



**Frontenac County Council Meeting  
Wednesday, November 15, 2017 – 9:00 a.m.  
The Frontenac Room, County Administrative Building  
2069 Battersea Road, Glenburnie  
Council will resolve into Closed Meeting  
and will reconvene as regular Council at 9:30 a.m.**

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## **AGENDA**

Page

### **Call to Order**

### **Closed Session**

a) **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 October 30, 2017
2. Personal matters about an identifiable individual, including municipal or local board employees - as it relates to the report of the Chief Administrative Officer's Performance Appraisal Review Panel.
3. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - as it relates to benchmarking of Fairmount Home
4. Labour relations or employee negotiations - as it relates to negotiations with CUPE Local 2290
5. A proposed or pending acquisition or disposition of land by the municipality or local board - as it relates to the ongoing land acquisitions for the K&P Trail.

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

### **Approval of Addendum**

### **Disclosure of Pecuniary Interest and General Nature Thereof**

### **Adoption of Minutes**

a) Minutes of Meeting held October 18, 2017

**Resolved That** the minutes of the regular Council meeting held October 18, 2017 be adopted.

b) Minutes of the Committee of the Whole meeting held October 25 and

6 - 14

15 - 22

26, 2017

**Resolved That** the minutes of the Committee of the Whole meeting held October 25 and 26, 2017 be adopted.

### **Deputations and/or Presentations**

### **Proclamations**

### **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.

### **Briefings**

### **Unfinished Business**

### **Recommend Reports from the Chief Administrative Officer**

- a) **Staff Briefings:** Departmental staff will provide Council with an overview of their respective Budget Variance Highlights.
- b) **2017-148  
Corporate Services  
2018 Draft Budget**

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**Be It Resolved That** the Council of the County of Frontenac accept the Corporate Services – 2018 Draft Budget report and 2018 Draft Budget document (Appendix B) for discussion;

**And Further That** the Council of the County of Frontenac include the 2018 Project Proposals as presented in Appendix A;

**And Further That** the Council of the County of Frontenac include the 2018 External Agencies Requests as presented in Appendix A;

**And Finally That** the Council of the County of Frontenac pass a by-law at its meeting on December 20, 2017 approving the 2018 Budget.

### **Information Reports from the Chief Administrative Officer**

### **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

**Reports from External Boards and Committees**

- a) Kingston Frontenac Library Board Update - 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) Mississippi Rideau Tay Rural Health Hub Organizing Committee - Councillor Smith
- i) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Councillor Doyle

**Reports from Advisory Committees of County Council**

**Return to Council**

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

**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.

**Motions, Notice of Which has Been Given**

**Giving Notice of Motion**

**Communications**

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

- a) Resolution from the Municipality of Killarney regarding Zero Tolerance Against Racism

- [Distributed to Members of County Council October 20, 2017]
- b) Resolution from the Town of Halton Hills regarding Zero Tolerance Against Racism  
[Distributed to Members of County Council October 20, 2017]
- c) From the Kingston Frontenac Lennox & Addington Public Health providing it's Response To Minister's Expert Panel On Public Health  
[Distributed to Members of County Council October 27, 2017]
- d) From the City of Kingston providing a Notice of Complete Application and Public Meeting  
[Distributed to Members of County Council November 3, 2017]
- e) From Lisa Hirvi, Administrator, Fairmount Home, inviting members of Council to participate in Strategic Planning Sessions  
[Distributed to Members of County Council November 3, 2017]
- f) From the Kingston Frontenac Housing Corporation providing its October 30 2017 Agenda Package  
[Distributed to Members of County Council November 3, 2017]
- g) From the Kingston Frontenac Lennox and Addington Board of Health providing its Minutes of Meeting held September 20 2017  
[Distributed to Members of County Council November 3, 2017]
- h) From Darywn Sproule offering his letter of resignation from the Community Development Advisory Committee and the Planning Advisory Committee  
[Distributed to Members of County Council November 10, 2017]
- i) Invitation to the Grand Opening of the Frontenac Islands Seniors Housing Apartments Complex  
[Distributed to Members of County Council November 10, 2017]

### **Other Business**

- a) **Resignation of Darwyn Sproule, Community Member  
Community Development Advisory Committee  
Planning Advisory Committee**  
[See Communications h)]

**Be It Resolved That** the Council of the County of Frontenac accept, with regret, the resignation of Darwyn Sproule from the Community Development Advisory Committee and the Planning Advisory Committee effective immediately.

**And Further That** By-law 2013-0020, Schedules B-3 and B-4 and be amended to reflect this resignation.

### **Public Question Period**

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

- a) First and Second Reading

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

- b) Third Reading

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

**By-Laws**

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- a) To amend By-law No. 2013-0020 (Planning Advisory Committee)  
[Proposed By-law No. 2017-0039]

- b) To authorize the Warden and Clerk to execute an Agreement of Purchase and Sale for Lands legally described as Part of Lot 3, Con. 1, Oso, Township of Central Frontenac being Part of PIN 36237-0156.  
[Proposed By-law No. 2017-0040]

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- c) Confirmation of Actions and Proceedings of Council  
[Proposed By-law No. 2017-0041]

**Adjournment**



# FRONTENAC



## Minutes of the Regular Meeting of Council October 18, 2017

A regular meeting of the Council of the County of Frontenac was held in the Kingston Frontenac Rotary Auditorium of the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, October 18, 2017 and was called to order at 9:00 a.m. Regular business commenced at 9:40 a.m.

There was a "Closed Meeting" of the Committee of the Whole from 9:00 a.m. to 9:35 a.m.

**Present:** Warden Ron Vandewal, Deputy Warden Ron Higgins (late 9:14 a.m.), Councillors Denis Doyle, Fran Smith, Natalie Nossal, Tom Dewey, John Inglis and John McDougall

**Also Present:** **County:**  
Kelly Pender, Chief Administrative Officer  
Paul Charbonneau, Chief/Director of Emergency & Transportation Services  
Joe Gallivan, Director of Planning and Economic Development  
Susan Brant, Director of Corporate Services/Treasurer  
Jannette Amini, Manager of Legislative Services/Clerk  
Bonnie Carter, Occupational Health Nurse  
Richard Allen, Manager of Economic Development  
Alison Vandervelde, Community Development Officer  
Marco Smits, Communications Officer  
Meredith Staveley-Watson, Executive Assistant

**Media:**  
Jeff Green, The Frontenac News and Elliot Ferguson, The Kingston Whig Standard

### Closed Session

Motion #: 153-17 Moved By: Councillor McDougall  
Seconded By: Councillor Dewey

**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 September 20, 2017
2. A proposed or pending acquisition or disposition of land by the municipality or local board - as it relates to the potential expropriation of land for the K&P Trail.



**Ms. Meredith Staveley-Watson** was introduced to Council who has taken the interim position of Executive Assistant to the Chief Administrative Officer.

It was also noted that today is Canadian Bus Driver Day.

**Warden Vandewal** announced that **Chief Paul Charbonneau** was awarded the Ontario Association of Paramedic Chief's (OAPC) President's Award of Excellence for 2017 which is awarded at the discretion of the President to any person for their significant service in advancing the discipline of paramedicine.

**7 Proclamations**

**a) GIS Day  
November 15, 2017**

Motion #: 156-17 Moved By: Deputy Warden Higgins  
Seconded By: Councillor McDougall

**Whereas** Geography Awareness Week is November 12 - 18, 2017;

**And Whereas** National Geographic Information System (GIS) Day is November 15, 2017;

**And Whereas** Geography Awareness Week promotes GIS and geographic literacy;

**And Whereas** GIS is an important part of geography awareness;

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

**Now Therefore Be It Resolved That** the Council of the County of Frontenac hereby proclaims November 15, 2017 as GIS Day in Frontenac County.

**Carried**

**8 Move into Committee of the Whole**

Motion #: 157-17 Moved By: Councillor Dewey  
Seconded By: Councillor Nossall

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

**Carried**

**9 Briefings**

- a) Ms. Bonnie Carter**, Occupational Health Nurse, provided Council with a presentation on the national Psychological Safety Standard, the County's role in the research project for this Standard, and the current initiatives underway at the County of its implementation.



Frontenac, Lennox & Addington, Sophia Kiwala, MPP, Kingston and the Islands, and The Eastern Ontario Wardens Caucus.

**Carried**  
(With Agreed to Amendments)

**12 Information Reports from the Chief Administrative Officer**

- a) **2017-134**  
**Corporate Services**  
**Approval of Continuous Improvement Fund (CIF) to develop a regional approach to waste diversion in Frontenac County**
- b) **2017-135**  
**Corporate Services**  
**Coming into Force of Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017**

**13 Reports from Council Liaison Appointees**

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

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

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

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

- c) **Corporate Services - Councillor Dewey**

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

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

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

**14 Reports from External Boards and Committees**

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

**Warden Vandewal** provided an update of the happenings of the Kingston Frontenac Library Board since the last meeting.

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

**Councillor Doyle** provided an update of the happenings of the KFL&A Public Health Board since the last meeting.



**Report of the Community Development Advisory Committee**

The Community Development Advisory Committee reports and recommends as follows:

**1. 2017-128  
Community Development Advisory Committee  
Goat Milk in Frontenac – Next Steps**

**Be It Resolved That** the staff be directed to continue to collaborate with Kingston Economic Development, City of Kingston, OMAFRA, Feihe, Ontario East and other EDO's to determine a plan of action;

**And Further That** staff provide additional progress reports to the Community Development Advisory Committee in Q2 and Q4 of 2018, including any recommended courses of action.

**Carried**

**16 Return to Council**

Motion #: 161-17 Moved By: Councillor Nossal  
Seconded By: Councillor Inglis

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

**Carried**

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

Motion #: 162-17 Moved By: Deputy Warden Higgins  
Seconded By: Councillor Smith

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

**Carried**

**18 Motions, Notice of Which has Been Given**

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**19 Giving Notice of Motion**

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**20 Communications**

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

- a) June 28, 2017 KFL&A Board of Health Meeting Minutes  
[Distributed to Council on September 22, 2017]
- b) September 25, 2017 KFHC Agenda Package  
[Distributed to Council on September 29, 2017]
- c) Municipality of Killarney Resolution - Proposed Changes to Ambulance Fire Protection & Prevention Act  
[Distributed to Council on September 29, 2017]
- d) City of Niagara Falls Invitation to 65th Annual Ontario Small Urban Municipal Conference & Trade Show  
[Distributed to Council on October 13, 2017]
- e) From the Rideau Corridor Landscape Strategy Providing its Award Recipient Announcements  
[Distributed to Council on October 13, 2017]

**21 Other Business**

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**22 Public Question Period**

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

**a) First and Second Reading**

Motion #: 163-17 Moved By: Councillor Doyle  
Seconded By: Deputy Warden Higgins

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

**Carried**

**b) Third Reading**

Motion #: 164-17 Moved By: Deputy Warden Higgins  
Seconded By: Councillor Doyle

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

**Carried**





# FRONTENAC



## **Minutes of the Committee of the Whole Council October 25 and 26, 2017**

A meeting of the Committee of the Whole was held in the Frontenac Room at the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, October 25, 2017 and was called to order at 9:00 a.m. The meeting reconvened on Wednesday, October 26, 2017 at 9:00 a.m.

**Present:** Warden Ron Vandewal, Deputy Warden Ron Higgins, Councillors, Fran Smith, Natalie Nossal, Tom Dewey, John Inglis and John McDougall

**Regrets** Councillor Doyle

**Also Present:**

**County:**  
Kelly Pender, Chief Administrative Officer  
Paul Charbonneau, Chief/Director of Emergency & Transportation Services  
Lisa Hirvi, Administrator, Fairmount Home  
Joe Gallivan, Director of Planning and Economic Development  
Susan Brant, Director of Corporate Services/Treasurer  
Jannette Amini, Manager of Legislative Services/Clerk  
Richard Allen, Manager of Economic Development  
Tom Mercer, Manager of Environmental Services  
Gale Chevalier, Deputy Chief of Performance Standards  
Alex Lemieux, Deputy Treasurer  
David Millard, Manager of Frontenac Municipal Information Services  
Sarah Saunders, Manager of Food Services  
Emily Shoniker, Director of Care

**Media:**  
Jeff Green, The Frontenac News and Elliot Ferguson, The Kingston Whig Standard

### **Adoption of Agenda**

Moved By: Councillor McDougall  
Seconded By: Councillor Dewey

**Resolved That** the agenda for the October 25, 2017 meeting of the Committee of the Whole be approved.

**Carried**

**Disclosure of Pecuniary Interest and General Nature Thereof**

There were none.

**Deputations and/or Presentations**

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**Reports**

- a) **2017-137  
Corporate Services  
2018 Draft Budget – Business Plans and Project Proposals**

Motion #: Moved By: Councillor Nossal  
Seconded By: Councillor Smith

**That** the Council of the County of Frontenac receive report 2017-137, 2018 Draft Budget - Business Plans and Project Proposals;

**And Further That** Council approve the 2018-2022 Business Plans as presented;

**And Finally That** Council include the following Project Proposals for inclusion in the 2018 draft budget deliberations.

|                                                        |
|--------------------------------------------------------|
| <b>Fairmount Home</b>                                  |
| PSW Night Shift                                        |
| Support Kitchen Split Air Conditioning Unit            |
| 2 North Staff Washroom                                 |
| Parking Lot and Laneway Replacement                    |
| Waste Water Treatment Plant Replacement Study          |
| <b>Frontenac Paramedic Services</b>                    |
| Community Paramedicine/Paramedic Education Coordinator |
| Portable Disinfection System                           |

|                                                                 |
|-----------------------------------------------------------------|
| Ambulance Fleet Strategy                                        |
| Emergency Response Vehicle Support Strategy                     |
| <b>Planning and Economic Development</b>                        |
| Population Projections                                          |
| Community Development Reserve                                   |
| Active Transportation Master Plan and Trails Master Plan Update |
| Event Incentive Program                                         |
| <b>Corporate Services</b>                                       |
| HR Generalist – Attendance Management                           |
| County Staff Intranet                                           |

**Carried**

Ms. Brant provided an overview of the process for the meeting.

**Fairmount Home Proposals**

Ms. Hirvi provided an overview of the Fairmount Home 2018-2022 Business Plan and Project Proposals.

PSW Night Shift – The PSW Night Shift proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Support Kitchen Split Air Conditioning Unit – The Support Kitchen Split Air Conditioning Unit proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting. It was noted though that Fairmount Home does need to look at a recycling program for the Styrofoam being used.

2 North Staff Washroom – The 2 North Staff Washroom proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Parking Lot and Laneway Replacement – The Parking Lot and Laneway Replacement proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting. It was suggested that in future when reviewing

the Long Range Financial Plan that Council consider a reserve for asset management such as the parking lots, the K&P Trail and buildings (Asset Management Reserve).

Waste Water Treatment Plant Replacement Study – The Waste Water Treatment Plant Replacement Study proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting. It was noted that this is an expensive replacement cost and staff do not have sufficient expertise to make these decisions themselves. It was also noted that the new funding available for these types of projects through FCM will require an engineering study to be done.

The Committee recessed at 10:32 a.m.

The Committee reconvened at 10:43 a.m.

**Frontenac Paramedic Services Proposals**

Deputy Chief Chevalier provided an overview of the Frontenac Paramedic Services 2018-2022 Business Plan and Project Proposals.

Community Paramedicine/Paramedic Education Coordinator – The Community Paramedicine/Paramedic Education Coordinator proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Portable Disinfection System – The Portable Disinfection System proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Ambulance Fleet Strategy – The Ambulance Fleet Strategy proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Emergency Response Vehicle Support Strategy – The Emergency Response Vehicle Support Strategy proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

**Planning and Economic Development Proposals**

Mr. Gallivan provided an overview of the Planning and Economic Development 2018-2022 Business Plan and Project Proposals.

The Committee recessed at 11:45 a.m.

The Committee reconvened at 12:30 p.m.

