



Frontenac County Council Meeting
Wednesday, September 19, 2018 – 9:00 a.m.
Kingston Frontenac Rotary Auditorium,
2069 Battersea Road, Glenburnie
Council will resolve into Closed Meeting
and will reconvene as regular Council at 9:30 a.m.

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 July 18, 2018
2. Labour relations or employee negotiations - as it relates to ongoing contract negotiations with CUPE Local 109

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

- 14 - 25 a) Minutes of Meeting held July 18, 2018
Resolved That the minutes of the regular Council meeting held July 18, 2018 be adopted.

Deputations and/or Presentations

- 26 - 27 a) **Ms. Gail Young and Ms. Louise Moody**, Frontenac Transportation Services will provide County Council with an update on the progress of its 2018 goals.
- b) **Mr. John Suart and Ms. Cathy Radford**, Family and Children's Services of Frontenac, Lennox and Addington will be providing County Council with a presentation on the recruitment for Foster Parents and their up coming Campaign Launch in October.

Proclamations

- a) **Canadian Library Month October 2018**
Ontario Public Library Week October 14-20, 2018
A visit will get you thinking

[See Communications s)]

Whereas the public library offers access to information; and

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

Whereas we recognize that the Kingston Frontenac Public Library provides a vital service to our communities;

Therefore Be It Resolved That the Council of the County of Frontenac hereby proclaims the month of October, 2018 as Canadian Library Month and the week of October 14 - 20, 2018 as Ontario Public Library Week in Frontenac County;

And Further That the residents of Frontenac County be encouraged to use the public library this week and throughout the year.

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

- a) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.

Unfinished Business

Recommend Reports from the Chief Administrative Officer

- a) **Consultant Briefing:** Ms. Jodi Ball, Principal, J Consulting Group, will brief Council with respect to the Frontenac Paramedic Services Strategic Plan.

[See Recommend Reports from the CAO, clause b)]

- b) **2018-110**
Frontenac Paramedic Services
Strategic Plan 2019-2023
A Collective Path
Recommendation

Whereas the a strategic plan, with a Mission Statement, is required to maintain certification with the Ministry of Health and Long Term Care as well as for effective management of the paramedic service and its limited resources;

Resolved That the Council of the County of Frontenac accept the Frontenac Paramedic Services Strategic Plan 2019-2023 — A Collective Path;

And Further That Council direct staff to implement the Frontenac Paramedic Services Strategic Plan 2019-2023 — A Collective Path in the day-to-day operations of the paramedic service.

- c) **Consultant Briefing:** Mr. Brian Krecklo, Krecklo and Associates, will brief Council with respect to the Council Compensation Review. [See Recommend Reports from the CAO, clause d)]

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- d) **2018-119**
Corporate Services
Krecklo & Associates Inc. (K&A) Compensation Review for the Warden, Deputy Warden, and Councillors of the County of Frontenac

Recommendation

Be It Resolved Thatthe Council of the County of Frontenac receive the Corporate Services – Krecklo & Associates Inc. (K&A) Compensation Review for the Warden, Deputy Warden, and Councillors of the County of Frontenac report for information;

And Further Thatthe Council of the County of Frontenac approves the Krecklo & Associates Inc. (K&A) Compensation Review for the Warden, Deputy Warden, and Councillors of the County of Frontenac and hereby implements the following:

- **Recommendation 1: That** the Warden base salary be increased (to the median of the market comparator group at \$46.9K) by \$6,000 each year for the current term of Council as follows:

2019	2020	2021	2022
\$28.9K	\$34.9K	\$40.9K	\$46.9K

- **Recommendation 2: That** the base salary of Councillors be increased (to the median of the market comparator group at \$19.4K) by \$2,500 each year for the current term of Council.

2019	2020	2021	2022
\$11.9K	\$14.4K	\$16.9K	\$19.4K

- **Recommendation 3: That** a premium of 20% of the Councillor salary be added for the Deputy Warden should Council want to recognize the expanded workload for this position, taking into account the current practice of rotating the Warden incumbent on an annual basis.
- **Recommendation 4: That** the County of Frontenac continue the practice of adjusting the Warden and Councillor compensation to reflect the annual COLA/CPI.
- **Recommendation 5: That** the County of Frontenac continue the per diem of \$150 to align with the median of the comparator group, and applying the per-diems only to non-regularly scheduled Council and Council Committee meetings.
- **Recommendation 6: That** the County of Frontenac comply with the provincial policy for reviewing compensation of Council every four years by conducting a Market Compensation Survey in 2022, the last year of the new Council term.
- **Recommendation 7: That** the County of Frontenac establish a policy for how to deal with the elimination of the “1/3 Tax Free Benefit” by providing the 1/3 Tax Free benefit with a compensation increment, so as, to offset the tax implication for Council members. *“Making them whole”*. (Option (b))
- **Recommendation 8: That** the County of Frontenac maintain the current policy of not supplying group insurance and employee benefits to members of Council

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- e) **2018-105**
Office of the Chief Administrative Officer
Approval of an RFP for Consulting Services for the 2019-2022 Council Strategic Plan
Recommendation

Resolved That the Council of the County of Frontenac accept the Office of the Chief Administrative Officer – Approval of an RFP for Consulting Services for the 2019-2022 Council Strategic Plan report for information;

And Further That the Council of the County of Frontenac approves as follows:

1. That staff proceed with the issuance of a Request for Proposals (RFP) for a facilitator for the 2019-2022 County strategic plan attached to this report as Appendix A; and

2. That the selection process of a consultant to undertake a County Strategic Plan be delegated to the Chief Administrative Officer Performance Appraisal Review Panel;

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- f) **2018-106**
Corporate Service
Donation of Refurbished, Horse Drawn Plow by the Frontenac Plowman's Association
Recommendation

Resolved That the Council of the County of Frontenac accept the Corporate Services — Donation of Refurbished, Horse Drawn Plow by the Frontenac Plowman's Association report for information;

And Further That the Council of the County respectfully declines the donation of the refurbished, horse drawn plow by the Frontenac Plowman's Association;

And Further That the County of Frontenac work with the Frontenac Plowman's Association Plow to permit the refurbished, horse drawn plow to be donated to the South Frontenac Museum.

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- g) **2018-107**
Corporate Services
Flag Protocol Policy
Recommendation

Resolved That the Council of the County of Frontenac accept the Corporate Services – Approval of a Flag Protocol Policy report for information;

And Further That the Council of the County of Frontenac approve the Flag Protocol Policy attached to this report as Appendix A:

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- h) **2018-108**
Planning and Economic Development
Approval of the transfer of FPS Fleet vehicles for Planning Services
Recommendation

Be It Resolved That the Council of the County of Frontenac accept the Planning and Economic Development – Approval of an Additional Fleet Vehicle for Planning Services report for information;

And Further That the Council of the County of Frontenac approve the transfer of the surplus FPS 2010 Toyota Highlander and the 2008 Ford Escape to the Planning and Economic Development Department;

And Further That Council authorize the transfer of Twenty Thousand, Seven Hundred and Thirty Seven Dollars (\$20,737) from the County Asset Replacement Reserve to the Joint FPS Vehicle Replacement Reserve.

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- i) **2018-111**
Frontenac Paramedic Services
2019 Legislated Response Time Performance Plan
Recommendation

Resolved That the Council of the County of Frontenac receive the Emergency and Transportation Services — 2019 Legislated Response Time Performance Plan report for information;

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

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- j) **Staff Briefing:** Mr. Richard Allen, Manager of Economic Development, will present to County Council assumptions associated with the 10 year Capital Plan for the K&P Trail.

105 - 106

- k) **2018-118**
Planning and Economic Development
Confirmation of Assumptions for K&P Trail 10 Year Capital Plan
Recommendation

Be It Resolved That the Treasurer and CAO be granted delegated authority to finance the County share of trail-related grant opportunities from existing reserves to a maximum of \$250,000.

107 - 114

- l) **2018-114**
Office of the Chief Administrative Officer
Approval to Proceed with a Joint Budget to Engage Architectural and Engineering Expertise for a Joint Administrative Building
Recommendation

Be It Resolved That a combined budget of up to \$20,000 be allocated to engage appropriate architectural services to validate initial

assessments and provide a report by the end of December. This work will enable the partners to make a decision on whether or not to pursue the next stage of a shared development project. Costs of this assignment are to be shared equally among the partners who agree to participate.

And Further That this be expensed from the Stabilization Reserve.

115 - 116

- m) **2018-116**
Corporate Services and Fairmount Home
Sidewalk and Patio Replacement
Recommendation

Be It Resolved That the Council of the County of Frontenac accept the Corporate Services and Fairmount Home – Sidewalk and Patio Replacement report for information,

And Further That the Council of the County of Frontenac authorize staff to transfer \$16,000 from the Accessibility reserve for the installation of two accessibility ramps to the County Annex.

