6%

Health Sector*

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

CHART C Emergency Services (Frontenac Paramedic Services) Attendance May 2015 to April 2016

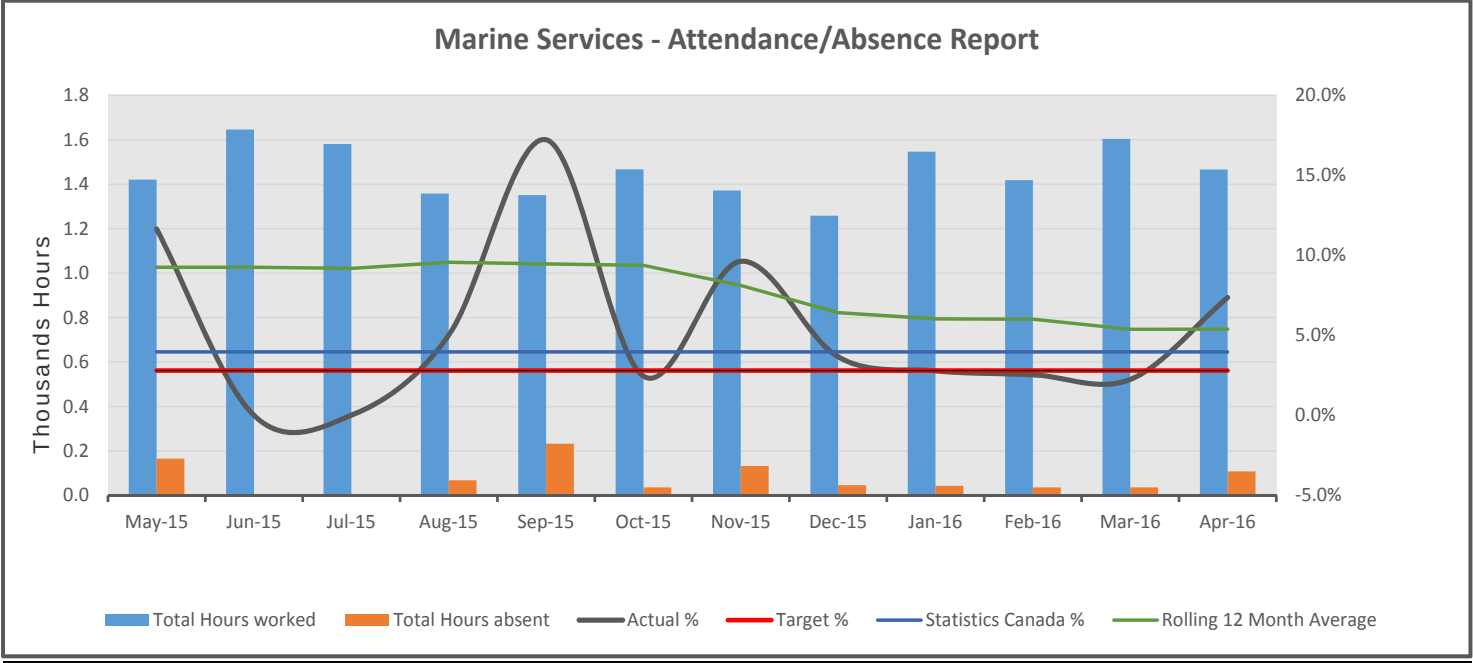


- Rolling 12 month average %** = includes paid and unpaid sick leave – May 15-April 16 – used annual average
- Actual %** = includes paid and unpaid sick leave
- Target %** = 12 days/number of days worked = 4.8%
- 2014 Statistics Canada %** = 11.6 days/number of days worked = 4.6%

Health sector*

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

CHART D Transportation Services (Marine Services) Attendance May 2015 to April 2016



- Rolling 12 month average %** = includes paid and unpaid sick leave – May 15 -April 16 – used annual average
- Actual %** = includes paid and unpaid sick leave
- Target %** = 7 days/number of days worked = 2.8%
- 2014 Statistics Canada %** = 9.9 days/number of days worked = 4.0%



COMMITTEE REPORT

To: Warden and Council Members of the County of Frontenac

From: Anne Marie Young
Manager of Economic Development

Date of meeting: April 20, 2016

Re: Community Development Advisory Committee – Report to Council

The Community Development Advisory Committee reports and recommends as follows:

1. **Frontenac Branding**

That the new regional brand for the County is recommended to County Council for approval.

2. **Sustainability Workshop**

That the Sustainability Workshop not take place in 2016.

3. **Community Grant Program**

That a Community Grant be established and be considered for the 2017 budget.



**Minutes of the Community Development Advisory Committee Meeting
June 23, 2016**

A meeting of the Community Development Advisory Committee was held in the Bud Clayton Memorial Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, June 23, 2016 at 10:00 a.m.

Present:

Robert Clinton, Chair
Barrie Gilbert
Betty Hunter (telephone)
Wilma Kenny
Councillor John McDougall, Council Liaison
Councillor Ron Higgins
Warden Frances Smith

Staff Present:

Anne Marie Young, Manager of Economic Development

1. Call to Order

Robert Clinton called the meeting to order at 10:05 a.m.