Population Projections – The Population Projections proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Community Development Reserve – The Community Development Reserve proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Active Transportation Master Plan and Trails Master Plan Update – The Active Transportation Master Plan and Trails Master Plan Update proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting. If the County does not receive the OMCCP funding for this project, staff will need to come back to Council and with the project being deferred until 2021. This will be financed through the proposed Community Development Reserve.

Event Incentive Program – The Event Incentive Program proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting. This will be financed through the proposed Community Development Reserve.

**Corporate Services Proposals**

Ms. McCulloch provided an overview of the Human Resources 2018-2022 Business Plan and Project Proposal.

HR Generalist – Attendance Management – The HR Generalist – Attendance Management proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Warden Vandewal exited the meeting at 1:47 p.m.

The Committee of the Whole recessed at 1:52 p.m.

The Committee of the Whole reconvened on Thursday, October 26<sup>th</sup> in the Frontenac Room and was called to order at 9:00 a.m.

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

**Also Present:** **County:**  
Kelly Pender, Chief Administrative Officer  
Paul Charbonneau, Chief/Director of Emergency & Transportation Services  
Joe Gallivan, Director of Planning and Economic Development  
Lisa Hirvi, Administrator, Fairmount Home  
Susan Brant, Director of Corporate Services/Treasurer  
Jannette Amini, Manager of Legislative Services/Clerk  
Richard Allen, Manager of Economic Development  
Alex Lemieux, Deputy Treasurer  
Gale Chevalier, Deputy Chief of Performance Standards  
David Millard, Manager, Frontenac Municipal Information Services

Kevin Farrell, Manager, Continuous Improvement and GIS

**Media:**

Jeff Green, The Frontenac News and Elliot Ferguson, The Kingston Whig Standard

Mr. Millard provided an overview of the Frontenac Municipal Information Services 2018-2022 Business Plan and Project Proposal.

County Staff Intranet – The County Staff Intranet proposal was presented and there were no objections from the floor against moving this project forward to the budget meeting.

Mr. Farrell provided an overview of the Continuous Improvement and GIS 2018-2022 Business Plan.

Ms. Amini provided an overview of the Legislative Services 2018-2022 Business Plan.

Mr. Lemieux provided an overview of the Financial Services 2018-2022 Business Plan.

Ms. Hirvi advised the Committee of the funding announcement received yesterday regarding a Behavioural Services position for Fairmount Home. This position will be 100% funded.

The Committee recessed at 10:15 a.m.

The Committee reconvened at 10:30

Mr. Pender provided a spreadsheet handout which identifies the impact to the levy and tax increase for 2018 for the project proposals that were presented to the Committee.

The vote was now called on the motion and the motion was carried.

b) **2017-138**  
**Office of the Chief Administrative Officer**  
**Grants to Others – Funding Requests from Outside Agencies**

Moved By: Councillor Inglis  
Seconded By: Councillor Doyle

**That** the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – Grants to Others – Funding Requests from Outside Agencies report for information;

**And Further That** Council approve the funding requests from outside agencies as follows:

|                                   |                                                                                                            |
|-----------------------------------|------------------------------------------------------------------------------------------------------------|
| Frontenac Transportation Services | \$20,000 for 2018 only, to be funded from the Seniors Transportation Reserve, to be monitored for success; |
|-----------------------------------|------------------------------------------------------------------------------------------------------------|

\$10,000 for a one year pilot for Accessible senior's transportation, to be funded from the Seniors Transportation Reserve to be monitored for success

Frontenac Transportation Services be requested to provide the County of Frontenac with a Business Plan prior to the 2019 Budget, including a sustainability plan moving forward

Family and Children Services (Bursary) \$6,000 for 2018, to be re-evaluated during the 2019 budget.

University Hospitals Kingston Foundation \$55,061 per year for a 10 year period

**Carried as Amended**

(See motions to amend below which were Carried)

Mr. Pender provided an overview of the spreadsheet that was provided as part of the agenda package. He also included alternative funding amounts and the impact that each amount would have on the levy.

Moved by: Councillor Doyle  
Seconded By: Councillor McDougall

**That** \$55,061 per year for a 10 year period be allocated to the University Hospitals Kingston Foundation

**Carried**

Moved by: Councillor Smith  
Seconded By: Councillor Nossal

**That** the request for a Frontenac Arts Funding be removed from the budget deliberations and be referred to the Community Development Advisory Committee for further investigation

**Carried**

Moved by: Councillor Doyle  
Seconded By: Councillor Dewey

**That** \$6,000 be allocated to the Family and Children Services (Bursary) for 2018, to be re-evaluated during the 2019 budget.

**Carried**

Moved by: Warden Vandewal  
Seconded By: Councillor Dewey

**That** \$20,000 be allocated to the Frontenac Transportation Services for 2018 only, to be funded from the Seniors Transportation Reserve, to be monitored for success;

**That** \$10,000 be allocated to the Frontenac Transportation Services for a one year pilot for Accessible senior’s transportation, to be funded from the Seniors Transportation Reserve to be monitored for success

**And That Frontenac Transportation Services** be requested to provide the County of Frontenac with a Business Plan prior to the 2019 Budget, including a sustainability plan moving forward.

**Carried**

**Rise and Report**

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**Communications**

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**Notice of Motion**

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**Other Business**

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**Public Question Period**

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**Adjournment**

Moved By: Councillor Inglis  
Seconded By: Councillor Dewey

**That** the meeting hereby adjourn at 11:38 a.m.

**Carried**



**Report 2017-148**

**Recommend Report to Council**

**To:** Warden and Members of County Council  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Susan Brant, Director of Corporate Services/Treasurer  
**Date of meeting:** November 15, 2017

**Re: Corporate Services – 2018 Draft Budget**

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**Recommendation**

**Be It Resolved That** the Council of the County of Frontenac accept the Corporate Services – 2018 Draft Budget report and 2018 Draft Budget document (Appendix B) for discussion;

**And Further That** the Council of the County of Frontenac include the 2018 Project Proposals as presented in Appendix A;

**And Further That** the Council of the County of Frontenac include the 2018 External Agencies Requests as presented in Appendix A;

**And Finally That** the Council of the County of Frontenac pass a by-law at its meeting on December 20, 2017 approving the 2018 Budget.

**Background**

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

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

**Comment**

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

**Target Levy Increase:** The budget policy indicates that the target levy increase is the Ontario CPI as of August 2017, 1.5%.

Although CPI is the target, in 2018 prior year approved projects for the land ambulance budget included an increase to Wolfe Island ambulance services in year 3 of a 3 year implementation as well as the full year implementation of an additional 8 hour ambulance service in the City of Kingston. These prior year approved projects represent a \$166,782 increase in the base budget related to the land ambulance operations, which in itself is a 1.78% increase in the budget levy. To mitigate this entirely would result in ongoing annual mitigation from the reserve just to support the land ambulance department before, any future operational cost increases.

**Business Plans:** Five year plans were presented to Council at its October 25, 2017 and October 26, 2017 Committee of the Whole meetings.

**Project Proposals:** Council considered fifteen project proposals some of which constitute service delivery changes and four proposals from external agencies including the University Hospitals Kingston Foundation, Frontenac Arts Proposal, Family and Children's Bursary and Frontenac Transportation Services. These are shown in Appendix A.

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

**Assessment:** The assessment role is scheduled to be delivered early December. Tax rates will be reported in December.

**Sustainability Implications**

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

**Financial Implications**

The following table shows the 2018 draft levy increase before the addition of prior year projects and funding requests of external agencies is an increase of 1.41%. With the prior year projects, external agencies requests and the dedicated capital levy the overall draft budget levy increase is 3.92%.

<b>2018 Levy</b>		
	\$	%
2017 Levy	9,351,827	
2018 Levy before Project Proposals & External Agencies	9,455,944	
Levy Increase	104,117	1.11%
Estimated Growth	-56,111	0.60%
2018 Project Proposals	83,550	0.89%
Levy Increase after Project Proposals and Estimated Growth	<b>131,556</b>	<b>1.41%</b>
Prior Year Projects - Wolfe Island Ambulance Service Year 3 of 3 & City of Kingston Ambulance Service Enhancement Year 2 of 3	166,782	1.78%
External Agencies Requests	7,061	0.08%
2018 Levy after Prior Year Approved Projects & External Agencies	305,399	3.27%
Dedicated Capital Levy 2018	60,787	0.65%
<b>Total 2018 Levy Increase</b>	<b>366,186</b>	<b>3.92%</b>

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

County of Frontenac Staff  
City of Kingston  
Kingston Frontenac Public Library

**Appendix A: 2018 DRAFT Budget Project Proposals and External Agencies Requests as presented on October 25 & 26**

**County of Frontenac**

Project Proposal Worksheet

26-Oct-17

Division	Project	In/Out	Total Project \$	Levy	City	Province	Stabilization Rsv	Sustain Rsv	Comm Dev Rsv	Other	Total \$ In
FMT	PSW - 12 Hr Shift	In	\$ 91,147	\$ 29,167	\$ 61,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,147
FMT	Support Kitchen - Split A/C	In	\$ 29,959	\$ -	\$ 20,372	\$ -	\$ 9,587	\$ -	\$ -	\$ -	\$ 29,959
FMT	2 North Washroom	In	\$ 18,500	\$ -	\$ 12,580	\$ -	\$ 5,920	\$ -	\$ -	\$ -	\$ 18,500
FMT	P. Lot and Laneway Repair	In	\$ 45,000	\$ 14,400	\$ 30,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
FMT	Waste Water Treatment Study	In	\$ 20,000	\$ -	\$ 13,600	\$ -	\$ 6,400	\$ -	\$ -	\$ -	\$ 20,000
FMT	BSO Worker	In	\$ 109,400	\$ -	\$ -	\$ 109,400	\$ -	\$ -	\$ -	\$ -	\$ 109,400
FPS	Comm Paramedicine/Education Coord (Net)	In	\$ 78,000	\$ -	\$ -	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ 78,000
FPS	Portable Disinfection System	In	\$ 7,000	\$ -	\$ 5,476	\$ -	\$ 1,524	\$ -	\$ -	\$ -	\$ 7,000
FPS	Ambulance Fleet Strategy	In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FPS	Emergency Response Vehicle	In	\$ (22,300)	\$ (22,300)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (22,300)
FPL/ED	Population Projection	In	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
FPL/ED	Est. Community Development Reserve	In	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
FPL/ED	Active Transportation Master Plan	In	\$ 40,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 40,000
FPL/ED	Event Incentive Program	In	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
FCS	HR Generalist - Attendance Mgt	In	\$ 82,815	\$ 25,783	\$ 53,852	\$ 3,180	\$ -	\$ -	\$ -	\$ -	\$ 82,815
FCS	County Intranet	In	\$ 15,000	\$ 1,500	\$ 9,649	\$ 573	\$ 4,778	\$ -	\$ -	\$ -	\$ 16,500
		<b>Total</b>	<b>\$ 589,521</b>	<b>\$ 83,550</b>	<b>\$ 208,109</b>	<b>\$ 211,153</b>	<b>\$ 28,209</b>	<b>\$ 35,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 591,021</b>
		<b>% of Total</b>	<b>100%</b>	<b>14%</b>	<b>35%</b>	<b>36%</b>	<b>5%</b>	<b>6%</b>	<b>4%</b>	<b>0%</b>	<b>100%</b>
				\$ 93,518	= 1%					Error	
				<b>0.89%</b>	Levy Inc.						

**County of Frontenac**

2018 Budget - Community Requests Summary

05-Oct-17

Levy Impact	\$ 7,061	0.08%	1% Levy Increase =	\$ 93,518
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Options	Option \$ Contribution	Option % Levy Increase	In/Out	Recommend
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**University Hospitals Kingston Foundation Options**

1. Provide an Annual Contribution of:	\$ 200,000	1.56%	Out	\$ -	
2. Eliminate/Reduce Annual Contribution by (Max \$54,000):	-\$ 54,000	-0.58%	Out	\$ -	
3. Annual Increase In Contribution of:	2.0%	\$ 55,080	0.01%	Out	\$ -
2018	2019	2020	2021	2022	
\$ 55,080	\$ 56,182	\$ 57,305	\$ 58,451	\$ 59,620	
2023	2024	2025	2026	2027	10 Yr Total
\$ 60,813	\$ 62,029	\$ 63,270	\$ 64,535	\$ 65,826	\$ 603,111
4. Inc. Annually for 10 years to reach \$200,000 Request	\$ 55,080	0.01%	Out	\$ -	
2018	2019	2020	2021	2022	
\$ 55,080	\$ 71,182	\$ 87,284	\$ 103,387	\$ 119,489	
2023	2024	2025	2026	2027	10 Yr Total
\$ 135,591	\$ 151,693	\$ 167,796	\$ 183,898	\$ 200,000	\$ 1,275,400
5. Inc. Annually for 10 years by \$x:	\$ 26,545	0.28%	Out	\$ -	
2018	2019	2020	2021	2022	
\$ 80,545	\$ 107,091	\$ 133,636	\$ 160,182	\$ 186,727	
2023	2024	2025	2026	2027	10 Yr Total
\$ 213,273	\$ 239,818	\$ 266,364	\$ 292,909	\$ 319,455	\$ 2,000,000
5. Use Same Formula as 2007 (Kingston Pledge * (Frontenac Tx Levy/Kingston Tx Levy)	\$ 55,061	0.01%	In	\$ 1,061	

**Frontenac Arts Fund Proposal - Jonas Bonnetta**

1. Commit Requested Amount	\$ 10,000	0.11%	Out	\$ -
2. A Lower Amount in 2018, then re-evaluate	\$ 5,000	0.05%	Out	\$ -
3. Implement over x years:	3	\$ 3,333	0.04%	Out \$ -
4. No Commitment	\$ -	0.00%	Out	\$ -
<b>- Referred to CDAC -</b>				

**Family and Children's Services - Bursary Request**

1. Commit Requested Amount (4 years)	\$ 6,000	0.06%	In	\$ 6,000
2. A Lower Amount in 2018, then re-evaluate	\$ 3,000	0.03%	Out	\$ -
3. Implement over x years:	3	\$ 2,000	0.02%	Out \$ -
4. No Commitment	\$ -	0.00%	Out	\$ -

**Frontenac Transportation Services**

1. Inc. Annual Contribution (re Reduction of 3rd Party Rides)	\$ 20,000	0.21%	Out	\$ -
1a. Implement over x years:	2	\$ 10,000	0.11%	Out \$ -
2. Inc. Subsidy for 2017/18 for Srs. Medical Appts	\$ 5,000	0.05%	Out	\$ -
3. One Yr Pilot for Accessible Srs Transportation (from Levy)	\$ 10,000	0.11%	Out	\$ -
4. Replenish the Deficit Reserve	\$ 9,389	0.10%	Out	\$ -
Current Amount in Seniors Transportation Reserve:				\$ 100,000
5. Fund #1 From Sr. Trans. Rsv & Monitor for Success	\$ 20,000	0.21%	In	\$ 20,000
6. Fund #2 From Sr. Trans. Rsv & Monitor for Success	\$ 5,000	0.05%	Out	\$ -
7. Fund #3 From Sr. Trans. Rsv and Monitor for Success	\$ 10,000	0.11%	In	\$ 10,000
8. Fund #4 From Sr. Trans. Rsv	\$ 9,389	0.10%	Out	\$ -
Balance Remaining in Seniors Transportation Reserve:				\$ 70,000



# 2018 Budget Context



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## Economic Outlook

### Global

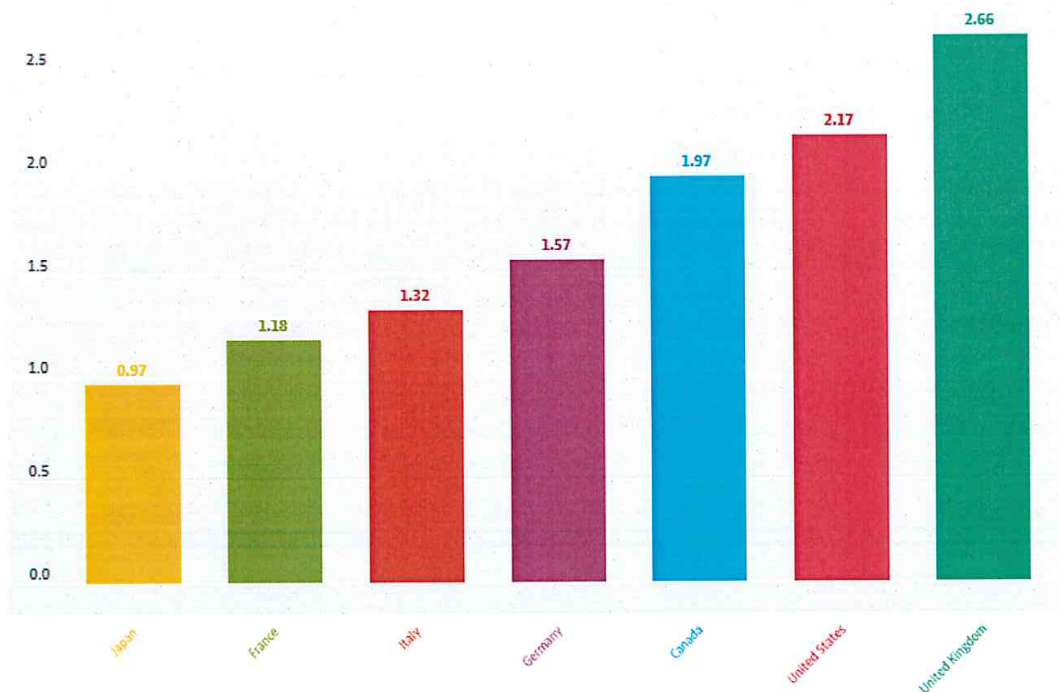
Economic activity in Europe includes high unemployment, low inflation, vulnerability of the banking sector and uncertainty surrounding the exit of the United Kingdom from the European Union. Political uncertainty will continue in 2018 impacting the economies in the Middle East, North Africa and Brazil. However stronger economic growth is projected for China, Brazil, Russia, United States, Canada, Japan and Turkey.