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- n) **2018-113**
Corporate Services
Amendments to Procedural By-law 2013-0020 resulting from Bill 139 and Amendments to the Planning Act
Recommendation

Be It Resolved Thatthe Council of the County of Frontenac receive the Corporate Services – Amendments to Procedural By-law 2013-0020 resulting from Bill 139 and Amendments to the Planning Act report for information;

And Further That Procedural By-law 2013-0020, be amended as follows:

That Section 1.3, Definitions be amended to add a new definition (u) “LPAT” means the Local Planning Appeal Tribunal; and,

That Section 1.3 be renumbered accordingly; and,

That Section 20, Specific Motions be amended by adding a new section 20.11 as follows:

Reconsideration of matters returned to the municipality by LPAT	20.11	Matters returned to the municipality by LPAT for a new decision shall not be subject to the rules of a
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		motion for reconsideration.
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That Section 26, Committees, be amended by adding a new section 26.27 as follows:

Reconsideration of matters returned to the municipality by LPAT	20.11	Matters returned to the municipality by LPAT for a new decision shall not be subject to the rules of a motion for reconsideration at the Planning Advisory Committee.
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120 - 122

- o) **2018-112**
Corporate Services
Amendments to Parking By-law 2018-0027 required for Set Fine Approval
Recommendation

Be It Resolved Thatthe Council of the County of Frontenac receive the Corporate Services – Amendments to Parking By-law 2018-0027 required for Set Fine Approval report for information;

And Further That Parking By-law 2018-0027, Schedule “3”; Subsection 9 - Penalties – Amounts (Part II Provincial Offences Act; Set Fine Schedule)be amended as follows:

That, Item 1, Column 1 be amended by deleting “Parked – where prohibited” and replacing with “Parked – heavy vehicles where prohibited”; and

That the foot Note be amended by deleting 9 a) and replacing with 9 b)

Information Reports from the Chief Administrative Officer

123 - 124

- a) **2018-115**
Fairmount Home
Quarterly Update Activity Report

125 - 130

- b) **2018-117**
Corporate Services
2018 Second Quarter Financial Summary

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 - Councillor Nossal
- b) KFL&A Public Health Board Update - Deputy Warden Doyle
- c) RULAC, LSR and other Updates
- d) Algonquin Land Claim Update - Councillor Inglis
- e) Housing and Homelessness Committee Update - Councillor McDougall
- f) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Deputy Warden Doyle

Reports from Advisory Committees of County Council

- a) **Report of the Community Development Advisory Committee**

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

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

Report of the Community Development Advisory Committee

The Community Development Advisory Committee reports and recommends as follows:

1. **2018-103
Community Development Advisory Committee
K&P Trail Sign Maintenance Policy**

Be It Resolved That the Council of the County of Frontenac approve the K&P Trail Sign Maintenance policy attached to this report as Appendix A.

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) From the Ombudsman Ontario regarding the Latest Annual Report for 2017-2018 fiscal year and significant developments in recent months
[Distributed to Members of County Council July 20,2018]
- b) From Howick Township Cemetery Board regarding the request for support re Cemetery resolution
[Distributed to Members of County Council July 20,2018]
- c) From the IESO regarding information on Energy Improvements for our communities
[Distributed to Members of County Council July 20, 2018]
- d) From the Ministry of Natural Resources and Forestry regarding Minor Plan under *Aggregate Resources Act*
[Distributed to Members of County Council July 20,2018]
- e) From Randy Hillier to Warden Higgins regarding O.Reg 379-18 Firefighter Certification
[Distributed to Members of County Council July 27,2018]
- f) From Steve Clark, Minister of Municipal Affairs and Housing
[Distributed to Members of County Council July 27, 2018]
- g) From the Township of North Stormont regarding resolution on Green Energy Projects
[Distributed to Members of County Council July 27, 2018]
- h) From the City of Niagara Falls, Ontario an Resolution regarding NAFTA
[Distributed to Members of County Council 27,2018]
- i) From Meela Melnik-Proud providing Bat Activity Survey Report for Johnston Point
[Distributed to Members of County Council July 27, 2018]
- j) From the City of Hamilton regarding resolution on Cannabis Grace Period Request

- [Distributed to Members of County Council August 10, 2018]
- k) From the City of Toronto regarding resolution for immediate steps to address gun violence
[Distributed to Members of County Council August 10; 2018]
 - l) From the Community Schools Alliance inviting Council to its Annual General Meeting
[Distributed to Members of County Council August 10, 2018]
 - m) From the University Hospitals Kingston Foundation Thanking the County for its contribution
[Distributed to Members of County Council august 10, 2018]
 - n) Invitation to the Warden and Council to the K&P Trail Day in Sharbot Lake
[Distributed to Members of County Council August 10, 2018]
 - o) From the Northumberland County regarding the Farm 911-Emily Project
[Distributed to Members of County Council August 17, 2018]
 - p) From Morrison Hershfield regarding detail design of Howe Island Ferry Terminals
[Distributed to Members of County Council August 17, 2018]
 - q) From the Township of North Frontenac providing resolution calling on the Provincial Government to support rural fire services
[Distributed to Members to County Council August 17, 2018]
 - r) From the University Hospitals Kingston Foundation regarding an update on the project
[Distributed to Members of County Council August 24,2018]
 - s) From the Kingston Frontenac Public Library regarding Proclamation that Canadian Library Month is in October 2018
[Distributed to Members of County Council August 24, 2018]
 - t) From the Town of Oakville regarding Regulating the Display and Distribution of Objectionable Images motion
[Distributed to Members of County Council August 24, 2018]
 - u) The Rural Ontario Institute is pleased to provide you with the enclosed Focus on Rural Ontario 2017 Fact Sheet Series
[Distributed to Members of County Council August 24, 2018]
 - v) The Council of the Township of Selwyn passed the following Resolution at their August 7, 2018 Council meeting
[Distributed to Members of County Council August 31, 2018]
 - w) From the Community Schools Alliance providing its 2018 AGM Annual Report
[Distributed to Members of County Council September 7, 2018]
 - x) From Warden Higgins providing his 2018 AMO Report

- [Distributed to Members of County Council September 7, 2018]
- y) From Central Frontenac regarding the Trail Day
[Distributed to Members of County Council September 7, 2018]
- z) From the Local Planning Appeal Support Centre regarding Interim Guide to Services and Eligibility
[Distributed to Members of County Council September 7, 2018]
- aa) From the Township of South Glengarry regarding Resolution 255-18 Paramedics as Essential Service
[Distributed to Members of County Council September 14, 2018]
- ab) From the Township of Amaranth regarding Dairy Supply Management Program -NAFTA - Resolution of Concern
[Distributed to Members of County Council September 14, 2018]
- ac) From Meela Melnik-Proud providing a copy of the Cambium report regarding the Johnston Point, with a letter to County Council pertaining the Whippoorwill Survey.
[Distributed to Members of County Council September 14, 2018]

Other Business

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 e) that have been circulated to all Members of County Council and that by-laws a) through e) be read a first and second time.
- b) Third Reading
Resolved That by-laws a) through e) be read a third time, signed, sealed and finally passed.

By-Laws

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| 137 - 138 | a) To amend By-law No. 2013-0020 (to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings) to exempt LPAT from Motions of Reconsideration (resulting from Bill 139)
[Proposed By-Law No. 2018-0029] |
| 139 | b) To amend Parking By-law No. 2018-0027 resulting from Set Fine Application requirements
[Proposed By-Law No. 2018-0030] |
| 140 - 141 | c) To adopt a 2019 Legislated Land Ambulance Response Time |

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| | Performance Plan
[Proposed By-Law No. 2018-0031] |
| 142 - 144 | d) To authorize the payment of remuneration to Members of Council and Non-Council Appointees to Statutory Boards and Committees
[Proposed By-Law No. 2018-0032] |
| 145 - 146 | e) To confirm all actions and proceedings of County Council on September 19, 2018
[Proposed By-Law No. 2018-0033] |

Adjournment



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Minutes of the Regular Meeting of Council July 18, 2018

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, July 18, 2018 and was called to order at 9:00 a.m. Regular business commenced at 9:30 a.m.

There was a "Closed Meeting" of the Committee of the Whole from 9:00 a.m. to 9:20 a.m.

Present: Warden Ron Higgins, Deputy Warden Denis Doyle, Councillors Ron Vandewal, 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
Lisa Hirvi, Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Richard Allen, Manager of Economic Development
Gale Chevalier, Deputy Chief of Operations
Marco Smits, Communications Officer

Closed Session

Motion #: 124-18 **Moved By:** Councillor McDougall
 Seconded By: Councillor Inglis

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 June 20, 2018;
2. Proposed or pending acquisition or disposition of land by the municipality or local board - as it relates to the Parham Paramedic Base;
3. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - as it relates to staffing issues with the Wolfe Island Paramedic Base;
4. Labour relations or employee negotiations - as it relates to staffing issues with the Wolfe Island Paramedic Base;

Carried

Motion #: 125-18 Moved By: Councillor Vandewal
Seconded By: Deputy Warden Doyle

Resolved That Council rise from Closed Session, that the rules of Procedural By-law No. 2013-0020 be waived and the Warden report.

Carried

Motion #: 126-18 Moved By: Councillor Vandewal
Seconded By: Deputy Warden Doyle

Be It Resolved That staff be authorized to enter into negotiations, for a six (6) month pilot project, with the Township of Frontenac Islands to allow a Wolfe Island Fire & Rescue firefighter to assume the duties of “driver” of an ambulance on Wolfe Island when a patient is coded, by the paramedic, as CTAS 1 or CTAS 2. This ensures immediate transport to the hospital when Wolfe Island Paramedic Station is in a First Response mode;

And Further That Council authorize the Warden and Clerk to enter into an agreement with the Township of Frontenac Islands to allow a Wolfe Island Fire & Rescue firefighter to assume the duties of “driver” of an ambulance on Wolfe Island when a patient is coded, by the paramedic, as CTAS 1 or CTAS 2.

Carried

Approval of Addendum

Motion #: 127-18 Moved By: Councillor Smith
Seconded By: Councillor Nossal

Resolved That the addendum for the July 18, 2018 meeting of the Council of the County of Frontenac be approved.

Carried

(A 2/3 Vote of Council Was Received)

Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

Adoption of Minutes

a) Minutes of Meeting held June 20, 2018

Motion #: 128-18 Moved By: Councillor Dewey
Seconded By: Councillor McDougall

Resolved That the minutes of the regular Council meeting held June 20, 2018 be adopted.