2. Adoption of the Agenda

Moved by: Councillor Ron Higgins
Seconded by: Dr. Barrie Gilbert

That the agenda for the June 23, 2016 meeting of the Community Development Advisory Committee be adopted as amended.

CARRIED

3. Disclosure of Pecuniary Interest and General Nature Thereof

None were declared.

4. Adoption of Minutes

a. Minutes of Meeting held May 12, 2016

Councillor Ron Higgins cited omissions and asked that an action not captured in 5.a of the minutes (the Algonquin to Adirondacks (A2A) presentation) be included. This action was that he would ask North Frontenac to appoint someone to the A2A committee. Also the request from Anne Prichard cited in 5.b of the minutes should be recorded as an action.

Moved by: Warden Frances Smith

Seconded by: Dr. Barrie Gilbert

That the minutes of the Community Development Advisory Committee meeting held May 12, 2016 be adopted as amended.

CARRIED

5. Deputations and/or Presentations

None

6. Reports to the Community Development Advisory

a. 2016-077

**Community Development Advisory Committee
Economic Development Report**

Anne Marie Young reviewed the economic development report. She spoke to a 3-6 month work plan in the event that the funding was received from Rural Economic Development program. John MacDougall asked that further communication will be needed with South Frontenac to review their commitment and expectations of the implications of a successful grant.

Ms. Young introduced Jon Alison from Redtrain who then updated the committee on the development of the new regional brand for the County.

Moved by: Warden Frances Smith

Seconded by: Councillor Ron Higgins

That the new regional brand for the County is recommended to County Council for approval.

CARRIED

Ms. Young continued by updating the committee as to her attendance at the Frontenac Community Futures Development Committee (CFDC) meeting last evening. She asked that the committee think of an alternate way to communicate ideas to the CFDC in regard to possible collaborative projects. Currently there is not enough time allotted during the CFDC meetings to approach this possibility.

Action: Staff is to investigate the possibility of setting up a meeting between members of this committee with members of the Frontenac CFDC board.

Further to the report the committee discussed the annual Sustainability workshop held each fall. It was noted that since the work set out in the last workshop has not been completed that this fall's workshop should not take place.

Moved by: Warden Frances Smith

Seconded by: Councillor Ron Higgins

That the Sustainability Workshop not take place in 2016.

Action: Further discussion should take place as to a possible refresh of the content and format of the Sustainability workshop.

7. Communications

- a) From Jannette Amini, Clerk, advising of Council resolution regarding review and creation of a Community Grant Program. John McDougall spoke to the past County grant which was named Support to Small Scale Sustainability Community Initiatives. He cited the benefits of this grant to community groups that have difficulty obtaining funding and that is a good return on investment for both the community and the County.

Moved by: Wilma Kenny

Seconded by: Councillor Ron Higgins

That a Community Grant be established and be considered for the 2017 budget.

Action: Staff to bring a report that would show considerations for criteria and budget.

Moved by: Dr. Barrie Gilbert

Seconded by: Warden Frances Smith

That the economic development report 2016-077 be accepted.

CARRIED

8. Other Business

- a) Ron Higgins informed the committee that North Frontenac has appointed John Inglis to Algonquin to Adirondacks committee. Action completed.
- b) The committee held discussion to the title of Manager of Economic Development and felt that the position was better defined as Manager of Community Development. Ms. Young commented that the economic development is a profession and highly identifiable in Eastern Ontario.

Moved by: Councillor Ron Higgins
Seconded by: Dr. Barrie Gilbert

That the title for the Manager of Economic Development be considered for change as discussed.

CARRIED

Action: That the CAO and the Director of Planning and Economic Development look into the implications of this title change for the Economic Development Manager position and report back to the committee.

Action: That all actions be captured in a table and reviewed each meeting.

9. Next Meeting

The next meeting will be held at the County offices on Thursday, September 8, 2016

10. Adjournment

Moved by: Councillor Ron Higgins
Seconded by: Dr. Barrie Gilbert

That the meeting hereby adjourn at 11:50 a.m.

CARRIED

By-Law No. 2016-0021

Of

The Corporation of the County OF Frontenac

Being a by-law to declare lands legally described as Portland Con 1; Pt Lots 1 and 2; Con 2; Pt Lots 2 and 3; Con 3; Pt Lots 3 and 4; Con 4; Pt Lots 3 to 7; Con 5; Pt Lots 7 and 8; Con 6; Pt Lot 7; Con 7 surplus the purpose of transferring portions of the former K&P to the Township of South Frontenac to improve the intersection at Harrowsmith

Whereas County of Frontenac By-law No. 17-1995 establishes procedures governing the sale of real property;

And Whereas Section 2(a) requires that prior to the sale of any real property Council shall pass a by-law or resolution at a meeting open to the public to declare the real property to be surplus;