The U.S. economy is the largest economy which has a significant impact on global economies and represents about 20% of the total global output. The U.S. economy saw solid economic growth in the first half of 2017, but the effects of Hurricanes Harvey and Irma have impacted economic activity. Growth is anticipated to recover in the fourth quarter of 2017 and 2018 as rebuild efforts get underway. The growth in the US economy is projected at 2.2% in 2018. With the growth in the US economy the Federal Reserve has increased interest rates twice in 2017.

With the use of the consumer price index, the inflation forecast below shows the change in the prices for a basket of goods and services which are typically purchased by households. The Canadian projected inflation for 2018 will be slightly higher than the average of the G7 group and expected to remain close to 2% for 2018 and 2019.

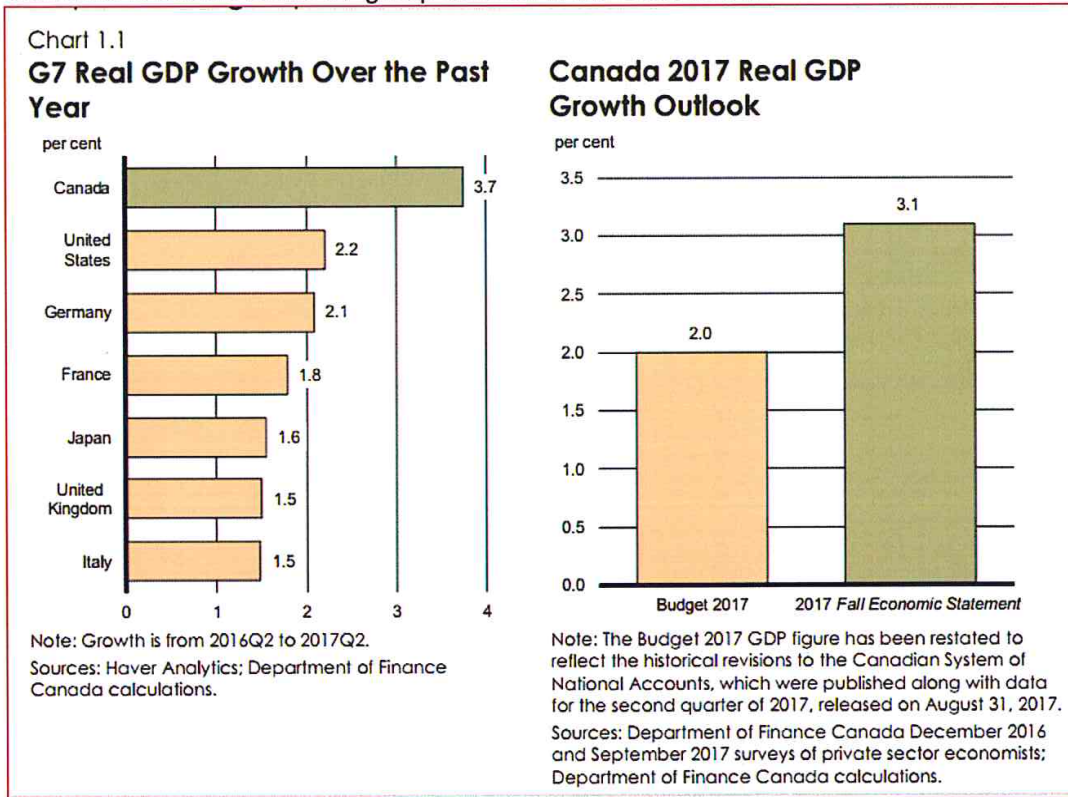
Inflation forecast Total, Annual growth rate (%), 2018

Source: OECD Economic Outlook: Statistics and Projections



<https://data.oecd.org/price/inflation-forecast.htm>

Canada's growth is forecasted to be 3.1 per cent by the end of 2017, which exceeds the economic forecasts of the G7 group as seen in the chart below.



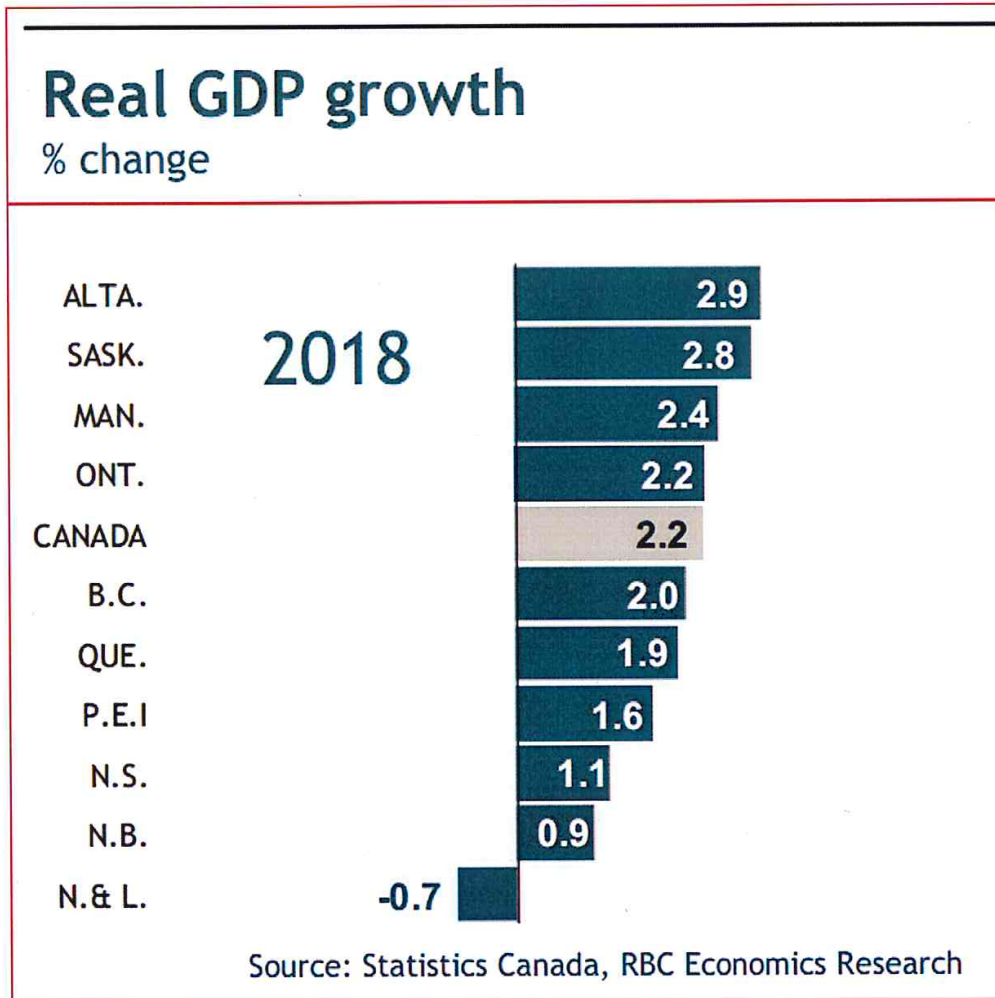
Government of Canada Fall Economic Statement 2017  
<https://www.budget.gc.ca/fes-eea/2017/docs/statement-enonce/fes-eea-2017-eng.pdf>

**Canada**

Canada is the fastest growing economy in the Group of Seven (G7). The economic growth was driven by household spending, lower unemployment and low interest rates. Families experienced an increase in disposable income due to an increase in the Canada Child Benefit along with investment in child care. The federal government also implemented changes to the Canada Pension Plan, increased Old Age Security and the Guaranteed Income Supplement to increase the income of seniors. In addition there has been investments in infrastructure projects including roads, bridges, light rail transit and clean water initiatives. These investments have created over 450,000 jobs since late 2015 and unemployment is at the lowest level since 2008.

The Consumer Price Index is expected to rise above 2% in late 2018. Due to consumer spending and housing, the Canadian GDP is expected to grow by 2.6% in 2017, 2.2% in 2018 and 1.5% in 2019. There are risks including lower export growth due to the renegotiation of NAFTA to place a downward trend on the Canadian dollar. High household debt-to-income ratio and rising interest rates may result in lower consumer

spending and housing growth. Although the Canadian housing market saw rapid price growth in 2016, the higher interest rates along with provincial and federal housing strategies are expected to see a cooling of the housing markets. Oil prices are forecasted to modestly recover from the lows reached in 2016, this recovery will be tampered by the increased output in the U.S. oil producers and high U.S. crude oil inventory levels.



<http://www.rbc.com/economics/economic-reports/pdf/provincial-forecasts/provcfst-sep2017.pdf>

**Provincial**

The Ontario Consumer Price Index (CPI) as of August 2017 was 1.5% while the national CPI was 1.4%. In 2018 Ontario GDP is forecast at 2.2% and Ontario CPI is forecast at 1.7.

The province of Ontario has one of the fastest growing economies due to the labour force, strong consumer spending and infrastructure spending. Ontario also faces the risks from housing market corrections particularly in Toronto and the risk associated with the NAFTA renegotiations.

<b>Ontario</b>		2009	2010	2011	2012	2013	2014	2015	2016F	2017F	2018F
Real GDP	Chained \$2007 millions	582,904	600,131	614,606	622,717	631,871	648,890	665,034	682,657	702,728	718,469
	% change	-3.1	3.0	2.4	1.3	1.5	2.7	2.5	2.7	2.9	2.2
Nominal GDP	\$ millions	597,882	630,989	659,743	680,084	695,349	727,962	763,276	797,797	839,320	872,709
	% change	-1.7	5.5	4.6	3.1	2.2	4.7	4.9	4.5	5.2	4.0
Employment	thousands	6,433	6,538	6,658	6,703	6,823	6,878	6,923	7,000	7,098	7,166
	% change	-2.7	1.6	1.8	0.7	1.8	0.8	0.7	1.1	1.4	1.0
Unemployment rate	%	9.1	8.7	7.9	7.9	7.6	7.3	6.8	6.5	6.2	5.8
Retail sales	\$ millions	148,109	156,276	161,859	164,805	169,341	179,100	188,893	202,235	216,661	227,431
	% change	-2.4	5.5	3.6	1.8	2.8	5.8	5.5	7.1	7.1	5.0
Housing starts	units	50,370	60,433	67,821	76,742	61,085	59,134	70,156	74,952	81,200	76,000
	% change	-32.9	20.0	12.2	13.2	-20.4	-3.2	18.6	6.8	8.3	-6.4
Consumer price index	2002=100	113.7	116.5	120.1	121.8	123.0	125.9	127.4	129.7	131.8	134.0
	% change	0.4	2.4	3.1	1.4	1.1	2.3	1.2	1.8	1.6	1.7

RBC Provincial Outlook

<http://www.rbc.com/economics/economic-reports/pdf/provincial-forecasts/provcfst-sep2017.pdf>

**Eastern Ontario Wardens Caucus**



The graphic features an orange banner on the left with the text "2017 Approved EOWC Priorities". On the right is the EOWC logo, which consists of the letters "EOWC" in a stylized font with a horizontal line through the "O", and the full name "Eastern Ontario Wardens' Caucus" underneath. Below the banner and logo, a list of priorities is presented in three numbered sections, each with a bold heading and several bullet points.

**2017 Approved EOWC Priorities**

**EOWC**  
Eastern Ontario Wardens' Caucus

**1) Infrastructure & Connectivity**

- ✓ **EORN:** Supporting the improvement of cell networks to ensure mobile broadband services and increased public safety
- ✓ **Infrastructure:** Advocating for \$3.7 billion in new Provincial investments

**2) Growing our Regional Economy**

- ✓ **Natural Gas:** Advocating for its expansion to rural businesses, farms and communities as per OFA/EOWC/WOWC partnership
- ✓ **Hydro:** Expansion of distribution capacity / solution to cost issues
- ✓ **Leadership Council:** Continued implementation of Ec. Dev. Strategy
- ✓ **Key Projects:** Picton Terminals / Marmora Pump Storage

**3) Reducing Operational Costs**

- ✓ **Policing:** Advocating for a solution to costs and modernization
- ✓ **Legislation:** Advocating for Provincial solutions to joint and several liability and the interest arbitration system

The County of Frontenac works with the EOWC to maximize the value of its participation. The 2017 EOWC priorities are focused on improving infrastructure and connectivity, growing the regional economy, and reducing municipalities' operational costs which are key issues in the County:

1. Along with the Eastern Ontario Regional Network, EOWC is supporting the improvement of cellular networks and mobile broadband gaps that exist in many rural Eastern Ontario communities. This is an essential service that has become indispensable for economic development, emergency services and home-based businesses. As well as the advancement of the dedicated Public Safety Broadband Network which could result in cost savings for member municipalities and improved in-field communications benefits for their first responders.

Working together with the Province of Ontario to advocate for the \$3.7 billion in new provincial investments for municipal infrastructure. Municipalities manage approximately 60% of the infrastructure, while collecting only 9% of the taxes.

2. Convincing the Province, Hydro One and the major natural gas providers to urgently invest in the region's hydroelectricity and natural gas transmission systems, to provide major industrial and commercial customers with affordable expansion opportunities and greater relief in operational costs. This will allow for

the creation of new jobs as well as safeguarding many others that are presently at risk, due to the lack of availability and exorbitant costs.

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

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

3. Advocating at the provincial level for an across-the-board decrease in Ontario Provincial Police (OPP) costs, namely by eliminating inefficiencies in service delivery, finding cost savings through the modernization of policing services, and using available technology to gather evidence for court and defense procedures.

Provincial solutions to the legislative issues of joint and several liability, which should provide fair and reasonable limits to municipal liability. Provincial solutions are also required to reduce operational costs escalated by the interest arbitration system that provides awards which do not take into account the lower tax base of small, rural and northern municipalities.