Carried

b) 2018-093
Corporate Services
Delegated Authority for Property Acquisition – Parham Paramedic Base

Motion #: 131-18 Moved By: Councillor Nossal
Seconded By: Councillor Dewey

Be It Resolved That County Council delegate, through the Chief Administrative Officer to staff, the following administrative and contractual authority with respect to the property acquisition of the Parham Paramedic Base as noted in this report:

- i. Authority to the Chief of Paramedics/Director of Emergency and Transportation Services to proceed with the negotiations within the parameters provided by Council and acquisition of the Parham Paramedic Base as described;
- ii. Authority to the Manager of Legislative Services/Clerk to execute undertakings, certificates, statements, declarations and such other documents as required for the completion of the acquisition the Parham Paramedic Base and related work;
- iii. Authority to the Director of Corporate Services/Treasurer to borrow from the County asset replacement reserve the cost of the acquisition, to be replenished over its 20 year useful life cycle as an annual allocation to the reserve.

Carried

**c) 2018-095
Emergency and Transportation Services
City of Kingston Fire & Rescue Services - Medical Tiered Response
Program Agreements**

Motion #: 132-18 Moved By: Councillor McDougall
Seconded By: Councillor Inglis

Be It Resolved That staff be directed to notify the Fire Chief of Kingston Fire and Rescue Services of the termination of the current Medical Tiered Response Program agreement effective September 30, 2018,

And Further That staff present a new Medical Tiered Response Program agreement, to the Fire Chief of the City of Kingston Fire & Rescue Services to include the:

- Incorporation of the language changes/additions received from legal counsel, Rosen Sunshine LLP, regarding Personal Health Information and Privacy Act, 2004 (PHIPA),
- deletion of “Ensure that all fire fighters involved with patient care have completed and are certified, by a Medical Director to perform defibrillation if the City is part of the defibrillation program”,
- deletion of “Have all defibrillators certified annually by a certified bio-medical service. This certification will be made available upon request by the County”,
- addition of “(i.e. Pre-hospital Patient Care Emergency First Response Program (30 hour), St. John Ambulance – Medical First Responder, Red Cross - Medical First Responder)” following “Ensure that all fire fighters, involved with direct patient care, have completed and are certified in an approved OFM Emergency First Response Course”

And Further That staff amend the Medical Tiered Response Program agreements regarding "County Activation Criteria for Tiered Response" by:

- deletion of "Response 15",
- deletion of "unconscious patient",

Carried

Council recessed at 10:08 a.m.

Council reconvened by 10:20 a.m.

**d) 2018-096
Emergency and Transportation Services
Frontenac Townships Fire & Rescue Services
New Medical Tiered Response Program Agreements**

Motion #: 133-18 Moved By: Councillor Vandewal
Seconded By: Warden Higgins

Be It Resolved That the Council of the County of Frontenac accept the Emergency and Transportation Services – Frontenac Townships Fire & Rescue Services – New Medical Tiered Response Program Agreements report for information;

And Further That the Council of the County of Frontenac authorized the Warden and Clerk to sign and execute any new Medical Tiered Response Program Agreements received from the member townships of the County of Frontenac for implementation on September 1, 2018;

And Further That the date for terminating the current Medical Tiered Response Program Agreements be extended to August 31, 2018.

Carried As Amended

(See Motions to Amend below which was Carried)

Motions to Amend

Motion #: 134-18 Moved By: Councillor Vandewal
Seconded By: Councillor Smith

Be It Resolved That the motion be amended to add an additional resolve clause:

And Further That the date for terminating the current Medical Tiered Response Program Agreements be extended to August 31, 2018.

Carried

Motion #: 135-18 Moved By: Councillor Vandewal
Seconded By: Councillor Smith

Be It Resolved That the motion be amended by replacing August 1, 2018 with September 1, 2018.

Carried

- e) **Staff Briefing:** Mr. Kelly Pender, Chief Administrative Officer, and Mr. Richard Allen, Manager of Economic Development, briefed Council with respect to Report 2018-097, Ontario Community Infrastructure Fund – Access to Funding.

[See Recommend Reports from the Chief Administrative Officer, clause f)]

- f) 2018-097**
Ontario Community Infrastructure Fund
Access to Funding

Motion #: 136-18 Moved By: Councillor Smith
Seconded By: Councillor Nossal

Resolved That the Council of the County of Frontenac receive the Chief Administrative Officer – Ontario Community Infrastructure Fund – Access to Funding report for information;

And Further That the Council of the County of Frontenac direct staff to fully investigate the process for accessing the Ontario Community Infrastructure Fund – Top Up (OCIF-TU) grant for core infrastructure, including consultation with legal counsel, Frontenac County Chief Administrative Officers and other municipalities;

And Further That a full report and recommendation be presented to County Council in January 2019, with a view towards a first application to the fund in August 2019.

And Further That a copy of this resolution be forwarded to the County's Member Municipalities.

Carried As Amended

(See Motion to Amend below which was Carried)

Motion to Amend

Motion #: 137-18 Moved By: Warden Higgins
Seconded By: Councillor Vandewal

Be It Resolved That the motion be amended by adding an additional clause:

And Further That a copy of this resolution be forwarded to the County's Member Municipalities.

Carried

Information Reports from the Chief Administrative Officer

- a) **2018-094
Corporate Services
Four Month Attendance Management Report Card**

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**

No report was provided; however it was noted that next week Fairmount Home will be celebrating its 50th Anniversary.

- 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.

Reports from External Boards and Committees

- a) **Kingston Frontenac Library Board Update - Councillor Nossal**

Councillor Nossal provided an overview of the Kingston, Frontenac Library Board activities since the last Council meeting.

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

Deputy Warden Doyle provided an overview of the Kingston, Frontenac Lennox and Addington Board of Health activities since the last Council meeting.

- c) **RULAC, LSR and other Updates**

No Report.

Communications

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

- a) From the Town of Amherstburg an Resolution for Cannabis Grace period request
[Distributed to Members of County Council June 22,2018]
- b) From the City of Kingston an Notice of Complete Applications and a Public Meeting
[Distributed to Members of County Council June 22, 2018]
- c) From TransCanada to Mayor and Council Members regarding information on Pipelines
[Distributed to Members of County Council June 22, 2018]
- d) County of Frontenac - Notes Re Meeting with Randy Hillier - 21 June 18
[Distributed to Members of County Council June 22, 2018]
- e) From the Kingston and Housing Corporation Agenda 06-2018
[Distributed to Members of County Council June 22, 2018]
- f) From the Township of Montague regarding a Resolution at a Regular Meeting May 15, 2018
[Distributed to Members of County Council June 22, 2018]
- g) From the Township of Georgian Bay regarding the Council Agenda May 15, 2018
[Distributed to Members of County Council June 29, 2018]
- h) From the Ontario SPCA and Humane Society regarding 2018 No Hot Pets campaign on June 19, 2018
[Distributed to Members of County Council June 29, 2018]
- i) From the Kingston Frontenac Public Library regarding Minutes of Regular Meeting 2018-05
[Distributed to Members of County Council June 29, 2018]
- j) From the Ministry of Transportation regarding a Notice of Completion in the Township of Central Frontenac
[Distributed to Members of County Council June 29, 2018]
- k) From the Kingston Frontenac and Lennox & Addington Board of health regarding Minutes of the General Meeting 05-2018
[Distributed to Members of County Council July 13, 2018]
- l) To Members of Council regarding Nominations for AMO Board of Directors 2018-2020
[Distributed to Members of County Council July 13, 2018]
- m) From Stephen Sorensen requesting Council re-instate restricting heavy vehicle restrictions that support agricultural operations
[Distributed to Members of County Council July 13, 2018]
- n) From the Frontenac County Council Resolution regarding request by North Frontenac to expand the use of Seniors funding
[Distributed to Members of County Council July 13, 2018]
- o) From the College of Physicians and Surgeons of Ontario regarding the 2019 Council Award

- c) To delegate authority under Section 23.1 (1) of the Municipal Act to the Chief Administrative Officer (acquisition of the Parham Ambulance Base)
[Proposed By-Law No. 2018-026]
- d) To regulate and control the parking of vehicles in the County of Frontenac on County owned lands
[Proposed By-law No. 2018-0027]
- e) Confirmatory by-law
[Proposed By-Law No. 2018-028]

Adjournment

Motion #: 145-18 Moved By: Councillor Inglis
Seconded By: Councillor Vandewal

That the meeting hereby adjourn at 11:36 a.m.

Carried

Ron Higgins, Warden

Jannette Amini, Clerk

Report to County Council 19 September 2018

Update on Frontenac Transportation Services FTS

Transportation Survey

We have initiated a rural transportation survey to better understand the needs of our rural communities and how FTS can better meet the transportation needs of Frontenac County Residents. It is listed on survey monkey https://www.surveymonkey.com/r/Rural_Frontenac_Transportation_Survey. To date we have received 56 completed surveys. Over 40% of respondents are 60 and over and 30% were between 20 and 39. 24% of the respondents need transportation to get places. Adverse weather, not having a driver's license, and not having a reliable car, are the top reasons people can't drive themselves. 75% of people who need a ride would ask a friend, 50% would stay home and over 20% would carpool. People need transportation for shopping 60%, health services 55%, social events 40% and employment 23%. 62% of the respondents know of Frontenac Transportation Services and 56% would volunteer to drive. A majority of people would pay \$10 to \$25. A lack of transportation causes 47% of respondents to feel isolated, 35% would miss out on family and community activities and 27% would have limited food options.

Accessibility Pilot Project

To date we have had only five inquiries for accessible transportation. The financial costs were an issue for two of the inquiries. We offered subsidy for their rides but they have not requested financial support at this time. None of the \$10,000 has been spent to date.