And Whereas Section 3(a) requires that notice to the public of a proposed sale of real property shall be given prior to the date of sale by publication in a newspaper that is, in the Clerk's opinion, of sufficiently general paid or unpaid circulation within the municipality to give the public reasonable notice of the sale;

And Whereas the Council for the Corporation of the County of Frontenac considers it desirable and expedient sell certain lands to the Township of South Frontenac to improve the intersection at Harrowsmith;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac does hereby declare the following:

- 1. THAT** lands legally described as Portland Con 1; Pt Lots 1 and 2; Con 2; Pt Lots 2 and 3; Con 3; Pt Lots 3 and 4; Con 4; Pt Lots 3 to 7; Con 5; Pt Lots 7 and 8; Con 6; Pt Lot 7; Con 7, be declared surplus for the purpose of transferring portions of the former K&P to the Township of South Frontenac to improve the intersection at Harrowsmith, subject to the following conditions:
 - Purchase part of the said property for the purposes of constructing a street and that part of the property may be retained by the County to accommodate the trail to a 20 foot minimum
 - Re-establish and maintain the Cataraqui/ K&P Trail between Wilton Road and Colebrook Road East
 - Maintain the associated storm conveyance structure contained at this location

- Purchase the said property for \$2.00 and any associated legal and surveying fees.
- 2. **THAT** pursuant to By-law No. 17-1995, third reading of this by-law be given at the July 20, 2016 County Council meeting to accommodate public notice requirements
- 3. **THAT** this by-law shall come into force and take effect upon the date of final passing.

Read a first and second time this 15th day of June, 2016.

Read a third time, signed, sealed and finally passed this 20th day of July, 2016.

The Corporation of the County of Frontenac

Frances Smith, Warden

Kelly Pender, Deputy Clerk

By-law 2016-0021 – to declare lands legally described as Portland Con 1; Pt Lots 1 and 2; Con 2; Pt Lots 2 and 3; Con 3; Pt Lots 3 and 4; Con 4; Pt Lots 3 to 7; Con 5; Pt Lots 7 and 8; Con 6; Pt Lot 7; Con 7 surplus the purpose of transferring portions of the former K&P to the Township of South Frontenac to improve the intersection at Harrowsmith
June 15, 2016

Page 2 of 2

By-Law No. 2016-0025

of

The Corporation of the County of Frontenac

A by-law to Amend By-law 2016-0006 to Designate a Contact Person for the Purposes of the
Personal Health Information Protection Act (PHIPA)

Whereas Section 5 of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council and by by-law, unless the municipality is specifically authorized to do otherwise;

And Whereas Section 15 of the *Personal Health Information Protection Act (PHIPA)* requires that a health information custodian that is not a natural person designate a contact person.

And Whereas the Council of the Corporation of the County of Frontenac passed By-law 2016-0006, being a by-law to establish a Delegation of Authority Policy and to authorize the delegation of certain powers and duties under the *Municipal Act*, 2001, the *Planning Act* and other Acts

And Whereas the Council of the Corporation of the County of Frontenac considers it appropriate to amend By-law 2016-0006 to designate a contact person for the purposes of the *Personal Health Information Protection Act (PHIPA)*;

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

1. **That** By-law 2016-0006, Schedule B be amended to add:

Clerk	Designated as the Contact Person of the Municipality for the Purposes of the <i>Personal Health Information Protection Act (PHIPA)</i> and the <i>Ombudsman Act</i> ;
--------------	---

2. **That** this by-law shall come into force and take effect as of the date of final passing thereof.

Read a first and second time this 20th Day of July, 2016.

Read a third time and finally passed this 20th Day of July, 2016.

The Corporation of the County of Frontenac

Frances Smith, Warden

Jannette Amini, Clerk

By-Law Number 2016-0026

of

The Corporation of the County of Frontenac

being a by-law to authorize the Warden and Clerk to enter into an agreement with Johnson, Johnston and Macrae Investment Group for Investment Management Services

Whereas the Council of the County of Frontenac adopted a revised Investment policy January 20, 2016 which allows for the County to utilize the services of an Investment Manager as required; and,

Whereas the County of Frontenac wishes to enter into an Agreement with Johnson, Johnston and Macrae Investment Group for Investment Management Services:

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

1. **That** the Warden and Clerk are hereby authorized to execute an Agreement with Johnson, Johnston and Macrae Investment Group for Investment Management Services.
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 20th day of July, 2016.

Read a Third Time, Signed, Sealed and Finally Passed this 20th day of July, 2016.

The Corporation of the County of Frontenac

Frances Smith, Warden

Jannette Amini, Clerk

By-Law No. 2016-0027

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on
July 20, 2016

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

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

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

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

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

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on July 20th 2016 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.
2. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on July 20th 2016 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.
3. **That** all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on July 20th 2016 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. **That** this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 20th day of July 2016.

Read a Third Time and Finally Passed, Signed and Sealed this 20th day of July 2016.

The Corporation of the County Of Frontenac

Frances Smith, Warden

Jannette Amini, Clerk