### **County of Frontenac**

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

- **We believe** a strong economy is essential for vibrant, enduring communities, for the happiness, health, and satisfaction of our residents, and for the security of our citizens as well as our businesses, organizations and local governments
- **We value** collaboration and pledge to work together to develop, gather support for, implement and measure the themes in this Charter.
- **We share** a Vision of an economy that is rooted in the character of the Frontenacs and its people: welcoming, natural, healthy, clean, tranquil, entrepreneurial, and rural by choice and conviction.
- **We agree** that success in bringing the Vision to life will come from proactive implementation of initiatives developed within the inter-related themes outlined in this Charter.
- **We pledge** that the Frontenacs will be a stronger by focusing on the following themes: Trips and Trails; Local Food and Beverage; Recreation Lifestyle; Seniors; Families and Youth.

**Population and Employment (from 2014 report)**

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

**Residential Growth Trends**

- Frontenac County's permanent population base is forecast to increase over the next 25 years, from approximately 27,900 in 2011 to 33,200 in 2036. This represents an annual growth rate of approximately 0.7% annually.
- The County's population is aging slightly more rapidly than the Province of Ontario as a whole.
- The rate of permanent population growth for Frontenac County is forecast to gradually decline over the next 25 years, largely due to the aging of the population.
- In terms of the geographic location of population growth, approximately 67% of forecast permanent population growth is anticipated to occur within the Township of South Frontenac.
- Similar to historical population growth trends, the majority of population growth is forecast in the County's rural areas.
- Seasonal housing accounts for a significant component of the County's total population base, accounting for just over 50% of total base population as of 2011
- Including the County's seasonal population base, the total permanent + seasonal population for Frontenac is forecast to reach a total of 64,200 persons by 2036.
- In spite of forecast new seasonal housing development, Frontenac County's seasonal housing and population base is forecast to increase only modestly over the next 25 years, due to the net conversion of existing seasonal housing units to permanent dwellings.

**Employment Growth Trends**

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

**Number of Households and Median Total Income of Households**

Number and median total income of households, Frontenac and its census subdivisions, 2005 and 2015						
Geography	Number of households			Median total income of households		
	2006	2016	% change	2005	2015	% change
Frontenac	59,190	64,295	8.6	64,251	69,432	8.1
Frontenac Islands (Township)	...	780	...	...	80,512	...
Kingston (City)	48,925	53,515	9.4	62,787	67,485	7.5
South Frontenac (Township)	6,770	7,185	6.1	83,301	89,457	7.4
Central Frontenac (Township)	...	1,885	...	...	56,550	...
North Frontenac (Township)	...	920	...	...	51,942	...

Figure 1.2 description

Median total income of households by household type, Frontenac, 2005 and 2015

Please note the Frontenac totals include the City of Kingston.  
<http://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-CD-Eng.cfm?TOPIC=4&LANG=Eng&GK=CD&GC=3510>

**South Frontenac**

- In 2016, the enumerated population of South Frontenac (Township) was 18,646, which represents a change of 2.9% from 2011.

**Central Frontenac**

- In 2016, the enumerated population of Central Frontenac (Township) was 4,373, which represents a change of -4.0% from 2011.

**North Frontenac**

- In 2016, the enumerated population of North Frontenac (Township) was 1,898, which represents a change of 2.2% from 2011.

**Frontenac Islands**

- In 2016, the enumerated population of Frontenac Islands (Township) was 1,760, which represents a change of -5.6% from 2011.

Retrieved from:  
 Article: Focus on Geography Series, 2016 Census  
 URL: <http://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Index-eng.cfm>  
 Date Published: February 9, 2017

**Conclusion**

The County of Frontenac is comparable to its rural Eastern Ontario neighbours in terms of demographics – age, income, housing and employment growth. There is value in investigating opportunities for regional collaboration within the County and through the Eastern Ontario Wardens Caucus to ensure economies of scale are utilized to make the best use of the ratepayer contributions.

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

<b>2013- 2017</b>					
<b>EOWC Budget levy increases</b>					
<b>( not adjusted for growth)</b>					
	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
Frontenac (includes .65% capital levy)	4.03%	3.58%	4.65%	2.94%	-1.44%
Renfrew (includes 2.84% capital levy)	3.84%	5.25%	3.45%	3.76%	2.01%
Prescott-Russell	3.64%	3.08%	2.04%	0.01%	3.14%
Northumberland (0.45% capital levy)	3.57%	4.42%	3.62%	3.52%	4.03%
United Counties of Leeds Grenville (includes 1%capital levy)	3.84%	4.16%	4.66%	3.39%	3.06%
Peterborough (includes 2% public works capital levy)	3.92%	5.12%	4.76%	2.75%	3.08%
Hastings (includes 1% capital levy)	2.63%	3.42%	1.33%	2.16%	2.08%
Stormont Dundas Glengarry	5.30%	2.86%	4.31%	2.83%	3.95%
Lanark	2.90%	3.00%	2.37%	1.54%	3.67%
Lennox and Addington (includes 2% capital levy)	3.98%	3.90%	3.30%	3.78%	4.71%
Prince Edward County	4.31%	4.11%	4.84%	6.63%	5.01%
Haliburton	4.86%	3.84%	5.60%	3.09%	3.23%

The table below expresses the percentages as dollars. As illustrated, from 2011 to 2017, the County of Frontenac has experienced the lowest cost increase per \$100 tax levied over this period, from 98.60 in 2012 to 112.81 in 2017.

The other two lowest being Hastings at \$116.48 and Prescott-Russell at \$118.79. At the other end of the spectrum are Prince Edward County (\$137.27), United Counties of Leeds & Grenville (\$127.66) and Lennox and Addington County (\$126.62).

<b>EOWC Budget \$/100 Tax Levied</b>							
	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
Frontenac	112.81	108.44	104.69	100.04	97.18	98.60	100.00
Renfrew	123.61	119.04	113.10	109.33	105.37	103.29	100.00
Prescott-Russell	118.79	114.62	111.19	108.97	108.96	105.64	100.00
Northumberland	125.18	120.87	115.75	111.71	107.91	103.73	100.00
United Counties of Leeds Grenville	127.66	122.94	118.03	112.78	109.08	105.84	100.00
Peterborough	124.34	119.65	113.82	108.65	105.74	102.58	100.00
Hastings	116.48	113.49	109.74	108.30	106.01	103.85	100.00
Stormont Dundas Glengarry	126.18	119.83	116.49	111.68	108.61	104.48	100.00
Lanark	118.90	115.54	112.18	109.58	107.92	104.10	100.00
Lennox and Addington	126.62	121.78	117.20	113.46	109.33	104.41	100.00
Prince Edward County	137.27	131.60	126.41	120.57	113.07	107.68	100.00
Haliburton	125.91	120.08	115.64	109.51	106.22	102.90	100.00
Inflation CPI*	108.67	107.42	106.08	104.75	102.58	101.25	100.00

Source: <http://www.bankofcanada.ca/rates/related/inflation-calculator/>

**Strategic Direction**

Vision Statement

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

Mission Statement

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

Strategic Goals

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

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

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

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

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

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

**2018 Budget Opportunities and Challenges**

- New legislation such as Bill 148, End of Life legislation, presumptive PTSD, WSIB chronic mental stress and unanticipated changes in funding are always looming in the background of the municipal budget.
- Collective bargaining in 2018 revolves around the CUPE Local 2290 agreement for Fairmount Home and unionized County Administration staff, which expired in 2016 and the CUPE 109 agreement for Ferry expires at the end of 2017.
- Staffing challenges including an aging workforce, succession planning, disability management and at Fairmount, resident behaviours affecting staff, which all factor into the 2018 budget landscape.
- The cost of providing benefits has risen exponentially in recent years. In an effort to mitigate these increases the County worked with its benefits broker to market the provision of benefits for the County in 2017. This generated guaranteed rates but our broker has advised the County's experience is concerning and so must be mitigated before rate guarantees expire.
- EORN expansion of telecommunications systems may require a municipal contribution
- The administrative office task force will re-commence meetings in 2018 with a view towards providing options to Council in the spring/early summer.
- The marketing of the County's financial audit services has resulted in a small reduction in 2018.
- The County continues to commit to a program and culture of continuous improvement with the intent of making the most efficient use of scarce resources, including a decrease dependence on the use of consultants.

**Assessment**

The 2017 final assessment roll will be provided by the Municipal Property Assessment Corporation in December. Change in the relative share of assessment between the County and the City has a profound impact on the County's share of services which are shared based on weighted assessment. Since 2011 the City's share of assessment has dropped by 1.215% shifting that percentage of the costs of Social Housing and Social Service administration and Land Ambulance to the County.

**Capital Budget Highlights**

2018 Land Ambulance capital includes the replacement of an ambulance, remount of an ambulance, as well as the projects proposed including the ERV strategy, new stair chairs and a portable disinfection system. The 2018 Fairmount Home capital includes equipment replacement and projects proposed including the 2 North washroom, kitchen air conditioning and parking lot repairs.

	Expense	Revenue	Reserve transfer	Net levy
	\$	\$	\$	\$
<b>Land Ambulance</b>				
Vehicle and Equipment Replacement	711,536	29,431	673,856	8,249
<b>Fairmount Home</b>				
Capital Replacement	206,760	140,597	66,163	0
Project Proposal				
New Capital	52,122	35,443	15,507	16,679
<b>Total Capital</b>				<b>\$24,928</b>

Capital replacement is provided for through allocations from the capital replacement reserves. The Public Sector Digest identified that these replacement reserves were inadequate. In 2015 Council approved a 0.65% levy dedicated to capital replacement which will be coupled with borrowing for larger capital replacements including buildings and land improvements.

**Operating Budget Highlights**

Revenue

*User fees: +2.17% increase*

- User fees are charged to the residents of Fairmount Home and on the Frontenac Howe Islander ferry. Any increase in resident fees is governed by the Province, but a nominal increase is anticipated for 2018.

*Federal Provincial Funding: +2.79% increase*

- The estimates are based on historical commitments. Funding for the Land Ambulance Service and Fairmount Home is not confirmed by the Province until late spring or early summer.
- The Land Ambulance funding is calculated on the prior year budget and is estimated to increase by 3.5% to support the six month enhancement of an additional 8 hour shift in the City of Kingston.
- The Land Ambulance funding includes an additional \$108,375 to support the Community Paramedicine program.

- The Fairmount Home funding is envelope based and adjusted by the Case Mix Index (CMI) which measures the acuity of residents. The 0.27% decrease in 2018 results from an anticipated decrease in the CMI for the 2018 budget.
- A small increase for the Ferry service funding is based on an 80% of the estimated budget.

*Provincial Offences: 5.30% increase*

- The City of Kingston is estimating an increase in net revenue in 2018.

*Other Revenue: +24.33% increase*

- This reflects the Fairmount Home funding for the BSO position as well as a small increase in recoveries.

*Transfers from Obligatory Reserve: -18.03% decrease*

- The amounts transferred from the Federal Gas Tax Reserve relate directly to projects approved by Council. These have been reduced in 2018.

*Transfer from Reserves: -27.35% decrease*

- Transfers reflect the ongoing operating requirements.

Expense

*Salaries and benefits: +5.16% increase*

- The increase reflects the actual and estimated rate increases for union and non-union staff, the additional staff required for the funded BSO and Community Paramedicine positions. Medical benefit costs have increased by 6.36% in 2018.
- An 8-hour land ambulance enhancement will be implemented for the full year in 2018.

*Materials: +4.49% increase*

- Includes the increasing cost of medical supplies, food purchases at Fairmount Home as well as the annual replacement of computer hardware and annual support costs of computer software.

*Contracted Service – 4.65% decrease*

- Reflects a reduction in the number of projects included in the budget, in 2018. There is an increase in hydro costs which has been mitigated by a reduction in social housing costs that were uplaid by the Province.

*Rent and Financing – 0.51% increase*

- Primarily reflects change in rental agreements

*External Transfers – 24.66% increase*

- Reflects the additional contributions approved for payment to external agencies including Frontenac Transportation Services, Hospital Foundations Kingston Foundation and Family and Children's Services Bursary.

**2018 Increase by Department**

<b>Department</b>	<b>2017-2018 change</b>	<b>% increase</b>
General	\$98,312	1.05%
Governance	\$3,507	0.04%
Corporate	\$50,014	0.53%
Emergency Management	-\$10	0.00%
Transportation	\$0	0.00%
Social Housing	-\$10,471	-0.11%
Fairmount Home	\$170,539	1.82%
OW, Child Care	-\$59,872	-0.64%
FPS	\$52,963	0.57%
Health unit	\$14,937	0.16%
Library	-\$7,271	-0.08%
Planning	\$102,588	1.10%
other	\$7,061	0.08%
<b>Total</b>	<b>\$422,297</b>	<b>4.52%</b>

<b>2018 Levy</b>		
	\$	%
2017 Levy	9,351,827	
2018 Levy before Project Proposals & External Agencies	9,455,944	
Levy Increase	104,117	1.11%
Estimated Growth	-56,111	-0.60%
2018 Project Proposals	83,550	0.89%
Levy Increase after Project Proposals and Estimated Growth	<b>131,556</b>	<b>1.41%</b>
Prior Year Projects - Wolfe Island Ambulance Service Year 3 of 3 & City of Kingston Ambulance Service Enhancement Year 2 of 3	166,782	1.78%
External Agencies Requests	7,061	0.08%
2018 Levy after Prior Year Approved Projects & External Agencies	305,399	3.27%
Dedicated Capital Levy 2018	60,787	0.65%
<b>Total 2018 Levy Increase</b>	<b>366,186</b>	<b>3.92%</b>

The Budget Policy indicates the tax levy increase shall be held to the August CPI of 1.5% for the operating requirements of the County. After mitigations from County reserves of \$88,209, the levy increase for operating requires is 1.41%. Council approved dedicated capital levy of 0.65% has been included in the 2018 levy.

**Reserves**

			2017-2018		Target Balance
	2018	2017	Variance		
	Budget	Budget	\$	%	
	\$	\$	\$	%	
Operating	1,537,512	1,807,864	-270,351	-14.95%	Meets current requirements
Capital Asset Management	4,515,967	5,727,585	-1,211,618	-21.15%	<b>Underfunded</b>
Stabilization	1,269,654	1,297,863	-28,209	-2.17%	<b>Underfunded</b>
Strategic Regional	1,322,375	1,549,325	-226,950	-14.65%	In line with Council's current goals
Legally Restricted	461,558	460,056	1,503	0.33%	In line with requirements
External Agency	547,747	558,547	-10,800	-1.93%	In line with requirements
WSIB Reserve	1,175,005	389,671	785,334	201.54%	<b>Underfunded</b>
<b>Total</b>	<b>10,829,819</b>	<b>11,790,910</b>	<b>-961,091</b>	<b>-8.15%</b>	

Capital Asset Management reserves provide for capital replacement excluding replacement of buildings and land improvements. The City of Kingston contributes to the asset replacement reserves for Land Ambulance.

The City of Kingston also contributes to the Operating reserves for Fairmount Home and Land Ambulance. The joint reserves (which are included in the table above) total \$3,016,093 (2018).

**Long Term Liabilities**

The County of Frontenac is responsible for a long term debenture issued for the redevelopment of the long term care facility, Fairmount Home. The total debenture was \$17,200,000 to be fully paid by 2022. The amount remaining on the debenture at the end of 2018 is \$5,093,068. The Province contributes \$483,552 annually to the debenture and the City of Kingston contributes \$712,503. The County net annual contribution is \$335,295 which has been offset by an annual reserve transfer of \$125,000.