We attended the Frontenac Accessibility Committee meeting on September 11, 2018 to give an update. They encouraged us to broaden our marketing for the services. They suggested we develop an Accessibility Transportation Survey for the townships to put on their websites. They also suggested providing information about the services to churches and service groups. An advertisement will be placed in the Frontenac News telling residents of the pilot project.

Depending on the outcome of the increased promotion, we may want to extend the pilot project for another 3 to 6 months to ensure individuals requiring accessible rides have access to them.

Business plan for the fall

We have contacted FreshSight, a pro bono consulting group from Queens University to draft a business plan for FTS. They have accepted our project. It will be completed in

December. They will provide recommendations for additional initiatives and identify the ideal compensation structure to enhance profitability.

Where we are to date

In June FTS hired a staff member to work at Southern Frontenac Community Services SFCS for 25 hours a week, to manage and streamline the transportation requirements of each of SFCS programs to better integrate their seniors rides with FTS. Together with SFCS, we are accessing if this model is effective and meets our collective needs.

From January 1 2018 to August 31 2018, we have booked 4,131 rides, driven 466,664 km and volunteered 13,456 hours. The rides are up by 277 over the same period last year. Third party rides are up 152 and seniors are up 125.

At FTS we are continuing to support all residence of Frontenac County and getting our clients to and from medical, shopping and social appointments are our top priority. The Frontenac County strategic plan 2014 of having “affordable transportation for every resident in the County” is our goal.

Administrative Report

September 19, 2018
Report 2018-7



FRONTENAC

CAO Schedule August / September

- Community Development Advisory Committee, August 9, County of Frontenac
- Administrative Building Task Force, August 13, County of Frontenac
- AMO Conference, August 19-22, Ottawa
- Eastern Ontario Warden's Caucus, August 19, Ottawa
- EOLC meeting, August 21, Ottawa
- AMO Delegation Re Highway #7, August 21, Ottawa
- Meeting with VIA Rail re Northern Route, August 21, Ottawa
- EOLC Meeting, September 6, City of Kingston
- EOWC Meeting with MPP's, September 7, County of Frontenac
- Ontario East Municipal Conference, September 12-14 Cornwall
- Joint Frontenac Accessibility Advisory Committee, September 11, County of Frontenac
- County Council, September 19, 2018
- OAPC AGM and Fall Conference, September 20-21, London, Ontario.
- Frontenac CAO's Meeting, September 24, Central Frontenac



EOWC/ EOLC Update

- EOWC CAO's meeting July 19, United Counties of Prescott & Russell.
- Eastern Ontario Warden's Caucus, August 19, Ottawa
- EOLC meeting, August 21, Ottawa
- EOLC Meeting, September 6, City of Kingston
- EOWC Meeting with MPP's, September 7, County of Frontenac
- EOLC Meeting re Municipal Innovation, October 11 Kingston
- EOLC Meeting, October 12 County of Frontenac



EOWC/EOLC Update

- The EOLC and its 3 working groups continue to meet regularly.
- Meetings Friday, September 7 and Friday, November 23
- The EOLC continues to work with MEDG on the review and refresh process of its *2014 Regional Economic Development Strategy*, originally completed under the guidance of the EOWC and EOMC. This ensures it is current, accurate and the priorities are in line with the EOLC, partners and Eastern Ontario region before implementation.
- MDG in consultation requested nominations from members for two stand-out innovative businesses in their local community.
- MPP Randy Hillier has been asked to meet with the Chair Warden Fenik and other Mayors regarding the refresh background.
- Regional Meeting held September 6 at the City of Kingston regarding social housing.
- In line with the refresh, the EOLC approved Queen's MPA student to undertake research regarding appropriate governance models for the unique structure of the EOLC as it continues to grow.



AMO Updates

Provincial Matters

- Transitional mitigation will be provided by the province to eligible municipal governments in 2018 to continue to support the implementation of a property tax exemption for non-profit long-term care homes. Correspondence from the government is on the way detailing allocations.
- This WSIB policy change re related to cancers in firefighters and fire investigators is now in effect. Information can be found on the WSIB website at [23-02-01, Cancers in Firefighters and Fire Investigators](#).
 - » Addition of Ovarian and Cervical Cancer

AMO Updates

Federal Matters

- With legalization of recreational cannabis set for **October 17, 2018**, the federal regulations to implement the Cannabis Act are now final and include: Industrial Hemp Regulations; Qualifications for Designation as Analyst Regulations (Cannabis); Regulations Amending and Repealing Certain Regulations Made under the *Controlled Drugs and Substances Act*; and *Cannabis Act* (Police Enforcement) Regulations.



AMCTO Update - New Government Briefing

On June 7, the Progressive Conservative Party of Ontario won Ontario's 42nd General Election and a commanding majority of seats in the provincial legislature. The election marked the first PC victory following four straight electoral defeats and 15 years of Liberal Party rule in Ontario.

While the [PC platform](#) contained few clues on the incoming government's plan for local government, after being sworn-in on June 29, the Premier and his new [cabinet](#) have spent the past two months overseeing a [brief summer sitting of the legislature](#), getting up to speed on their new portfolios and moving the government's [key priorities](#), including:

- **Passing the Local Government Act:** The *Better Local Government Act* introduced a [number of reforms](#) to local government in the province, including reducing the size of Toronto's city council and eliminating elections of regional chair in a number of upper tier municipalities. AMCTO [expressed its concern](#) with how these reforms were brought forward.
- **Introducing a New Model for Cannabis Distribution:** Premier Ford announced that the province will set aside the previous government's model of government-run cannabis retail outlets in favour of private retailers. While Ontarians will be able to order cannabis online as of October 17, the government's [new model](#) of private retailers will not be ready until April 1, 2019. Many of the details and implications for municipalities remain unclear.



AMCTO Update - New Government Briefing

- **Halting the Implementation of Policing Reforms:** In a letter to Ontario police associations, Premier Doug Ford announced that the government of Ontario is [postponing](#) the implementation of elements of Bill 175 (the *Safer Ontario Act*), the Liberal government's reforms to public safety and policing.
- **Ending Cap-and-Trade:** On July 3, 2018 the government rescinded Ontario's cap-and-trade regulation, effective immediately. Eliminating cap-and-trade also spelled the end of other government programs funded by the programs revenues, including [a number of important municipal programs](#). It's not yet clear if these programs will continue to be funded using other sources of revenue, or what the [overall impact](#) will be on municipalities.
- **Launching an Audit of Government Spending:** The province will [conduct](#) a line-by-line audit of government spending as well as an independent commission of inquiry into the province's past spending and accounting practices.

AMCTO Update

On August 21 at the annual Association of Municipalities of Ontario (AMO) conference, Minister of Municipal Affairs and Housing Steve Clark outlined his ministry's priorities for local government policy. Specifically, Minister Clark said that the province would focus on the following five priorities:

- Cutting red tape
- Increasing housing supply
- Reducing unnecessary reporting
- Strengthening regional governments
- Finding efficiencies

AMCTO raised in its [landmark 2017 report](#) on municipal-provincial reporting: that it is onerous, excessive, fragmented, duplicative, and often a barrier to effective municipal service delivery.



AMCTO Update

- **Cannabis Can be Legally Sold as of October 17:** The federal government has set [October 17, 2018](#) as the date when cannabis can be sold legally in Canada.
- **2018 Survey of Canadian CAOs Released:** StrategyCorp released its [2018 survey](#) of Chief Administrative Officers (CAOs), which examines opinions of municipal leaders.
- **AGCO Extends Catch the Ace Pilot:** The Alcohol and Gaming Commission (AGCO) is [extending its pilot program](#) allowing eligible charitable organizations to conduct and manage "Catch the Ace" raffles.





Fairmount
Home

50th Anniversary Celebration
July 26, 2018



Administrative Report, Frontenac County Council, September 19, 2018



FRONTENAC



FRONTENAC

ECONOMIC DEVELOPMENT

Open Farms Event – September 9

Open Farms was an event developed as part of our Local Food Awareness efforts connected to the RED program. Participating farms reported anywhere from 200-600 visitors through the day.

“Many people said they were aware of our business and had driven by many times without a specific reason to stop and said they would stop in future now that they know what we're all about.”

“Just got home from there what an amazing morning the kids had so much fun.”

Active Transportation Plan Engagement

Consultants from Alta Planning + Design conducted two community outreach initiatives in August in Sharbot Lake and Marysville. Online engagement closes September 30.

frontenacounty.ca/activetransportation

Small Business Week Networking Event with Frontenac CFDC

Wednesday, October 17 – 5:00pm to 7:00pm
Rivendell Golf Club





FRONTENAC
ECONOMIC DEVELOPMENT



Open Farms – September 9

Video

https://www.youtube.com/watch?v=1z-ztLO2CGw&list=PLgZOfi-4vMwcF5U0mjvZ62yh_WRIPfXwq&index=2

Administrative Report, Frontenac County Council, September 19, 2018



FRONTENAC

Communications Update



Highlights

Media relations leading to exposure in "traditional media " such as Ottawa Citizen, CBC Ottawa, Global News, The Whig Standard, Frontenac News and others. Earned media content that was redistributed on social media.