# 2018 Draft Detail Budget





FRONTENAC

County of Frontenac

County of Frontenac

Segmented 5 Year Budget

	2018		2017		2017-2018		2017-2018		2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Variance \$	Variance (%)	Projected	Projected	Year End (\$)	Variance (\$)	Projected	Projected	Projected	Projected
Operating Revenue														
Taxation from Other Governments	70,000	70,000					70,000			70,000	70,000	70,000	70,000	70,000
User Charges	3,388,988	3,317,078	71,910	(2.17%)	3,376,044	(58,966)	3,436,713	3,487,616	3,537,906	3,587,946	3,587,946	3,587,946	3,587,946	3,587,946
Payments in Lieu of Taxes	42,897	33,672	9,225	(27.40%)	33,672	42,897	42,897	42,897	42,897	42,897	42,897	42,897	42,897	42,897
Federal and Provincial	15,703,109	15,276,946	426,163	(2.79%)	15,309,934	(32,988)	15,880,954	16,344,053	16,738,109	17,137,737	17,137,737	17,137,737	17,137,737	17,137,737
Other Municipalities	21,667	21,667			21,667		21,667			21,667				
Provincial Offences Net Revenue	127,195	120,797	6,398	(5.30%)	117,974	2,823	129,807	132,365	134,717	137,412	137,412	137,412	137,412	137,412
Investment Income	140,000	140,000			142,812	(2,812)	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Other	582,373	468,402	113,971	(24.33%)	492,689	(24,287)	519,360	494,338	506,542	506,542	506,542	506,542	506,542	506,542
Transfers from Obligatory Reserve	801,884	978,256	(176,372)	18.03%	811,884	166,372	801,884	801,884	801,884	801,884	801,884	801,884	801,884	801,884
Transfers from Reserve	421,761	580,499	(158,738)	27.35%	724,715	(144,216)	202,788	114,950	64,000	51,000				
<b>Total Operating Revenue</b>	<b>21,299,874</b>	<b>21,007,317</b>	<b>292,557</b>	<b>(1.39%)</b>	<b>21,101,391</b>	<b>(94,074)</b>	<b>21,246,070</b>	<b>21,628,103</b>	<b>22,036,055</b>	<b>22,487,600</b>	<b>22,487,600</b>	<b>22,487,600</b>	<b>22,487,600</b>	<b>22,487,600</b>
Operating Expense														
Salaries & Benefits	27,019,294	25,693,944	1,325,350	5.16%	25,571,153	122,791	28,122,410	28,897,909	29,714,342	30,695,614	30,695,614	30,695,614	30,695,614	30,695,614
Materials	3,115,870	2,981,874	133,996	4.49%	2,935,459	46,415	3,092,539	3,108,414	3,149,413	3,182,963	3,182,963	3,182,963	3,182,963	3,182,963
Contracted Services	7,782,530	8,162,445	(379,915)	(4.65%)	8,393,787	(231,342)	7,884,993	7,865,445	7,883,535	7,953,437	7,953,437	7,953,437	7,953,437	7,953,437
Rents & Financing	233,426	232,240	1,186	0.51%	225,259	6,981	237,109	240,866	244,698	244,698	244,698	244,698	244,698	244,698
External Transfers	187,361	150,300	37,061	24.66%	150,000	300	151,361	151,361	151,361	151,361	151,361	151,361	151,361	151,361
Other			300		300	(300)								
Depreciation	1,452,373	1,495,810	(43,437)	(2.90%)	1,516,136	(20,326)	1,481,339	1,510,885	1,540,684	1,567,698	1,567,698	1,567,698	1,567,698	1,567,698
Reserve Transfers	1,505,204	1,374,676	130,528	9.50%	1,372,938	1,738	1,653,537	1,773,108	1,841,879	1,960,345	1,960,345	1,960,345	1,960,345	1,960,345
<b>Total Operating Expense</b>	<b>41,296,058</b>	<b>40,091,289</b>	<b>1,204,769</b>	<b>3.01%</b>	<b>40,165,032</b>	<b>(73,743)</b>	<b>42,623,288</b>	<b>43,547,988</b>	<b>44,525,912</b>	<b>45,756,116</b>	<b>45,756,116</b>	<b>45,756,116</b>	<b>45,756,116</b>	<b>45,756,116</b>
Net Municipal Contribution	19,996,184	19,083,972	912,212	4.78%	19,063,641	20,331	21,377,218	21,919,885	22,489,857	23,268,516	23,268,516	23,268,516	23,268,516	23,268,516
LESS: Depreciation	(1,452,373)	(1,495,810)	43,437	2.90%	(1,516,136)	20,326	(1,481,339)	(1,510,885)	(1,540,684)	(1,567,698)	(1,567,698)	(1,567,698)	(1,567,698)	(1,567,698)
Net Municipal Contribution LESS Depreciation	18,543,811	17,588,162	955,649	5.43%	17,547,505	40,657	19,895,879	20,409,000	20,949,173	21,700,818	21,700,818	21,700,818	21,700,818	21,700,818
City of Kingston	(9,007,538)	(8,451,430)	(556,108)	6.58%	(8,444,548)	(6,882)	(9,623,368)	(9,869,997)	(10,132,346)	(10,490,989)	(10,490,989)	(10,490,989)	(10,490,989)	(10,490,989)
<b>County Contribution - Operating</b>	<b>9,536,273</b>	<b>9,136,732</b>	<b>399,541</b>	<b>4.37%</b>	<b>9,102,957</b>	<b>33,775</b>	<b>10,272,511</b>	<b>10,539,003</b>	<b>10,816,827</b>	<b>11,209,829</b>	<b>11,209,829</b>	<b>11,209,829</b>	<b>11,209,829</b>	<b>11,209,829</b>



**County of Frontenac**  
County of Frontenac  
Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
Capital Revenue	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Trans Canada Trails	297,500	247,000	50,500	(20.45%)	150,000	97,000				
Capital Donations	297,500		297,500							
Reserve Transfer	753,319	1,282,105	(528,786)	41.24%	905,607	376,498	1,691,129	713,857	662,135	601,625
<b>Total Capital Revenue</b>	<b>1,348,319</b>	<b>1,529,105</b>	<b>(180,786)</b>	<b>11.82%</b>	<b>1,055,607</b>	<b>473,498</b>	<b>1,691,129</b>	<b>713,857</b>	<b>662,135</b>	<b>601,625</b>
Capital Expense										
Major Improvements	662,000	821,000	-159,000	(19.37%)	286,002	534,998				
General Equipment	61,090	41,335	19,755	47.79%	29,312	12,023	24,131	27,148		
Capital-Equipment Replacements	142,788	80,254	62,534	77.92%	214,555	-134,301	1,160,868	388,600	286,048	313,910
Capital- IT New	15,000		15,000							
Capital-IT Replacement	120,100	39,178	80,922	206.55%	39,178		79,001	181,786	15,918	16,236
Capital Vehicle Replacement	580,368	651,819	-71,451	(10.96%)	557,299	94,520	682,518	418,331	511,377	470,095
Major Building Project					122,924	-122,924				
Gain/Loss-Sale of fixed Asset					7,516	-7,516				
<b>Total Capital Expense</b>	<b>1,581,346</b>	<b>1,633,586</b>	<b>-52,240</b>	<b>(3.20%)</b>	<b>1,256,786</b>	<b>376,800</b>	<b>1,946,518</b>	<b>1,015,865</b>	<b>813,343</b>	<b>800,241</b>
Net Capital Expense	233,027	104,481	128,546	123.03%	201,179	-96,698	255,389	302,008	151,208	198,616
City of Kingston - Capital	-205,471	-99,681	-105,790	106.13%	-173,852	74,171	-250,028	-295,906	-151,208	-198,616
<b>County Contribution - Capital</b>	<b>27,556</b>	<b>4,800</b>	<b>22,756</b>	<b>474.08%</b>	<b>27,327</b>	<b>-22,527</b>	<b>5,361</b>	<b>6,102</b>		
County Contribution - Debenture										
County-Transfer to Long term Debt	1,172,313	1,102,828	69,485	6.30%	1,102,828		1,246,176	1,324,693	1,408,157	1,114,042
Debt Charges	359,037	428,522	-69,485	(16.22%)	428,522		285,174	206,657	123,193	34,470
City Contribution to LT Debt FMT	-712,503	-712,503			-712,504	1	-712,503	-712,503	-712,503	-452,173
Provincial Contribution to Redevelopment	-483,552	-483,552			-483,540	-12	-483,552	-483,552	-483,552	-362,664
Transfer from FRO Reserve	-125,000	-125,000			-125,000		-125,000	-125,000	-125,000	-93,750
<b>Total County Contribution - Debenture</b>	<b>210,295</b>	<b>210,295</b>			<b>210,306</b>	<b>-11</b>	<b>210,295</b>	<b>210,295</b>	<b>210,295</b>	<b>239,925</b>
<b>Total Requisition</b>	<b>9,774,124</b>	<b>9,351,827</b>	<b>422,297</b>	<b>4.52%</b>	<b>9,340,590</b>	<b>11,237</b>	<b>10,488,167</b>	<b>10,755,400</b>	<b>11,027,122</b>	<b>11,449,754</b>

## 2018 Fairmount Home Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>Resident accommodation fees increase</li> <li>Ministry of Health – funding envelope increases (not yet confirmed for 2018); funded CMI decrease due to fewer residents in high resource utilization groups and LHIN funding for BSO position</li> <li>Transfer from reserves for 2018 project proposals</li> </ul>	<p>+ \$46,912</p> <p>+ \$132,634</p> <p>+45,423</p>	<p>+1.5%</p> <p>+2.2%</p> <p>+124.4%</p>
<b>Salaries and Benefits</b>		
<ul style="list-style-type: none"> <li>Salaries - increases estimated pending collective bargaining/arbitration and pay equity, increase to sick time budget based on actual experience, severance costs increased based on employees on approved long-term disability</li> <li>Benefits – increases in statutory &amp; group benefits</li> </ul>	<p>+ \$593,450</p> <p>+ \$116,360</p>	<p>+8.2%</p> <p>+5.8%</p>
<b>Materials</b>		
<ul style="list-style-type: none"> <li>Maintenance – bollards for new canopy; cleaning chemical cost based on historical actual</li> <li>Computer hardware &amp; software – hardware budget error in 2017 that was corrected in 2018; software includes new work order software</li> <li>Additional raw food costs – offset by revenue or funding increases</li> <li>Training fees for compassion fatigue training</li> </ul>	<p>+ \$9,280</p> <p>+ \$16,580</p> <p>+ \$31,940</p> <p>+ \$5,000</p>	<p>+20.8%</p> <p>+27.4%</p> <p>+7.5%</p> <p>+13.4%</p>
<b>Contracts</b>		
<ul style="list-style-type: none"> <li>Support services – increase based on actual results in previous year</li> <li>Special projects – Fairmount branding; Fairmount 50<sup>th</sup> Anniversary celebration; share of disability management; 1 North wall mounted workstations – electrical &amp; labour costs</li> <li>Occupational injury treatment (physiotherapy) – no longer paid by employer</li> <li>Garbage collection – reduced fees based on new contract (2017) and actual results</li> <li>Hydro – increase based on usage and rates</li> </ul>	<p>+ \$12,229</p> <p>- \$45,674</p> <p>- \$19,324</p> <p>- \$5,000</p> <p>+ \$12,285</p>	<p>+4.7%</p> <p>-58.9%</p> <p>-100.0%</p> <p>-20.0%</p> <p>+5.0%</p>
<b>Reserve Transfers</b>		
<ul style="list-style-type: none"> <li>Capital reserve allocation</li> </ul>	<p>+ \$1,122</p>	<p>0.9%</p>



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County of Frontenac

Fairmount - County

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
User Charges	3,120,586	3,073,674	46,912	(1.53%)	3,087,430	(13,756)	3,162,185	3,204,346	3,247,076	3,290,382
Federal and Provincial	6,012,360	5,977,967	34,393	(0.58%)	5,990,119	(12,152)	6,093,275	6,206,229	6,321,430	6,438,922
Other	198,838	100,597	98,241	(97.66%)	75,483	25,114	118,613	92,867	94,503	95,585
Transfers from Reserve	81,923	36,500	45,423	(124.45%)	31,835	4,665	25,000	25,000	25,000	25,000
<b>Total Operating Revenue</b>	<b>9,413,707</b>	<b>9,188,738</b>	<b>224,969</b>	<b>(2.45%)</b>	<b>9,184,867</b>	<b>3,871</b>	<b>9,399,073</b>	<b>9,528,442</b>	<b>9,688,009</b>	<b>9,849,889</b>
Operating Expense										
Salaries & Benefits	9,896,287	9,186,477	709,810	7.73%	9,088,029	98,448	10,210,537	10,483,519	10,749,284	11,092,149
Materials	1,064,399	1,013,009	51,390	5.07%	984,903	28,106	1,058,754	1,074,904	1,088,996	1,106,522
Contracted Services	1,349,084	1,378,816	-29,732	(2.16%)	1,240,651	138,165	1,318,364	1,364,306	1,391,526	1,424,564
Depreciation	545,199	520,766	24,433	4.69%	560,572	-39,806	556,103	567,225	578,570	590,141
Reserve Transfers	122,941	121,819	1,122	0.92%	129,681	-7,862	124,080	125,236	126,409	126,409
<b>Total Operating Expense</b>	<b>12,977,910</b>	<b>12,220,887</b>	<b>757,023</b>	<b>6.19%</b>	<b>12,003,836</b>	<b>217,051</b>	<b>13,267,838</b>	<b>13,615,190</b>	<b>13,934,785</b>	<b>14,339,785</b>
Net Municipal Contribution	3,564,203	3,032,149	532,054	17.55%	2,818,969	213,180	3,868,765	4,086,748	4,246,776	4,489,896
LESS: Depreciation	(545,199)	(520,766)	(24,433)	(4.69%)	(560,572)	39,806	(556,103)	(567,225)	(578,570)	(590,141)
Net Municipal Contribution LESS Depreciation	3,019,004	2,511,383	507,621	20.21%	2,258,397	252,986	3,312,662	3,519,523	3,668,206	3,899,755
City of Kingston										
Other Municipal Contribution	-2,007,207	-1,658,246	-348,961	21.04%	-1,651,362	-6,884	-2,200,218	-2,340,098	-2,440,404	-2,597,858
Total City of Kingston	-2,007,207	-1,658,246	-348,961	21.04%	-1,651,362	-6,884	-2,200,218	-2,340,098	-2,440,404	-2,597,858
County Contribution - Operating	1,011,797	853,137	158,660	18.60%	607,035	246,102	1,112,444	1,179,425	1,227,802	1,301,897



FRONTENAC

County of Frontenac

Fairmount - County

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Capital Revenue										
Reserve Transfer	66,163	42,108	24,055	(57.13%)	62,001	(19,893)	108,827	129,346	71,157	93,466
<b>Total Capital Revenue</b>	<b>66,163</b>	<b>42,108</b>	<b>24,055</b>	<b>(57.13%)</b>	<b>62,001</b>	<b>(19,893)</b>	<b>108,827</b>	<b>129,346</b>	<b>71,157</b>	<b>93,466</b>
Capital Expense										
Major Improvements	67,000	25,000	42,000	168.00%	36,002	-11,002				
General Equipment	29,959	41,335	-11,376	(27.52%)	29,312	12,023				
Capital-Equipment Replacements	119,800	80,254	39,546	49.28%	190,350	-110,096	324,785	388,600	206,447	275,846
Capital- IT New	7,123		7,123							
Capital-IT Replacement	35,000		35,000				15,300	15,606	15,918	16,236
Capital Prior Year										
Other Municipal Contribution										
<b>Total Capital Expense</b>	<b>258,882</b>	<b>146,589</b>	<b>112,293</b>	<b>76.60%</b>	<b>255,664</b>	<b>-109,075</b>	<b>340,085</b>	<b>404,206</b>	<b>222,365</b>	<b>292,082</b>
Net Capital Expense	192,719	104,481	88,238	84.45%	193,663	-89,182	231,258	274,860	151,208	198,616
City of Kingston - Capital	-176,040	-99,681	-76,359	76.60%	-173,852	74,171	-231,258	-274,860	-151,208	-198,616
<b>County Contribution - Capital</b>	<b>16,679</b>	<b>4,800</b>	<b>11,879</b>	<b>247.48%</b>	<b>19,811</b>	<b>-15,011</b>				
County Contribution - Debenture										
County-Transfer to Long term Debt	1,172,313	1,102,828	69,485	6.30%	1,102,828		1,246,176	1,324,693	1,408,157	1,114,042
Debt Charges	359,037	428,522	-69,485	(16.22%)	428,522		285,174	206,657	123,193	34,470
City Contribution to LT Debt FMT	-712,503	-712,503			-712,504	1	-712,503	-712,503	-712,503	-452,173
Provincial Contribution to Redevelopment	-483,552	-483,552			-483,540	-12	-483,552	-483,552	-483,552	-362,664
Transfer from FRO Reserve	-125,000	-125,000			-125,000		-125,000	-125,000	-125,000	-93,750
<b>Total County Contribution - Debenture</b>	<b>210,295</b>	<b>210,295</b>			<b>210,306</b>	<b>-11</b>	<b>210,295</b>	<b>210,295</b>	<b>210,295</b>	<b>239,925</b>
<b>Total Requisition</b>	<b>1,238,771</b>	<b>1,068,232</b>	<b>170,539</b>	<b>15.96%</b>	<b>837,152</b>	<b>231,080</b>	<b>1,322,739</b>	<b>1,389,720</b>	<b>1,438,097</b>	<b>1,541,822</b>

## 2018 Land Ambulance Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>Estimated Increase from Province due to formula catch-up (not yet confirmed)</li> <li>Transfer from reserves for 2018 project proposals</li> </ul>	+392,091 +2,950	+4.7% +100.0%
<b>Salaries and Benefits</b>		
<ul style="list-style-type: none"> <li>Estimated wage and benefit increase</li> <li>\$167,000 increase – Full year of 8-hour enhancement and Full Implementation Wolfe Island Enhancement</li> <li>\$343,545 increase - Negotiated OPSEU 461 Collective Agreement and Non-Union increase</li> </ul>	+510,545	+3.7%
<b>Materials</b>		
<ul style="list-style-type: none"> <li>Employee wellness initiative and supplies are increased \$20,500</li> <li>Oxygen costs are decreasing by -\$26,400</li> <li>Medical supplies are increasing by \$15,400</li> <li>Fuel costs are increasing by \$21,700</li> <li>Computer software costs are increasing by \$27,600</li> </ul>	+54,161	+6.4%
<b>Contracts</b>		
<ul style="list-style-type: none"> <li>Vehicle and equipment maintenance are increasing by \$25,500</li> <li>Building maintenance fees are increasing by \$26,700</li> <li>Special projects have decreased by \$25,000 as they are included in the materials segment as oppose to contract services</li> <li>Website and satellite phone services have decreased by \$4,100</li> </ul>	+23,152	+1.7%
<b>Reserve Transfers</b>		
<ul style="list-style-type: none"> <li>Capital reserve allocation includes replacement of one third of the stair chairs</li> </ul>	+57,858	+7.3%





FRONTENAC

County of Frontenac

FPS - County

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
User Charges					27,000	(27,000)				
Federal and Provincial	8,722,429	8,330,338	392,091	(4.71%)	8,343,388	(13,050)	8,895,654	9,246,754	9,503,354	9,758,554
Investment Income					138	(138)				
Other					5,344	(5,344)				
Transfers from Reserve	2,950		2,950							
<b>Total Operating Revenue</b>	<b>8,725,379</b>	<b>8,330,338</b>	<b>395,041</b>	<b>(4.74%)</b>	<b>8,375,870</b>	<b>(45,532)</b>	<b>8,895,654</b>	<b>9,246,754</b>	<b>9,503,354</b>	<b>9,758,554</b>
Operating Expense										
Salaries & Benefits	14,332,305	13,821,760	510,545	3.69%	13,768,885	52,875	14,969,746	15,436,435	15,894,297	16,426,287
Materials	901,565	847,404	54,161	6.39%	881,415	-34,011	890,849	904,739	924,968	940,001
Contracted Services	1,352,771	1,329,619	23,152	1.74%	1,418,640	-89,021	1,405,435	1,416,661	1,427,289	1,402,598
Rents & Financing	233,176	231,990	1,186	0.51%	224,727	7,263	236,859	240,616	244,448	244,448
Depreciation	611,163	640,529	-29,366	(4.58%)	651,630	-11,101	623,386	635,854	648,571	661,542
Reserve Transfers	847,175	789,317	57,858	7.33%	789,317		882,370	895,461	888,752	902,245
<b>Total Operating Expense</b>	<b>18,278,155</b>	<b>17,660,619</b>	<b>617,536</b>	<b>3.50%</b>	<b>17,734,614</b>	<b>-73,995</b>	<b>19,008,645</b>	<b>19,529,766</b>	<b>20,028,325</b>	<b>20,577,121</b>
Net Municipal Contribution	9,552,776	9,330,281	222,495	2.38%	9,358,744	-28,463	10,112,991	10,283,012	10,524,971	10,818,567
LESS: Depreciation	(611,163)	(640,529)	29,366	4.58%	(651,630)	11,101	(623,386)	(635,854)	(648,571)	(661,542)
Net Municipal Contribution LESS Depreciation	8,941,613	8,689,752	251,861	2.90%	8,707,114	-17,362	9,489,605	9,647,158	9,876,400	10,157,025
City of Kingston	-7,000,331	-6,793,184	-207,147	3.05%	-6,793,186	2	-7,423,150	-7,529,899	-7,691,942	-7,893,131
<b>County Contribution - Operating</b>	<b>1,941,282</b>	<b>1,896,568</b>	<b>44,714</b>	<b>2.36%</b>	<b>1,913,928</b>	<b>-17,360</b>	<b>2,066,455</b>	<b>2,117,259</b>	<b>2,184,458</b>	<b>2,263,894</b>



**FRONTENAC**

**County of Frontenac**  
FPS - County

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Capital Revenue										
Reserve Transfer	673,856	690,997	(17,141)	2.48%	620,682	70,315	1,582,302	584,511	590,978	508,159
<b>Total Capital Revenue</b>	<b>673,856</b>	<b>690,997</b>	<b>(17,141)</b>	<b>2.48%</b>	<b>620,682</b>	<b>70,315</b>	<b>1,582,302</b>	<b>584,511</b>	<b>590,978</b>	<b>508,159</b>
Capital Expense	711,536	690,997	20,539	2.97%	628,198	62,799	1,606,433	611,659	590,978	508,159
Net Capital Expense	37,680		37,680		7,516	-7,516	24,131	27,148		
City of Kingston - Capital	-29,431		-29,431				-18,770	-21,046		
<b>County Contribution - Capital</b>	<b>8,249</b>		<b>8,249</b>		<b>7,516</b>	<b>-7,516</b>	<b>5,361</b>	<b>6,102</b>		
<b>Total Requisition</b>	<b>1,949,531</b>	<b>1,896,568</b>	<b>52,963</b>	<b>2.79%</b>	<b>1,921,444</b>	<b>-24,876</b>	<b>2,071,816</b>	<b>2,123,361</b>	<b>2,184,458</b>	<b>2,263,894</b>

## 2018 Marine Services Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
• Increase in user fees after analysis of three year average ticket sales	+\$20,998	+11.4%
• Decrease in reserve transfer required	\$1,610	-89.3%
<b>Salaries and Benefits</b>		
• Contract provided a 2% increase along with the associated benefit costs	+\$22,581	+2.51%
<b>Contracts</b>		
• Vessel inspection increase	+\$1,875	+75.0%
• Insurance and maintenance increase	+\$5,504	+32.3%
<b>Capital</b>		
• Includes replacement of County telephone system and new capital is Marine Services portion of the Intranet	+\$1,610	+100.0%

• Marine Services is funded by an 80% provincial subsidy, user fees and fares. It has no net impact on the County budget



**FRONTENAC**



**FRONTENAC**

**County of Frontenac**  
Transport

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
<b>Operating Revenue</b>										
User Charges	204,402	183,404	20,998	(11.45%)	203,281	(19,877)	212,028	220,770	228,330	235,064
Federal and Provincial	817,603	794,013	23,590	(2.97%)	827,237	(33,224)	868,110	891,070	913,325	940,261
Transfers from Reserve	1,610	15,100	(13,490)	89.34%	3,528	11,572	5,000	2,000		
<b>Total Operating Revenue</b>	<b>1,023,615</b>	<b>992,517</b>	<b>31,098</b>	<b>(3.13%)</b>	<b>1,034,046</b>	<b>(41,529)</b>	<b>1,085,138</b>	<b>1,113,840</b>	<b>1,141,655</b>	<b>1,175,325</b>
<b>Operating Expense</b>										
Salaries & Benefits	921,321	898,740	22,581	2.51%	933,808	-35,068	980,622	1,009,349	1,035,064	1,068,573
Materials	35,101	35,297	-196	(0.56%)	20,677	14,620	36,763	35,432	36,112	36,112
Contracted Services	65,583	58,480	7,103	12.15%	79,561	-21,081	67,753	69,059	70,479	70,640
Depreciation	4,062	4,602	-540	(11.73%)	4,062	540	4,062	4,062	3,724	
<b>Total Operating Expense</b>	<b>1,026,067</b>	<b>997,119</b>	<b>28,948</b>	<b>2.90%</b>	<b>1,038,108</b>	<b>-40,989</b>	<b>1,089,200</b>	<b>1,117,902</b>	<b>1,145,379</b>	<b>1,175,325</b>
LESS: Depreciation	(4,062)	(4,602)	540	11.73%	(4,062)	(540)	(4,062)	(4,062)	(3,724)	
<b>Net Municipal Contribution LESS Depreciation</b>	<b>1,022,005</b>	<b>992,517</b>	<b>29,488</b>		<b>1,034,046</b>	<b>-41,529</b>	<b>1,085,138</b>	<b>1,113,840</b>	<b>1,141,655</b>	<b>1,175,325</b>
Capital Expense										
Capital- IT New	310		310							
Capital-IT Replacement	1,300		1,300							
<b>Total Capital Expense</b>	<b>1,610</b>		<b>1,610</b>							
<b>Total Requisition</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





**FRONTENAC**

**County of Frontenac**

Emergency Management

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
Operating Expense										
Materials	2,000	3,809	-1,809	(47.49%)	1,118	2,691	3,962	4,041	4,123	4,123
Contracted Services	4,900	3,101	1,799	58.01%	2,347	754	3,226	3,290	3,356	3,356
<b>Total Operating Expense</b>	<b>6,900</b>	<b>6,910</b>	<b>-10</b>	<b>(0.14%)</b>	<b>3,465</b>	<b>3,445</b>	<b>7,188</b>	<b>7,331</b>	<b>7,479</b>	<b>7,479</b>
<b>Total Requisition</b>	<b>6,900</b>	<b>6,910</b>	<b>-10</b>	<b>(0.14%)</b>	<b>3,465</b>	<b>3,445</b>	<b>7,188</b>	<b>7,331</b>	<b>7,479</b>	<b>7,479</b>

## 2018 Planning and Economic Development Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
• Increase in Planning fees	+\$4,000	+26.7%
• Federal funding for Economic Development project	+\$26,089	+20.9%
• Other revenue generated from sale of promotion materials	+\$6,000	+100.0%
• Decrease in reserve transfer that supported 2 CIPs and Communal Services in 2017	-\$308,712	-54.6%
<b>Salaries and Benefits</b>		
• Staff salaries and benefits (includes Community Development Officer covered by external funding and reserve transfers)	+\$32,773	+6.3%
<b>Materials</b>		
• Computer software and committee expenses	+\$2,530	+4.4%
<b>Contracts</b>		
• Reduction in 2018 projects vs. 2017 (Previous year included 2 CIPs and Communal Services Study projects)	-\$-256,640	-37.6%
<b>Reserve Transfers</b>		
• Establish the Community Development Reserve and annual allocation to the Sustainability Reserve	+\$35,612	+116.4%





**FRONTENAC**

**County of Frontenac**  
 Planning & Development  
 Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
<b>Operating Revenue</b>										
User Charges	19,000	15,000	4,000	(26.67%)	13,333	1,667	17,500	17,500	17,500	17,500
Federal and Provincial	150,717	124,628	26,089	(20.93%)	98,213	26,415	23,915			
Other Municipalities	21,667	21,667			21,667		21,667			
Other	6,000		6,000		23,618	(23,618)	6,000	6,000	6,000	6,000
Transfers from Obligatory Reserve		166,372	(166,372)	100.00%		166,372				
Transfers from Reserve	256,950	399,290	(142,340)	35.65%	581,843	(182,553)	60,138	5,000		
<b>Total Operating Revenue</b>	<b>454,334</b>	<b>726,957</b>	<b>(272,623)</b>	<b>37.50%</b>	<b>738,674</b>	<b>(11,717)</b>	<b>129,220</b>	<b>28,500</b>	<b>23,500</b>	<b>23,500</b>
<b>Operating Expense</b>										
Salaries & Benefits	555,242	522,469	32,773	6.27%	493,547	28,922	579,042	535,086	555,024	576,941
Materials	60,322	57,792	2,530	4.38%	58,440	-648	54,302	50,256	56,347	56,616
Contracted Services	425,890	682,530	-256,640	(37.60%)	828,682	-146,152	383,047	145,584	64,232	64,651
Reserve Transfers	66,212	30,600	35,612	116.38%	30,000	600	102,536	139,587	144,256	182,141
<b>Total Operating Expense</b>	<b>1,107,666</b>	<b>1,293,391</b>	<b>-185,725</b>	<b>(14.36%)</b>	<b>1,410,669</b>	<b>-117,278</b>	<b>1,118,927</b>	<b>870,513</b>	<b>819,859</b>	<b>880,349</b>
<b>County Contribution - Operating</b>	<b>653,332</b>	<b>566,434</b>	<b>86,898</b>	<b>15.34%</b>	<b>671,995</b>	<b>-105,561</b>	<b>989,707</b>	<b>842,013</b>	<b>796,359</b>	<b>856,849</b>



**FRONTENAC**

**County of Frontenac**  
 Planning & Development  
 Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
<b>Capital Revenue</b>										
Trails Funding	297,500	247,000	50,500	(20.45%)	150,000	97,000				
Capital Contributions	297,500		297,500		222,924	326,076				
Reserve Transfer		549,000	(549,000)	100.00%						
<b>Total Capital Revenue</b>	<b>595,000</b>	<b>796,000</b>	<b>(201,000)</b>	<b>25.25%</b>	<b>372,924</b>	<b>423,076</b>				
<b>Capital Expense</b>										
Major Improvements		796,000	-201,000	(25.25%)	250,000	546,000				
Capital Vehicle New										
Major Building Project					122,924	-122,924				
<b>Total Capital Expense</b>	<b>595,000</b>	<b>796,000</b>	<b>-201,000</b>	<b>(25.25%)</b>	<b>372,924</b>	<b>423,076</b>				
<b>Net Capital Expense</b>										
<b>Total Requisition</b>	<b>653,332</b>	<b>566,434</b>	<b>86,898</b>	<b>15.34%</b>	<b>671,995</b>	<b>-105,561</b>	<b>989,707</b>	<b>842,013</b>	<b>796,359</b>	<b>856,849</b>

## 2018 Corporate Services Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>Reduction in contributions from reserves and contributions from federal OCLF funding, which supported the work order software in 2017</li> <li>Reduction in contributions from Stabilization reserve, which supported the competency based framework in 2017</li> </ul>	-\$60,000	-100.0%
<b>Salaries and Benefits</b>		
<ul style="list-style-type: none"> <li>Annual increase to base salaries &amp; benefits as well as performance based salary changes for new incumbents in Corporate Service positions</li> </ul>	+\$37,222	+3.2%
<b>Materials</b>		
<ul style="list-style-type: none"> <li>Additional computer and photocopier supplies, hardware and software costs</li> </ul>	+\$21,414	+14.0%
<b>Contracts</b>		
<ul style="list-style-type: none"> <li>Increase in MPAC fees</li> <li>Increase in hydro</li> <li>Decrease in website, internet and cell service costs</li> <li>Decrease in special projects</li> </ul>	+\$15,674 +\$2,680 -\$2,296 -\$127,144	+2.0% +13.0% -13.7% -99.4%
<b>Capital</b>		
<ul style="list-style-type: none"> <li>Includes replacement of County telephone system and new capital is Corporate Services portion of the Intranet</li> </ul>	+\$1,018	+100%