- County Facebook page surpassed **3,000 followers**
- #inFrontenac hashtag used **6,962 times** on Instagram so far
- FPS tweets accumulate **95.2K impressions** in August

Social media audience August 31

County Facebook	3,051
County Twitter	2,150
County Instagram	534
FPS Twitter	3,687
Fairmount Home Facebook	359
Howe Island Ferry Twitter	809
	+10,554

Website traffic August

www.frontenacounty.ca	21,674 page views	Average time on page 1:18
www.infrontenac.ca	7,740 page views	Average time on page 2:07

 Frontenac County
Top Tweet earned 3,523 impressions
Media release - Open Farms in Frontenac
September 9 tinyurl.com/yd79g88e
Meet the people who grow your food
[#inFrontenac](https://twitter.com/inFrontenac)
Seven farms near [#YGK](https://twitter.com/YGK) open doors 
 pic.twitter.com/JPv2aZmcQS



 15  13

 Frontenac Paramedics
Top Tweet earned 18.4K impressions

Last night two of our paramedics responded to a call and were threatened at knife point. They escaped and activated their emergency alarm. Thank you [@KingstonPolice](https://twitter.com/KingstonPolice) for arresting the perpetrator. We are here to help. Verbal and physical abuse against paramedics is unacceptable.

 13  111  345



Report 2018-110

Council Recommend Report

To: Warden and Council

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Paul J. Charbonneau, Chief Paramedic/Director
Emergency and Transportation Services

Date of meeting: September 19, 2018

Re: **Frontenac Paramedic Services – Strategic Plan 2019-2023 – A Collective Path**

Recommendation

Whereas the a strategic plan, with a Mission Statement, is required to maintain certification with the Ministry of Health and Long Term Care as well as for effective management of the paramedic service and its limited resources;

Resolved That the Council of the County of Frontenac accept the Frontenac Paramedic Services Strategic Plan 2019-2023 – A Collective Path;

And Further That Council direct staff to implement the Frontenac Paramedic Services Strategic Plan 2019-2023 – A Collective Path in the day-to-day operations of the paramedic service.

Background

Frontenac Paramedic Services' current strategic plan was developed in late 2005/early 2006 and implemented over time. The plan included a Mission, Vision and Values statements as well as primary objectives.

Comment

J Consulting Group was contracted to lead a new strategic planning process, which included an environmental scan, engaging with stakeholders, creating the strategic plan update and developing a plan to provide a foundation for future action.

Stakeholder engagement was critical to informing the planning process and in setting the overall direction of the plan. Stakeholder engagement included interviews, focus

groups, survey and workshop. Over 50 individuals including staff, County staff and Council and community partners participated in the development of the plan.

The attached document, Frontenac Paramedic Services Strategic Plan 2019-2023 – A Collective Path, Executive Summary, shares our vision, mission, values, strategic goals and key action items.

Sustainability Implications

A strategic plan, with a Mission Statement, is required to maintain certification with the Ministry of Health and Long Term Care as well as for effective management of the paramedic service and its limited resources.

Furthermore, an updated strategic plan is good business practice to help guide the department.

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected



Frontenac Paramedic Services **STRATEGIC PLAN**

A Collective Path: Executive Summary

PREPARED BY



IN ASSOCIATION WITH



Jon Allison
Design

avenue
STRATEGY

EXECUTIVE SUMMARY

In 2004, the Parham, Hotel Dieu and Wolfe Island Ambulance Services merged and became Frontenac Paramedic Services, operated by the County of Frontenac.

Frontenac Paramedics serve over 150,000 residents across the County of Frontenac and City of Kingston. The service responds to approximately 22,000 calls per year in both rural and urban environments and incorporates both Primary and Advanced Care Paramedics. Frontenac Paramedic Services operate seven ambulance stations and has a fleet of 15 ambulances and several supporting vehicles including logistics, supervisor and command vehicles, and emergency support unit.

IN THE WORDS OF PARAMEDICS, WE

"Make people better"

"Collaborate"

"Care for patients"

"Make critical decisions"

"Educate"

"Support families"

"Empathize"

"Advocate"

In addition to providing quality paramedic care to the communities of Frontenac County and Kingston, Frontenac Paramedic Services also conducts community paramedicine clinics, engages in various community events and activities, offers a peer support program, participates in a Superintendent exchange program, and provides emergency management training and communication.

Building on the initial direction set out in the first Strategic Plan (2005), a **Collective Path** provides a renewed vision, guiding principles, and a framework to guide future direction and key decision making for Frontenac Paramedic Services over a five-year perspective. This Plan is about defining: who we are, what we value, where we want to be, and how we will achieve this shared vision.

Vision

To be a team of highly-skilled paramedics delivering professional and progressive patient-focused care.

Mission

We bring outstanding medical care to help people in our community and make a difference in their lives.

Values

EXCELLENCE

We are committed to consistently providing quality, compassionate patient care.

UNITY

We are committed to operate as a cohesive, highly trained, collaborative team.

INTEGRITY

We are committed to uphold the highest standards of professional service.

LEADERSHIP

We are committed to continually enhance and improve our service to our community to ensure we are always leading edge.

Strategic Goals & Actions

STRATEGIC GOAL 1:

TO PROVIDE HIGH QUALITY PATIENT CARE

- Increase resources to ensure staffing and equipment levels are keeping up with current and future demand.
- Review and identify opportunities to improve deployment priority system.
- Utilize the full scope of knowledge, experience and skills of members of the service (i.e. allow autonomous IVs for all paramedics).
- Identify and adopt leading edge practices to ensure continuous improvement in the provision of quality care.

STRATEGIC GOAL 2:

TO PROMOTE STAFF UNITY, WELLNESS, AND OPPORTUNITY

- Increase opportunities for staff engagement (i.e. opportunities for open discussion, team building, and staff appreciation events).
- Enhance internal communication and transparency.
- Seek opportunities for increased for training.
 - Consider opportunities to subsidize professional development opportunities.
 - Consider establishing mentorship program.
- Establish working group to develop succession planning program and alternate career paths.
 - Consider opportunities for specialized teams/alternate career paths (community paramedicine, peer support, bike team, marine team, community outreach).
- Continue to support and expand mental health programs and wellness initiatives.

STRATEGIC GOAL 3:

TO ENHANCE COMMUNITY OUTREACH AND EDUCATION

- Expand community paramedicine program.
 - Consider further engagement with healthcare community stakeholders.
- Continue efforts to use social media to communicate, internally and externally, to promote accomplishments, create greater awareness, and ensure access to current information.
- Develop community outreach campaign.
 - Consider branding initiative as a way to launch community outreach initiatives.
 - Consider developing video storytelling initiative, hosting community event, and creating promotional material.
 - Consider outreach initiatives to community partners, residents, and Council.
- Increase support for Communications Officer.
 - Consider establishing a working group to assist in implementation of various communication activities.
- Appoint dedicated public relations spokesperson.

STRATEGIC GOAL 4:

TO ENSURE EFFECTIVE OPERATIONS AND CONTINUED LEADERSHIP

- Conduct research and implement best practices into service model.
 - Consider research in technology innovations, resource optimization, communications
- Establish regular check-in meetings with staff.
- Create a reporting framework that incorporates current service standards, system efficiencies, patient outcomes, as well as community outreach and staff wellness indicators.
 - Consider identifying opportunities for front-line staff to participate in performance reporting processes.



Report 2018-119

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: September 19, 2018

Re: **Corporate Services – Krecklo & Associates Inc. (K&A)
Compensation Review for the Warden, Deputy Warden, and
Councillors of the County of Frontenac**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive the Corporate Services – Krecklo & Associates Inc. (K&A) Compensation Review for the Warden, Deputy Warden, and Councillors of the County of Frontenac report for information;

And Further That the Council of the County of Frontenac approves the Krecklo & Associates Inc. (K&A) Compensation Review for the Warden, Deputy Warden, and Councillors of the County of Frontenac and hereby implements the following:

- **Recommendation 1: That** the Warden base salary be increased (to the median of the market comparator group at \$46.9K) by \$6,000 each year for the current term of Council as follows:

2019	2020	2021	2022
\$28.9K	\$34.9K	\$40.9K	\$46.9K

- **Recommendation 2: That** the base salary of Councillors be increased (to the median of the market comparator group at \$19.4K) by \$2,500 each year for the current term of Council.

2019	2020	2021	2022
\$11.9K	\$14.4K	\$16.9K	\$19.4K

- **Recommendation 3: That** a premium of 20% of the Councillor salary be added for the Deputy Warden should Council want to recognize the expanded workload for this position, taking into account the current practice of rotating the Warden incumbent on an annual basis.

- **Recommendation 4: That** the County of Frontenac continue the practice of adjusting the Warden and Councillor compensation to reflect the annual COLA/CPI.
- **Recommendation 5: That** the County of Frontenac continue the per diem of \$150 to align with the median of the comparator group, and applying the per-diems only to non-regularly scheduled Council and Council Committee meetings.
- **Recommendation 6: That** the County of Frontenac comply with the provincial policy for reviewing compensation of Council every four years by conducting a Market Compensation Survey in 2022, the last year of the new Council term.
- **Recommendation 7: That** the County of Frontenac establish a policy for how to deal with the elimination of the “1/3 Tax Free Benefit” by providing the 1/3 Tax Free benefit with a compensation increment, so as, to offset the tax implication for Council members by “*Making them whole*” at an annual cost of \$9,000. (Option b)
- **Recommendation 8: That** the County of Frontenac maintain the current policy of not supplying group insurance and employee benefits to members of Council

Background

The Federal government in its 2017 Budget contained a legislative change to eliminate the tax exemption for elected officials effective January 1, 2019. The Budget Plan went on to say that the “tax exemption for non-accountable expense allowances paid to members of provincial and territorial legislative assemblies and to certain municipal office holders...provides an advantage that other Canadians do not enjoy.”

As a result, a number of municipalities across Ontario, including the County of Frontenac, have undertaken a Council Compensation Review. Funds were allocated in the 2018 budget and Krecklo & Associates Inc. was retained to carry out a Council Compensation Survey for the County of Frontenac and the Townships of North Frontenac, Central Frontenac and Frontenac Islands. A copy of the Krecklo & Associates Inc. Compensation Review for the Warden, Deputy Warden, and Councillors at the County of Frontenac is attached to this report as Appendix A.

Comment

As noted, Krecklo & Associates Inc. was retained to carry out a Compensation Review for the Warden, Deputy Warden, and Councillors at the County of Frontenac. As part of the review, the consultants carried out a market review among Frontenac County comparator municipalities as listed on Exhibit 2 of Appendix A which included comparisons of total expenditures, full-time employees, number of dwellings and population, and size of Council.

As per the consultant’s recommendations, in order to get Council salaries to the 50th percentile, the Warden’s salary will need to increase to \$46,900 and council salaries will need

to increase to \$19,400. The consultant recommendation notes that with such a significant difference in the Warden's (and Councillors) base salary and the median of the comparator group, standard practice in this situation calls for the salary adjustment to be implemented in stages.

To provide Council with an understanding of its current compensation structure, below is the resolution that County Council passed at its regular meeting held October 21, 2015 which resulted from the Gazda Consulting Group Report – Council Compensation Study in 2015 and sets out the remuneration for Council.

Report of the Committee of the Whole

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

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

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

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

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

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

That the base expense account for members of Council be set at \$4,000.

Carried

Options for Discussion

The phased in approach recommended by the consultants will create an unfair advantage to some members given that the term of office for Warden is one year and as such, is appointed annually. For example, the Mayor who is appointed Warden in year one would receive a much lower Warden compensation than the Mayor appointed Warden in subsequent years (most notably in year 4). In addition, Mayors not holding the office of Warden (or Deputy Warden) in years 1 and 2 would receive a much lower Council compensation. As such, staff provide the following alternative options that Council may wish to consideration.

Option 1

Amend Recommendations 1 and 2 as follows:

- **Recommendation 1:** Based on the increases noted in the consultants recommendation, average the increase in the Warden's base compensation which represents \$15,000 annually over the 4 year term.
- **Recommendation 2:** Based on the increases noted in the consultants recommendation, average the increase in Councillor's base compensation which represents \$6,250 annually over the 4 year term.

This option maintains the same base salary each year and eliminates any unfair disadvantages for the 4 Mayors. However at the end of year 4 this leaves the Warden's base salary at \$37,900, \$9,000 short of the consultants recommended \$46,900 and leaves Councillor's base salary at \$15,650, \$3,750 short of the consultants recommended \$19,400. This would cause an unstable increase in the tax levy in 2023 to bring these base salaries up to the the median of the market comparator group.

Option 2

Amend Recommendations 1 and 2 as follows:

- **Recommendation 1:** Increase the Warden base salary to the median of the market comparator group at \$46.9K commencing December 1, 2018
- **Recommendation 2:** Increase the base salary of Councillors median of the market comparator group at \$19.4K commencing December 1, 2018

While the primary motivation for most politicians who seek positions on council is to serve the community, the ability of a municipality to attract good candidates to serve on council is directly influenced by the fairness of compensation that they offer. The recommended increases to the base salaries of the Warden, Deputy Warden and Members of Council noted in this report places Frontenac County politicians at the median 50th percentile of its market comparator groups and represents fair compensation.

Sustainability Implications

The Market Equity and policy components of this report will help ensure that County Council compensation is maintained at the 50th percentile and that expense policies are reflective of best practice.

Financial Implications

The implications below focus on illustrating the impact of phasing in the known proposed salary increases to the levy. The projections below do not account for any cost of living increases per Recommendation 4 or any additional increases to the 1/3 non-taxable provision arising from Recommendation 7.

For illustrative purposes, a \$10,000 increase to the levy in 2019 would represent a 0.094% increase in percent.

Proposed Consultant Recommendation

The financial implications for the proposed consultant option, as presented in the recommendation to the report, would be the following annual increases to the levy:

2019	2020	2021	2022
\$24.9K	\$25.3K	\$25.3K	\$25.3K

The below outlines the financial implication should Council wish to consider one of the alternative options offered by staff:

Option 1

The financial implications to averaging the proposed increase and applying it to the first year would result in the following annual increases to the levy:

2019	2020	2021	2022
\$62.9K	\$0.0K	\$0.0K	\$0.0K

Option 2

The financial implications to taking the entire amount of the proposed increase and applying it to the first year would result in the following annual increases to the levy:

2019	2020	2021	2022
\$100.8K	\$0.0K	\$0.0K	\$0.0K

Organizations, Departments and Individuals Consulted and/or Affected

Jannette Amini, Manager of Legislative Services/Clerk
Alex Lemieux, Deputy Treasurer



P.O. Box 40,
40 Bethune Avenue,
Long Sault, Ontario
Canada K0C 1P0

Tel.: 1-800-KRECKLO (573-2556)

Executive Search & Recruitment
Compensation Surveying & Review
Organization Review
Diversity & Inclusion
Human Resources Consulting

August 31, 2018

Ms. Susan Brant
Director, Corporate Services/Treasurer
County of Frontenac
2069 Battersea Road
Glenburnie, ON
K0H 1S0

Subject: Special Report, Council Compensation Review Project

Dear Susan,

With this letter, Krecklo & Associates Inc. (K&A) is providing the Special Report covering the Compensation Review for the Warden, Deputy Warden, and Councillors at the County of Frontenac. This Report covers the base salary and other compensation of the Warden, Deputy Warden, and Councillors, as well as, Group Insurance/Benefits and Pension (OMERS).

The Special Report also includes a series of Exhibits that concisely present the comparison data from the market survey. Exhibit 1 begins with a definition of terms.

Frontenac Comparator Group

The municipalities in the market comparator group are listed on Exhibit 2 with total expenditures, full-time employees, number of dwellings and population, size of Council. The municipalities included in the market survey are reproduced on the next page from Exhibit 2 for ease of reference. The same market comparator group was used in determining the market competitiveness of the job rates for Frontenac's full-time employees.



Municipalities	2017 Total Expenditures	Full-Time Employees	No. of Dwellings	Permanent Population
1. County of Prince Edward (2016)	\$58,518,954	189	13,206	24,735
2. County of Brant (2016)	\$82,937,802	244	14,260	31,030
3. County of Perth	\$38,228,692	181	14,351	38,066
4. County of Frontenac	\$38,725,069	231	19,461	26,677
5. County of Elgin	\$67,018,791	267	19,499	50,069
6. County of Lennox & Addington	\$68,692,210	224	19,684	42,888
7. County of Dufferin	\$75,510,246	185	22,889	61,740
8. County of Lanark	\$73,938,432	186	29,884	59,918
9. County of Peterborough	\$58,241,410	152	35,797	55,783
10. United Counties of Prescott and Russell	\$94,845,596	311	37,936	89,333
Median	\$67,855,501	207	19,592	46,479
Frontenac % of Median	99%	129%	100%	
Average Percentage		109%		

As the above table shows, the County of Frontenac is close to the median based on the average of the three size measures, i.e., total expenditures, number of full-time employees, and number of dwellings. The population served by the County is understated as Frontenac provides services to residents of the City of Kingston covering Paramedics and the Fairmont Home (Long Term Care).

Findings, Council Size

Frontenac has a Council size of 8, lower than the median of the comparator group at 11. The scope of representation by Council would be further increased to the extent that members are required to deal with Kingston residents/community groups in regard to Emergency Medical Services and Long Term Care. Taking into account the increased representation responsibilities of Council, it would be important to bring their compensation to the median (50th percentile) of the comparator group (i.e., paying the "going rate").

Findings, Council Compensation

The sections that follow present the findings of the Market Compensation Survey for the Warden, Deputy Warden and Councillors. Of the 10 Counties in the comparator group including Frontenac, 9 provide a base salary for the Warden and members of Council.

Findings, Warden/Mayor Compensation

Exhibit 3 reports the County of Frontenac's market position for the Warden compensation. At \$22.9K, the Warden of Frontenac is paid well below the median of the market comparator group at \$46.9K. Frontenac County's Warden is the lowest paid of the comparator group.

Findings, Deputy Warden Compensation

There is not enough information for comparisons of Deputy Wardens in the comparator group. This being said, the prevailing practice in the municipal sector for a working (vs. honorary) Deputy Warden or Mayor is to provide a 20% premium over the compensation of a Councillor.



Findings, Councillor Compensation

Exhibit 4 presents the County's market pay position for Councillor compensation. At \$9.4K Frontenac is below the median base salary of the comparator group at \$18.8K. Frontenac's Councillors are the lowest paid of the comparator group.

Taking into account the larger scope of representation (i.e., number of dwellings per Councillor) and the potential for dealing with enquiries/concerns from Kingston residents/community groups on Emergency Medical Services and Long Term Care, it appears that the Warden and Councillors at the County are not compensated appropriately for their responsibilities/workload.

Findings, Annual Adjustment of Council Compensation

Nearly all the municipalities in the comparator group have a policy in place to review annually the salaries of members of Council. The prevailing practice is to consider an annual adjustment equivalent to the general scale increase provided to the municipality's non-union staff or to apply an adjustment based on the CPI (consumer price index).

Findings, Additional Compensation in the Form of Per Diems, Allowances

The median per diem of the comparator group is \$150. In addition to the per diems, some Counties in the comparator group give an annual training/seminar allowance ranging from \$2,250-\$6,500, and averaging \$4,000 (median allowance). Frontenac does not have a formal policy and budget in place to cover Council training and/or attendance at seminars/ conferences.