**FRONTENAC**

**County of Frontenac**  
Corporate

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
Federal and Provincial		50,000	(50,000)	100.00%	50,977	(977)				
Other	374,315	365,313	9,002	(2.46%)	384,892	(19,579)	391,469	392,133	402,640	413,678
Transfers from Obligatory Reserve		10,000	(10,000)	100.00%	10,000					
Transfers from Reserve	6,018	53,000	(46,982)	88.65%	53,000					
<b>Total Operating Revenue</b>	<b>380,333</b>	<b>478,313</b>	<b>(97,980)</b>	<b>20.48%</b>	<b>498,869</b>	<b>(20,556)</b>	<b>391,469</b>	<b>392,133</b>	<b>402,640</b>	<b>413,678</b>
Operating Expense										
Salaries & Benefits	1,189,755	1,152,533	37,222	3.23%	1,089,788	62,745	1,253,778	1,302,144	1,346,492	1,394,843
Materials	173,831	152,417	21,414	14.05%	148,655	3,762	177,698	167,575	168,543	169,265
Contracted Services	987,183	1,094,803	-107,620	(9.83%)	1,049,189	45,614	1,016,650	1,041,428	1,051,823	1,068,663
Depreciation	291,949	329,913	-37,964	(11.51%)	299,872	30,041	297,788	303,744	309,819	316,015
Reserve Transfers	14,000	14,000			5,000	9,000	20,000	20,000	20,000	20,000
<b>Total Operating Expense</b>	<b>2,656,718</b>	<b>2,743,666</b>	<b>-86,948</b>	<b>(3.17%)</b>	<b>2,592,504</b>	<b>151,162</b>	<b>2,765,914</b>	<b>2,834,891</b>	<b>2,896,677</b>	<b>2,968,786</b>
Net Municipal Contribution	2,276,385	2,265,353	11,032	0.49%	2,093,635	171,718	2,374,445	2,442,758	2,494,037	2,555,108
LESS: Depreciation	(291,949)	(329,913)	37,964	11.51%	(299,872)	(30,041)	(297,788)	(303,744)	(309,819)	(316,015)
Net Municipal Contribution LESS Depreciation	1,984,436	1,935,440	48,996	2.53%	1,793,763	141,677	2,076,657	2,139,014	2,184,218	2,239,093



**FRONTENAC**

**County of Frontenac**

Corporate

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Capital Revenue										
Reserve Transfer	13,300		13,300							
<b>Total Capital Revenue</b>	<b>13,300</b>		<b>13,300</b>							
Capital Expense										
Capital- IT New	1,018		1,018							
Capital-IT Replacement	13,300		13,300							
<b>Total Capital Expense</b>	<b>14,318</b>		<b>14,318</b>							
Net Capital Expense	1,018		1,018							
<b>Total Requisition</b>	<b>1,985,454</b>	<b>1,935,440</b>	<b>50,014</b>	<b>2.58%</b>	<b>1,793,763</b>	<b>141,677</b>	<b>2,076,657</b>	<b>2,139,014</b>	<b>2,184,218</b>	<b>2,239,093</b>

## 2018 General Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>Increase to payments in lieu of taxes</li> <li>Increase in provincial offences net revenue</li> <li>Reserve transfer from Stabilization – to be determined after MPAC growth is received in December</li> </ul>	<p>+ \$9,225</p> <p>+ \$6,398</p> <p>- \$46,999</p>	<p>+27.4%</p> <p>+5.3%</p> <p>-87.83%</p>
<b>Reserve Transfers</b>		
<ul style="list-style-type: none"> <li>Capital Reserve Allocation including dedicated capital levy</li> </ul>	+ \$66,936	+18.9%





County of Frontenac  
General

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
Taxation from Other Governments	70,000	70,000			70,000		70,000	70,000	70,000	70,000
User Charges	45,000	45,000			45,000		45,000	45,000	45,000	45,000
Payments in Lieu of Taxes	42,897	33,672	9,225	(27.40%)	33,672	2,823	42,897	42,897	42,897	42,897
Provincial Offences Net Revenue	127,195	120,797	6,398	(5.30%)	117,974	2,823	129,807	132,365	134,717	137,412
Investment Income	140,000	140,000			142,674	(2,674)	140,000	140,000	140,000	140,000
Transfers from Obligatory Reserve										
Transfers from Reserve	6,510	53,509	(46,999)	87.83%	53,509					
<b>Total Operating Revenue</b>	<b>431,602</b>	<b>462,978</b>	<b>(31,376)</b>	<b>6.78%</b>	<b>462,829</b>	<b>149</b>	<b>427,704</b>	<b>430,262</b>	<b>432,614</b>	<b>435,309</b>
Operating Expense										
Materials										
Contracted Services	1,600	1,600			1,600	0	1,600	1,600	1,600	1,600
Rents & Financing	250	250			532	-282	250	250	250	250
Reserve Transfers	419,876	352,940	66,936	18.97%	352,940	427,548	494,581	494,581	562,954	628,752
<b>Total Operating Expense</b>	<b>421,726</b>	<b>354,790</b>	<b>66,936</b>	<b>18.87%</b>	<b>355,072</b>	<b>-282</b>	<b>429,398</b>	<b>496,431</b>	<b>564,804</b>	<b>630,602</b>
<b>Total Requisition</b>	<b>-9,876</b>	<b>-108,188</b>	<b>98,312</b>	<b>(90.87%)</b>	<b>-107,757</b>	<b>-431</b>	<b>1,694</b>	<b>66,169</b>	<b>132,190</b>	<b>195,293</b>
Requisition Capital Levy	60,787	0	60,787		0	0	62,003	63,243	64,508	65,798

## 2018 Governance Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>Increase for HST rebate on Council non-taxable remuneration</li> <li>Removal of transfer from reserve for School Alliance</li> </ul>	+\$728 -\$1,000	+33.2% -100.0%
<b>Salaries and Benefits</b>		
<ul style="list-style-type: none"> <li>Remuneration for other boards moved to the Other Boards budget</li> </ul>	-\$2,221	-2.0%
<b>Materials</b>		
<ul style="list-style-type: none"> <li>Increase related to computer allowance, meeting expenses for Council orientation</li> </ul>	+\$5,456	+7.8%



**FRONTENAC**



**FRONTENAC**

**County of Frontenac**  
Governance

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
Other	2,920	2,192	728	(33.21%)	3,052	(860)	2,978	3,038	3,099	3,161
Transfers from Reserve		1,000	(1,000)	100.00%	1,000					
<b>Total Operating Revenue</b>	<b>2,920</b>	<b>3,192</b>	<b>(272)</b>	<b>8.52%</b>	<b>4,052</b>	<b>(860)</b>	<b>2,978</b>	<b>3,038</b>	<b>3,099</b>	<b>3,161</b>
Operating Expense										
Salaries & Benefits	109,744	111,965	-2,221	(1.98%)	100,060	11,905	113,482	115,549	117,685	119,889
Materials	75,718	70,262	5,456	7.77%	38,367	31,895	68,327	69,583	68,440	68,440
Contracted Services	36,460	36,460			44,858	-8,398	36,741	37,048	37,361	37,682
Reserve Transfers	10,000	10,000			10,000		10,000	10,000	10,000	10,000
<b>Total Operating Expense</b>	<b>231,922</b>	<b>228,687</b>	<b>3,235</b>	<b>1.41%</b>	<b>193,285</b>	<b>35,402</b>	<b>228,550</b>	<b>232,180</b>	<b>233,486</b>	<b>236,011</b>
<b>Total Requisition</b>	<b>229,002</b>	<b>225,495</b>	<b>3,507</b>	<b>1.56%</b>	<b>189,233</b>	<b>36,262</b>	<b>225,572</b>	<b>229,142</b>	<b>230,387</b>	<b>232,850</b>

## 2018 Other Transfer Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>Transfer from reserve increased for seniors transportation contribution to Frontenac Transportation Services</li> </ul>	+ \$30,000	+100.0%
<b>External Transfers</b>		
<ul style="list-style-type: none"> <li>Contribution to Frontenac Transportation Services offset by reserve transfer</li> <li>Additional contribution to University Hospitals Kingston Foundation</li> <li>Contribution to Family and Children's Services Bursary</li> </ul>	+ \$30,000 + \$1,061 + \$6,000	+31.2% +2.0% +100.0



**FRONTENAC**



**FRONTENAC**

**County of Frontenac**

Other

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
Other	300	300			300		300	300	300	300
Transfers from Obligatory Reserve	801,884	801,884			801,884		801,884	801,884	801,884	801,884
Transfers from Reserve	30,000		30,000							
<b>Total Operating Revenue</b>	<b>832,184</b>	<b>802,184</b>	<b>30,000</b>	<b>(3.74%)</b>	<b>802,184</b>		<b>802,184</b>	<b>802,184</b>	<b>802,184</b>	<b>802,184</b>
Operating Expense										
Salaries & Benefits					97,036	-97,036				
Materials	801,884	801,884			801,884		801,884	801,884	801,884	801,884
External Transfers	187,361	150,300	37,061	24.66%	150,000	300	151,361	151,361	151,361	151,361
Other				#DIV/0!	300	-300				
<b>Total Operating Expense</b>	<b>989,245</b>	<b>952,184</b>	<b>37,061</b>	<b>3.89%</b>	<b>1,049,220</b>	<b>-97,036</b>	<b>953,245</b>	<b>953,245</b>	<b>953,245</b>	<b>953,245</b>
<b>Total Requisition</b>	<b>157,061</b>	<b>150,000</b>	<b>7,061</b>	<b>4.71%</b>	<b>247,036</b>	<b>-97,036</b>	<b>151,061</b>	<b>151,061</b>	<b>151,061</b>	<b>151,061</b>

## 2018 Health Unit Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
Contracts	+14,937	+2.0%
• Health Unit estimated at 2% as budget has not been provided		





**County of Frontenac**

General

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
Operating Revenue										
Operating Expense										
Contracted Services - Health Unit	761,776	746,839	14,937	2.00%	829,830	-82,991	777,012	792,552	808,403	808,403
<b>Total Operating Expense</b>	<b>761,776</b>	<b>746,839</b>	<b>14,937</b>	<b>2.00%</b>	<b>829,830</b>	<b>-82,991</b>	<b>777,012</b>	<b>792,552</b>	<b>808,403</b>	<b>808,403</b>
<b>Total Requisition</b>	<b>761,776</b>	<b>746,839</b>	<b>14,937</b>	<b>2.00%</b>	<b>829,830</b>	<b>-82,991</b>	<b>777,012</b>	<b>792,552</b>	<b>808,403</b>	<b>808,403</b>



FRONTENAC		County of Frontenac Recreation & Culture Segmented 5 Year Budget										
		2018	2017	2017-2018	2017-2018	2018	2019	2020	2021	2022		
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget	Budget	
Operating Revenue												
Transfers from Reserve	20,800	22,100	(1,300)	5.88%		22,100	13,650	66,950	39,000	26,000		
<b>Total Operating Revenue</b>	<b>20,800</b>	<b>22,100</b>	<b>(1,300)</b>	<b>5.88%</b>		<b>22,100</b>	<b>13,650</b>	<b>66,950</b>	<b>39,000</b>	<b>26,000</b>		
Operating Expense												
Contracted Services	852,147	829,718	22,429	2.70%	897,487	-67,769	867,400	938,719	928,175	932,959		
Depreciation												
Reserve Transfers		31,000	-31,000	(100.00%)	31,000							
<b>Total Operating Expense</b>	<b>852,147</b>	<b>860,718</b>	<b>-8,571</b>	<b>(1.00%)</b>	<b>928,487</b>	<b>-67,769</b>	<b>867,400</b>	<b>938,719</b>	<b>928,175</b>	<b>932,959</b>		
<b>Total Requisition</b>	<b>831,347</b>	<b>838,618</b>	<b>-7,271</b>	<b>(0.87%)</b>	<b>928,487</b>	<b>-89,869</b>	<b>853,750</b>	<b>871,769</b>	<b>889,175</b>	<b>906,959</b>		

## 2018 Social Housing Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<b>City of Kingston requisition</b>		
• Transfer from reserve for capital replacement	+15,000	+100.0%
• Increase in housing administration	+\$24,711	+17.1%
• Reduction in operating subsidies for non-profit housing providers in the County	-\$20,182	-3.4%
<ul style="list-style-type: none"> <li>Please note that the projections do not include implications related to the end of Operating Agreements which are anticipated to affect the County in 2019</li> </ul>		



**FRONTENAC**



**County of Frontenac**

Social Housing

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
<b>FRONTENAC</b>										
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
Transfers from Reserve	15,000		15,000				99,000	16,000		
<b>Total Operating Revenue</b>	<b>15,000</b>		<b>15,000</b>				<b>99,000</b>	<b>16,000</b>		
Operating Expense										
Contracted Services	739,154	734,625	4,529	0.62%	734,628	-3	778,389	805,639	826,785	845,316
Reserve Transfers	25,000	25,000			25,000		25,000	25,000	25,000	25,000
<b>Total Operating Expense</b>	<b>764,154</b>	<b>759,625</b>	<b>4,529</b>	<b>0.60%</b>	<b>759,628</b>	<b>-3</b>	<b>803,389</b>	<b>830,639</b>	<b>851,785</b>	<b>870,316</b>
<b>Total Requisition</b>	<b>749,154</b>	<b>759,625</b>	<b>-10,471</b>	<b>(1.38%)</b>	<b>759,628</b>	<b>-3</b>	<b>704,389</b>	<b>814,639</b>	<b>851,785</b>	<b>870,316</b>

## 2018 Social Service Budget Variance Highlights

Variance Discussion	Budget Variance	
	\$	%
<p><b>City of Kingston</b></p> <ul style="list-style-type: none"> <li>Reduction in Ontario Works program costs are 100% funded by the Province requisition</li> </ul>	-\$59,872	-4.7%

• Please note that the upload related to Ontario Works caseload costs is complete in 2018. The municipal share of this cost is shared with the City of Kingston based on weighted assessment. The impact of these savings have been more than offset by the additional administrative costs incurred and charged by the City in prior years.





**FRONTENAC**

**County of Frontenac**  
OW/ FB Child Care

Segmented 5 Year Budget

	2018	2017	2017-2018	2017-2018	2018	2018	2019	2020	2021	2022
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Year End (\$)	Variance (\$)	Budget	Budget	Budget	Budget
Operating Revenue										
Operating Expense										
Contracted Services	1,205,982	1,265,854	-59,872	(4.73%)	1,266,152	-298	1,229,376	1,249,559	1,272,506	1,293,005
<b>Total Operating Expense</b>	<b>1,205,982</b>	<b>1,265,854</b>	<b>-59,872</b>	<b>(4.73%)</b>	<b>1,266,152</b>	<b>-298</b>	<b>1,229,376</b>	<b>1,249,559</b>	<b>1,272,506</b>	<b>1,293,005</b>
<b>Total Requisition</b>	<b>1,205,982</b>	<b>1,265,854</b>	<b>-59,872</b>	<b>(4.73%)</b>	<b>1,266,152</b>	<b>-298</b>	<b>1,229,376</b>	<b>1,249,559</b>	<b>1,272,506</b>	<b>1,293,005</b>



# 2018 Project Proposals



## **2018 DRAFT Budget Project Proposals**

Council was presented with 15 project proposals in October. These proposals reflected the changing operational landscape, along with the opportunities and challenges facing the County of Frontenac.

Fairmount Home and Frontenac Paramedic Services are experiencing changes in service delivery requirements due to the aging population. Due to challenging resident behaviours, care levels have increased therefore Fairmount has proposed an additional Personal Support Worker evening position. Frontenac Paramedic Services has proposed the creation of a Community Paramedicine/Paramedic Education Co-ordinator to meet the increase in legislative training for paramedics.

LEAN is a primary focus for staff to consistently look for ways to eliminate inefficiencies and maximize the value of our resources for ratepayer dollars. Staff participation in LEAN training across the organization promotes continuous improvement as “the way we work”.

The proposals promote:

1. Financial stewardship of County resources
2. Legislated service delivery which meets needs of the consumer
3. Long term financial planning
4. Using the right resources at the right time

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

Council also considered four proposals presented by the University Hospitals Kingston Foundation, Frontenac Transportation Services, Family and Children’s Services and Frontenac Arts Grant to provide funding support.

### **Project Review**

1. **Fairmount Home - PSW Night Shift Position:** Council has previously been presented with the rationale and supported the implementation of a PSW position which would support the increase care level of Fairmount Home resident during the day shift. Due to residents entering long term care homes with increasing complex care requirements, Fairmount’s current staffing levels do not match the resident care needs required during the night shift. The PSW position will aid in safety of staff and residents while delivering quality, dignified and resident-centered care during the night shift.

**Proposed funding:** Municipal levy

2. **Fairmount Home - Support Kitchen Split Air Conditioning Unit:** This project is proposed due to the extreme temperature conditions in the support kitchens which can often reach 35°C. Fairmount’s heat stress policy dictates the use of paper products and

frequent rest and water breaks when the temperature exceeds 32°C. The installation of split air conditioning in the support kitchens would relieve the extreme heat risks for staff and reduce the use/cost of paper products. .

**Proposed funding:** Stabilization Reserve

3. **Fairmount Home - 2 North Staff Washroom:** The 2 North resident home area is not equipped with a staff only washroom. The absence of this washroom is problematic for staff as it negatively impacts the work flow on this unit and slows service delivery to residents. The closest accessible staff washroom is approximately 200 feet away on a different unit. Recent reconfiguration of office and storage space has presented an opportunity to supply staff with the required washroom.

**Proposed funding:** Stabilization Reserve

4. **Fairmount Home - Parking Lot and Laneway Replacement:** Fairmount's parking lots and laneways are beginning to show signs of deterioration. This project will contract the services to patch repair sections, cracks and spray the asphalt. The parking lot and laneways must provide secure and even footing to avoid serious injury to staff, residents and their families as well as the general public.

**Proposed funding:** Municipal levy

5. **Fairmount Home - Waste Water Treatment Plant Replacement Study:** The current treatment plant rotating bio contactor (RBC) have a long history of mechanical reliability issues dating back to 2009. It is critical to have reliable and consistent treatment of the waste water to protect both standing and underground natural water sources. This project will contract an engineering service to determine the best replacement option for the existing waste water treatment system.

**Proposed funding:** Stabilization Reserve

6. **Frontenac Paramedic Services - Community Paramedicine/Paramedic Education Coordinator:** This project proposes the creation of position to support the community paramedicine program with the support of LHIN funding to compensate for 65% of the position's costs. This position would also provide the training require to meet the increasing paramedic training requirements and ensure a consistent facilitator for all areas of paramedic education. The remaining 35% of the position costs would be recovered by a reduction in the training budget due to the use of this dedicated staff member for training.

**Proposed funding:** This project proposal has no impact on the municipal levy.

7. **Frontenac Paramedic Services - Portable Disinfection System:** This project proposes the purpose of a portable disinfection system for automatic deep cleaning of ambulances. The current process utilizes paramedic resources to manually deep clean when resources

are available, which may result in potentially dangerous pathogens on the ambulances surfaces. The portable disinfection system will provide a 99.9% reduction in infectious organisms.

**Proposed funding:** Stabilization Reserve

8. **Frontenac Paramedic Services - Ambulance Fleet Strategy:** At the September 20, 2017 Council meeting, a fleet strategy report was brought forward with Council approval to proceed with an ambulance remounting program in 2018. As approved by Council, the project will be funded by a \$60,000 transfer from the joint Vehicle Replacement Reserve, but is to be recovered over a three year period with the annual savings from this project.

**Proposed funding:** This project proposal has no impact on the municipal levy.

9. **Frontenac Paramedic Services - Emergency Response Vehicle Support Strategy:** In an effort to optimize the emergency response vehicles, this project proposal is recommending the removal of the existing Emergency Response Vehicle from the fleet, and replacing it with two smaller vehicles containing the same equipment to be used as Superintendent vehicles. This will increase the availability of emergency response equipment on a daily basis.

**Proposed funding:** This project proposal has no impact on the municipal levy.

10. **Planning and Economic Development - Population Projections:** The County wide population projections were completed twice in 2006 and 2011 with Census data. The population projections provide permanent and seasonal projections by Township and are the foundation for land use planning, official plan updates and provide economic development support.

**Proposed funding:** Sustainability Reserve

11. **Planning and Economic Development - Community Development Reserve:** This project will help transition Economic & Community Development initiatives beyond 2019, when the funding ends from the Rural Economic Development Program. The reserve will provide a steady, predictable, long term planning approach for Economic & Community Development initiatives. The reserve can be utilized to permanently establish the Community Development Officer and leverage the funds to obtain provincial/federal funds from grant programs.

**Proposed funding:** Municipal levy

12. **Planning and Economic Development – Active Transportation Master Plan and Trails Master Plan Update:** At the September 20, 2017 Council meeting, County Council declared its intention to participate in the Ontario Municipal Commuter Cycling Program (OMCCP). The OMCCP will provide a 50% share of the funds for the development of an

Active Transportation Master Plan (ATMP). Under the comprehensive ATMP process, it is recommended that there is also an update to the Trails Master Plan previously completed in 2014.

**Proposed funding:** If approved, the Community Development Reserve can be utilized to fund this project.

13. **Planning and Economic Development – Event Incentive Program:** In 2017, Council approved a \$2,500 contribution to two local events from the Working Fund Reserve and the Stabilization Reserve. The County was also able to support events directly related to the Economic Development Charter through the Rural Economic Development program. This project would provide support to local events, thereby attracting new visitors to the Frontenac region. It would also establish a clear set of criteria for the County to provide financial support to Frontenac events.

**Proposed funding:** If approved, the Community Development Reserve can be utilized to fund this project.

14. **Corporate Services - Human Resources Generalist – Attendance and Abilities Management (3 Year Contract):** This project was developed with a focus on the reduction of absenteeism rates. The proposed changes to the ESA and LRA will make it more difficult to manage attendance and cost containment will be a necessity. This resource will instill a culture of accountability while ensuring staff are provided early and safe return to work and accommodation plans. In addition, this resource may reduce absenteeism costs and ensure the right resources are being used at the right time to promote employee accountability and engagement.

**Proposed funding:** Municipal levy

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

**Proposed funding:** Stabilization Reserve

16. **University Hospitals Kingston Foundation:** This proposal is to provide \$200,000 annually for a ten year period to support capital projects.

17. **Frontenac Transportation Services:** This proposal is to provide an additional contribution of \$44,385 to support the implementation of an accessible transportation pilot, funding to cover the reduction in third party rides, increase support for seniors to attend medical appointments and reimburse an operating fund for the prior year's deficit.

**18. Family and Children's Services:** This proposal is requesting \$6,000 annually for four years to provide foster care students with post-secondary bursaries.

**19. Frontenac Arts Grant:** This proposal is requesting \$10,000 to establish a Frontenac Arts Grant.

County of Frontenac

Project Proposal Worksheet

26-Oct-17

Division	Project	In/Out	Total Project \$	Levy	City	Province	Stabilization Rsv	Sustain Rsv	Comm Dev Rsv	Other	Total \$ In
FMT	PSW - 12 Hr Shift	In	\$ 91,147	\$ 29,167	\$ 61,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,147
FMT	Support Kitchen - Split A/C	In	\$ 29,959	\$ -	\$ 20,372	\$ -	\$ 9,587	\$ -	\$ -	\$ -	\$ 29,959
FMT	2 North Washroom	In	\$ 18,500	\$ -	\$ 12,580	\$ -	\$ 5,920	\$ -	\$ -	\$ -	\$ 18,500
FMT	P. Lot and Laneway Repair	In	\$ 45,000	\$ 14,400	\$ 30,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
FMT	Waste Water Treatment Study	In	\$ 20,000	\$ -	\$ 13,600	\$ -	\$ 6,400	\$ -	\$ -	\$ -	\$ 20,000
FMT	BSO Worker	In	\$ 109,400	\$ -	\$ -	\$ 109,400	\$ -	\$ -	\$ -	\$ -	\$ 109,400
FPS	Comm Paramedicine/Education Coord (Net)	In	\$ 78,000	\$ -	\$ -	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ 78,000
FPS	Portable Disinfection System	In	\$ 7,000	\$ -	\$ 5,476	\$ -	\$ 1,524	\$ -	\$ -	\$ -	\$ 7,000
FPS	Ambulance Fleet Strategy	In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FPS	Emergency Response Vehicle	In	\$ (22,300)	\$ (22,300)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (22,300)
FPL/ED	Population Projection	In	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
FPL/ED	Est. Community Development Reserve	In	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
FPL/ED	Active Transportation Master Plan	In	\$ 40,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 40,000
FPL/ED	Event Incentive Program	In	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
FCS	HR Generalist - Attendance Mgt	In	\$ 82,815	\$ 25,783	\$ 53,852	\$ 3,180	\$ -	\$ -	\$ -	\$ -	\$ 82,815
FCS	County Intranet	In	\$ 15,000	\$ 1,500	\$ 9,649	\$ 573	\$ 4,778	\$ -	\$ -	\$ -	\$ 16,500
	<b>Total</b>		<b>\$ 589,521</b>	<b>\$ 83,550</b>	<b>\$ 208,109</b>	<b>\$ 211,153</b>	<b>\$ 28,209</b>	<b>\$ 35,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 591,021</b>
	<b>% of Total</b>		<b>100%</b>	<b>14%</b>	<b>35%</b>	<b>36%</b>	<b>5%</b>	<b>6%</b>	<b>4%</b>	<b>0%</b>	<b>100%</b>
				\$ 93,518	= 1%						
				<b>0.89%</b>	Levy Inc.						
											Error

2018 DRAFT Budget Project Proposals



**FINANCE Policy & Procedure Manual**

**Subject:** Reserve and Reserve Fund Policy

**Index Number:** FIN-14-01

Page 1 of 5

**Approved:**

**Effective:** May 20, 2015

**Policy Statement**

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

**Objective:**

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

**Definitions:**

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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

**1. Operating Reserve**

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



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**2. Capital Reserves**

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

**3. Levy Stabilization Reserve**

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

**4. Strategic Project Reserves**

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



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**Approved:**

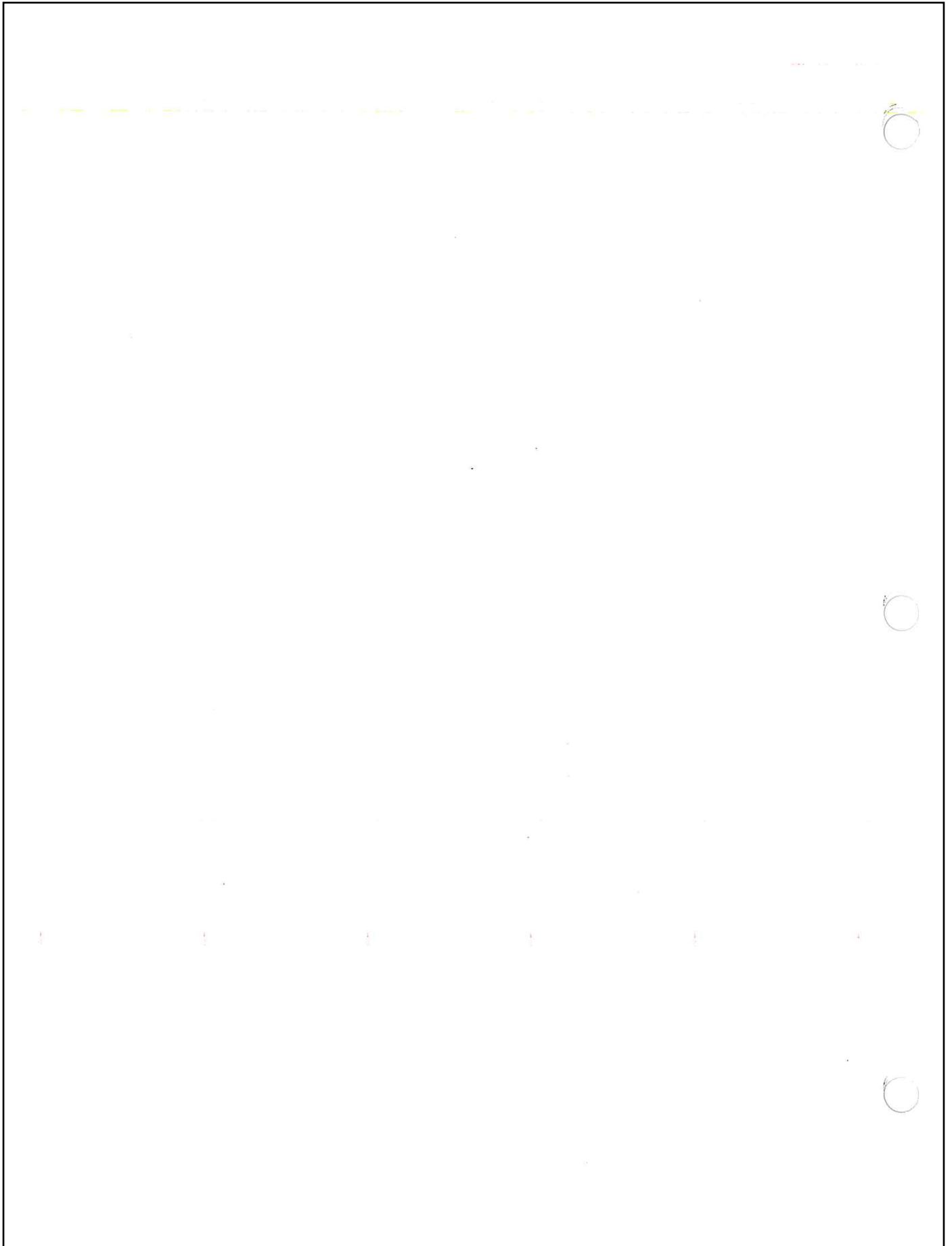
**Effective:** May 20, 2015

**5. External Agency Reserves**

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

**6. Legally Restricted Reserves**

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



**By-Law No. 2017-0039**

**of**

**The Corporation of the County of Frontenac**

being a by-law to amend By-law No. 2013-0020 (Planning Advisory Committee)

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

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

**And Whereas** By-law No. 2013-0020 allows Council to establish Committees, their memberships, mandates and reporting practice, with said committees forming part of By-law 2013-0020 as Schedule B;

**And Whereas** the Corporation of County of Frontenac deems it expedient to amend By-law No. 2013-0020 as it relates to the appointments to the Planning Advisory Committee:

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

1. **That** Schedule B to By-law 2013-0020 be amended as follows:
  - i. **That** Schedule B-4 Planning Advisory Committee be amended to delete Darwyn Sproule as a Representative from the Community.
2. **That** this by-law shall take effect on the date of its final passing.

Read a first and second time this 15<sup>th</sup> day of November, 2017.

Read a third time and finally passed this 15<sup>th</sup> day of November, 2017.

**The Corporation of the County of Frontenac**

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Frances Smith, Warden

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Jannette Amini, Clerk

**By-Law No. 2017-0041**

of

**The Corporation of the County of Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
November 15, 2017

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

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

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

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

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

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on November 15, 2017 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 November 15, 2017 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 November 15, 2017 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 15<sup>th</sup> day of November 2017.

Read a Third Time and Finally Passed, Signed and Sealed this 15<sup>th</sup> day of November 2017.

**The Corporation of the County Of Frontenac**

\_\_\_\_\_  
Ron Vandewal, Warden

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Jannette Amini, Clerk