Findings, Benefits and Automobile Allowances

Exhibit 5 compares Group Insurance and Benefits for members of Council, Frontenac vs. the comparator group. Frontenac does not provide benefits coverage to members of Council in the areas of Extended Health, Life Insurance, Accidental Death, Dental, LTD and Pension as is the prevailing practice among the Counties in the comparator group. Frontenac's arrangements may be attributable to the fact that members of Council could be eligible to receive benefits from the lower tier municipalities they represent at the County level.

Turning to automobile expense reimbursement, the allowance in the comparator group ranges from 49¢/km to 55¢/km, with the County at 55¢/km. The median is at 52¢/km.

Concluding Comments and Recommendations

Before providing the Consultant's recommendations related to the market findings, there is a basic question that needs to be answered: "How well should the Frontenac pay its elected officials?"

In arriving at an answer to this question, there are three points to consider:

1. The "going rate" should be paid to the Warden and Councillors based on the market survey just as it would be done for all of the County's full-time employees.
2. The 50th pay percentile of the market is a generally accepted target pay position that can be more easily explained to ratepayers.
3. The workload of the Warden and Councillors is expected to continue to expand in response to increased provincial regulations and downloading of responsibility/ accountability to the lower-tiers of government.



To act on the findings of the Market Survey, the Consultants have prepared the following eight recommendations for consideration by Council.

Recommendation 1: Increase the Warden base salary by \$6,000 each year for the current term of Council.

The Warden's base salary effective January 1st of the year would be as follows:

2019	2020	2021	2022
\$28.9K	\$34.9K	\$40.9K	\$46.9K

With such a significant difference in the Warden's base salary and the median of the comparator group, standard practice in this situation calls for the salary adjustment to be implemented in stages.

Recommendation 2: Increase the base salary of each Councillor by \$2,500 per year for the current term of Council.

Councillors' base salaries effective January 1st of the year are shown in the table below:

2019	2020	2021	2022
\$11.9K	\$14.4K	\$16.9K	\$19.4K

The same rationale would apply in the staging of the increases to the Councillors' base salaries.

Note: Given the scope of the work carried out by the Warden and Councillors, Council may want to consider a shorter timeframe to close the gap in base salary vis-à-vis the comparator group.

Recommendation 3: Consider adding a premium of 20% of the Councillor salary for the Deputy Warden should Council want to recognize the expanded workload for this position, taking into account the current practice of rotating the Warden incumbent on an annual basis.

Recommendation 4: Continue the practice of adjusting the Warden and Councillor compensation to reflect the annual COLA/CPI.

Annual COLAs (Cost of Living Adjustments) of 1.5%-2.0% would be added to the figures stated in Recommendations 1 and 2.

Recommendation 5: Continue the per diem of \$150 to align with the median of the comparator group, and applying the per-diems only to non-regularly scheduled Council and Council Committee meetings.

With the staged increases in base salaries, the Consultants recommend continuing to limit the use of per-diems to meetings outside normal Council business. This policy could be revisited in 2022, once market competitive base salaries are in place for Frontenac Council.



Recommendation 6: Comply with the provincial policy for reviewing compensation of Council every four years by conducting a Market Compensation Survey in 2022, the last year of the new Council term.

Recommendation 7: Establish a policy for how to deal with the elimination of the “1/3 Tax Free Benefit”.

Options: (a) Provide the 1/3 allowance, as a non-Tax Free benefit, as according to the new ruling, effective January 2019.

(b) Provide the 1/3 Tax Free benefit with a compensation increment, so as, to offset the tax implication for Council members. *“Making them whole”*.

(c) Increase individual compensation, eliminating the 1/3 allowance.

N.B: The Consultants recommend formalizing a policy and budget to align with *Option “B”*. There appears to be a tendency by more municipalities across the province towards the *Option “B”* alternative.

Recommendation 8: Maintain the current policy of not supplying group insurance and employee benefits to members of Council

While the majority of the comparators (6 of 9 or 67%) do supply some benefits, it would not be cost effective to consider any changes in benefits, given the gap that needs to be closed in the base salary of the Warden and Councillors.

Excluding the budget for Recommendation 7 – Option “B”; the total estimated cost for the compensation adjustments would be \$23,500, annually. As noted earlier, the Consultants are recommending that the base salary increases be implemented in stages over the current term of Council.

Please let me know if you have questions about the Report findings and recommendations or desire any additional information.

Sincerely,

BRIAN D. KRECKLO

BDK/jb

Encl.



Exhibit 1

Definition of Terms

Median One of the two commonly used measures of central tendency, this figure is defined as the exact middle of a distribution of data points. In a distribution of 11 salaries for example, the median is the 6th highest case (i.e., exactly 5 cases on either side). In a distribution of 10 salaries, it is the midpoint between the 5th and 6th highest case.

Mean As the second commonly used measure of central tendency, the mean is calculated by an entirely different method than the median. Applied to compensation, it is the average obtained by dividing the total salaries by the total number of cases. For salary comparison purposes, the median is the statistic of choice as it is not affected by particularly high or low data points (see examples below).

	Salaries, Low to High (\$000)					Median	Mean
Example A	50.0	52.5	55.0	57.5	60.0	55.0	55.0
Example B	50.0	52.5	55.0	57.5	90.0	55.0	61.0

Percentile As in the case of the median, this statistic is calculated on the basis of the distribution of the data points, using a formula which defines the lowest case as 1% and the highest case as 100%. The rank order of cases in between 1% and 100% are then divided into equal intervals. An example for a distribution of 10 salaries is shown hereafter:

Salaries, Low to High (\$000)										
40.0	45.0	50.0	52.5	54.0	56.0	57.5	60.0	65.0	70.0	
				↓						
1	12	23	34	45	50	56	67	78	89	100
Percentile										

Note: in the above example that the first case is at the 1st percentile (not $1 \div 10$ or 10%) and that the 5th case is at the 45th percentile (not $5 \div 10$ or 50%).

In situations where two or more cases are identical within the distribution of data points, it becomes necessary to interpolate. In this instance, individual percentiles are added together then divided by the total number of equal cases. Using the same example shown above (but with two identical cases) the interpolation can be illustrated as follows:

Salaries, Low to High (\$000)										
40.0	45.0	45.0	52.5	54.0	56.0	57.5	60.0	65.0	70.0	
				↓						
1	12	23	34	45	50	56	67	78	89	100
		18								
Percentile										

Note: In the above illustration, the second case is at the 18th percentile (not the 12th which would be too low), and the third case is also at the 18th percentile (not the 23rd which would be too high).



Exhibit 2

List of Counties included in Frontenac Comparator Group

Counties	2017Total Expenditures	Full-Time Employees	Permanent Population	Council Size
Prince Edward	\$58,518,954	189	24,735	14
Brant	\$82,937,802	244	31,030	11
Perth	\$38,228,692	181	38,066	10
Frontenac	\$38,725,069	231	26,677	8
Elgin	\$67,018,791	267	50,069	9
Lennox and Addington	\$68,692,210	224	42,888	8
Dufferin	\$75,510,246	185	61,740	13
Lanark	\$73,938,432	186	59,918	16
Peterborough	\$58,214,410	152	55,783	16
Prescott and Russell	\$94,845,596	311	89,333	8
Median	\$67,855,501	207	46,479	11



Exhibit 3
Warden Pay Ranking
2018 Remuneration
Frontenac Comparator Group

Counties		Compensation (\$000)
1.	Frontenac	22.9
2.	Perth	25.7
3.	Lennox and Addington	29.1
4.	Prescott and Russell	36.9
5.	Dufferin	46.2
6.	Lanark	47.6
7.	Prince Edward	47.7
8.	Peterborough	55.7
9.	Elgin	60.8
10.	Brant	72.6
	25th Percentile	31.1
	Median	46.9
	75th Percentile	53.7
	Mean	44.9
	Frontenac Pay Percentile	11th



Exhibit 4
Councillor Pay Ranking
2018 Remuneration
Frontenac Comparator Group

Counties		Compensation (\$000)
1.	Peterborough	Per Diem Only
2.	Frontenac	9.4
3.	Perth	11.8
4.	Lennox and Addington	16.4
5.	Dufferin	17.5
6.	Prescott and Russell	18.8
7.	Lanark	19.6
8.	Elgin	22.5
9.	Brant	23.6
10.	Prince Edward	23.9
	25th Percentile	16.4
	Median	18.8
	75th Percentile	22.5
	Mean	18.6
	Frontenac Pay Percentile	13th



Exhibit 5

**Comparison of Group Insurance & Benefits for Members of Council
Frontenac Comparator Group**

Counties	Extended Health	Life Insurance	AD & D	Dental	LTD	Pension (OMERS)
Prince Edward	No	No	Yes	No	No	No
Brant	Yes	No	No	Yes	No	No
Perth	No	No	No	No	No	No
Frontenac	No	No	No	No	No	No
Elgin	Yes	Yes	No	Yes	No	No
Lennox & Addington	Yes	Yes	Yes	Yes	No	No
Dufferin	No	No	No	No	No	No
Lanark	No	Yes	Yes	No	No	No
Peterborough	No	No	Yes	No	No	No
Prescott & Russell	No	No	No	No	No	Yes
Frequency, Yes	3/10	3/10	4/10	3/10	0/10	1/10



Report 2018-105

Council Recommend Report

To: Warden and Council of the County of Frontenac

From: Kelly Pender, Chief Administrative Officer

Prepared by: Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: September 19, 2018

Re: **Office of the Chief Administrative Officer – Approval of an RFP for Consulting Services for the 2019-2022 Council Strategic Plan**

Recommendation

Resolved That the Council of the County of Frontenac accept the Office of the Chief Administrative Officer – Approval of an RFP for Consulting Services for the 2019-2022 Council Strategic Plan report for information;

And Further That the Council of the County of Frontenac approves as follows:

1. **That** staff proceed with the issuance of a Request for Proposals (RFP) for a facilitator for the 2019-2022 County strategic plan attached to this report as Appendix A; and
2. **That** the selection process of a consultant to undertake a County Strategic Plan be delegated to the Chief Administrative Officer Performance Appraisal Review Panel;

Background

At its May 16, 2018 regular meeting, Frontenac County Council passed the following resolution, being Recommend Reports from the Chief Administrative Officer, clause d):

d) 2018-063

Office of the Chief Administrative Officer

Status and Timing of County Corporate Strategy and Related Projects

Motion #: 85-18 Moved By: Councillor Inglis
Seconded By: Councillor Vandewal

Resolved That the Council of the County of Frontenac accept the Office of the Chief Administrative Officer Report – Status and Timing of County Corporate Strategy and Related projects report for information;

And Further That the Council of the County of Frontenac approves as follows:

1. **That** staff immediately commence the Request for Proposals (RFP) for a facilitator to commence the 2018 public consultation process for the 2019-2022 County strategic plan as outlined in the report;
2. **That** staff be directed to include in the 2019 County budget for consideration a line item to complete the 2019-2022 County strategic plan process;
3. **That** staff be directed to include in the 2019 County budget for consideration a line item to complete the Operational Review and Master Plan – Frontenac Paramedic Services

Carried

The purpose of this report is to commence the RFP and selection process to ensure a consultant is in place at the beginning of the next term of Council which will permit the next Council to establish its strategic priorities early in its Council term.

Comment

The attached RFP (Appendix A) represents a high level overview of the County of Frontenac, and sets out key deliverables, including public consultation, consultation with the Townships and reviewing key County documents which help to continually move the County forward.

During the May 16 Council meeting, Council expressed concerns about carrying out the public consultation process during the summer. The attached RFP will require public consultation to take place; however leaves it to the consultant to identify the best format for public consultation, including alternate means of citizen engagement outside of the traditional public meeting format. It also requires that the consultant identify communication strategies for making seasonal residents aware of engagement opportunities.

Given that this will form Council's strategic plan, its goals and its vision, staff are recommending that the selection of a consultant be made by Council. Given that Committees of Council are required to be established by By-law as well as form part of the County's Procedural By-law, staff are suggesting that the selection process be delegated to the Chief Administrative Officer Performance Appraisal Review Panel given

that this Panel is already established and is comprised of the 4 Mayors. As with all Committees, the Committee selection will be required to go to Council for approval.

The proposed schedule for preparation, receipt, and review of proposals and selection of the successful consultant is anticipated to be as follows:

Request for Proposals Issued	September 24, 2018
Deadline for Questions	October 4, 2018
Closing Date and Time for Receipt of Proposals	October 11, 2018
Interviews of Short Listed Consultants	October 24 and 25, 2018
Notification of Award	November 21, 2018
Draft Copy for Council	March 20, 2019
Presenting Final Report to Council	April 17, 2019

Sustainability Implications

Approving a strategic plan that is supported by a public consultation process will help ensure that community priorities are established and that scarce resources are allocated to those priorities.

Financial Implications

As noted in [Report 2018-063](#), staff anticipate the cost of this exercise to be between \$16 and 20K. The resolution passed by County Council directed staff to include in the 2019 County budget for consideration a line item to complete the 2019-2022 County strategic plan process.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team
Kevin Farrell, Manager of Continuous Improvement



2069 Battersea Road
Glenburnie, ON K0H 1S0
Tel. 613-548-9400
Fax 613-548-8460

Request for Proposals County Strategic Plan

1 Scope of the Request for Proposals (RFP)

The County of Frontenac (hereinafter the “County”) requires the services of a consultant to undertake a County Strategic Plan (hereinafter the “Project”). The Project would involve: (1) reviewing relevant strategic and key County documents; (2) public consultations to determine public views and input on the strategic direction of the County (3); leading Council members through a strategic planning session supported by Senior Staff; (4) consulting with the Townships and the public on outcomes of the Council strategic planning session; and (5) presenting a final report to Council by March 20, 2019.

Some of the questions we want to address are as follows:

- What should be Frontenac County’s areas of strategic focus?
- What are Frontenac County’s current commitments associated with the strategic goals of the 2014-2018 Council?
- What are the long term responsibilities mandated to the County by the province?
- How will the organization deliver on its mandate and defined areas of strategic focus?
- Is the organization able to deliver on its mandate with its current resources (human and financial)?
- Is the organization utilizing its resources (staff, external partners, volunteers/committees and finances) as efficiently and effectively as possible?
- How can the organization maximize and coordinate the efforts of its member municipalities, partners and volunteers/committees to deliver on its mandate and achieve its goals?
- How can the County advance community engagement in order to improve service to citizens?
- Identify strategic initiatives that will promote community engagement and community collaboration.
- What partnerships can/should be developed?
- In line with our organizational culture of continuous improvement, how can County services be delivered more efficiently and more economically?
- Are there new areas of programming/services that should be considered?
- How will funding priorities be set?

2 Background Information

The County of Frontenac (“*County*”) is a rural upper tier municipality located in Eastern Ontario extending from the islands south of the City of Kingston to north of Highway 7.

County of Frontenac – RFP for a County Strategic Plan
Closes: Thursday Date, 2018 at 3:00 p.m.

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The total population of the County is approximately 26,655 with an area of approximately 4,000 square kilometres, and includes the Townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands. The population density ranges from 19 residents per square kilometre along the urban fringe of the City of Kingston to 1.7 residents per square kilometre in North Frontenac, which is more than 160 km north of the City. The northern part of the County is accessible via Highway 38 from Kingston or via Highway 7 from Ottawa or Peterborough. The southern part of the County has easy access to the 401 and is approximately 250 km from the City of Toronto. The County is also accessible via Highway 41 from the Trans-Canada Highway at Pembroke.

The County manages the operations of Fairmount Home, Frontenac Paramedic Services and the Frontenac-Howe Islander Ferry. Other services it provides include land use planning, economic development, trail development, public health, libraries, etc. The latter two activities are delivered through KFL&A Public Health and the Kingston Frontenac Public Library respectively. The County also has the responsibility to liaise and work with the City of Kingston for the provision of Social Services, Social Housing, homelessness prevention, Child Care and Provincial Offences in the County. The County employs approximately 400 people under a non-union group and three different union contracts.

The County is governed by an 8-member Council with the Warden being the head of Council. The Council has undertaken several strategic planning exercises since its restructuring in 1998. The first document *Strategic Directions to 2003* is dated October 25, 2000. A second exercise was undertaken through 2005 which included a gathering of all of the municipal councillors and senior staff over two days to consider how best to position themselves for the future.

The resulting reports: *Frontenac County Strategic Planning 2005* followed by *Frontenac County Municipalities Strategic Positioning 2005 Summary Report* and *Frontenac County Municipalities Opportunities for Co-operation and Collaboration* were produced with a 5-year timeframe. Subsequently, the County and Townships' senior staff met in February 2006 resulting in *A Framework for Frontenac Development*. At the same time, *Strategic Plan 2006-2008 for the County of Frontenac Corporate Offices* was completed in February 2006. Some internal departments of the organization have undertaken strategic planning activities.

County Council established priorities in February 2011, immediately following the 2010 municipal election. It also adopted Mission and Vision Statements in 2013. In early January of 2014, Frontenac County Council carried out a strategic planning exercise that developed three strategic goals for the balance of the 2010-14 term and the 2015-18 term, those being:

Goal #1: Meeting the Aging Tsunami Challenge for Frontenac Seniors by addressing the existing gap in Seniors Transportation and 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 by coordinating the establishment of a “Made in Frontenac” position and financial plan to be executed by the end of the current Council term,

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

Other significant planning activities have taken place and continue in Frontenac. The County adopted its first Official Plan which was approved by the Ministry of Municipal Affairs and Housing in January 2016. Other planning studies include (but are not limited to): an initial Homelessness Study; a Housing Strategy completed in 2011 with the City of Kingston (CMSM); and a Seniors Housing Study. Another important report entitled *Population, Housing and Employment Projections for the Frontenacs* was also produced in 2011 and is set to be updated in 2018. In addition, a regional communal servicing study will be completed in early 2019.

Significant Economic Development documents include the Economic Development Charter which was adopted in 2015, and an Accommodation Study that was carried out in 2017. In addition, significant efforts have also been made through the development of the Frontenac Ambassador Program. With the dissolution of the Land O'Lakes Tourism Association in 2017, the County is now taking a lead role in marketing the Frontenac Region to encourage tourists to visit and vacation [#inFrontenac](#).

Finally, the County has been an active member of the Eastern Ontario Wardens Caucus since its inception. The EOWC continues to focus its 2018 priorities on Building the EORN Cellular and Public Safety Broadband Network and Implementing the Eastern Ontario Economic Development Strategy.

3 Scope of the Proposal

The Project shall be delivered in a series of reports:

3.1 Background Research

The consultant should comprehensively review the background information identified above as a minimum to ensure an understanding of the community. In addition, an overall appreciation of the provincial and global influences impacting municipalities should be shared. Information should be solicited from participants of the planning session, both elected and appointed, beforehand. All of these findings should be summarized for use at the Planning Session.

3.2 Public Consultation

The consultant will carry out a public consultation process for the 2019-2022 County strategic plan. In order to ensure that seasonal residents are consulted, this should include the use of online tools to allow seasonal residents to participate remotely, with outcomes to be provided to, and included, with the new Council strategic planning session to be held in January/February of 2019.

The consultant will identify the best format for public consultation including alternate means of citizen engagement outside of the traditional public meeting format. The consultant will also identify communication strategies for making seasonal residents

aware of opportunities for engagement, given that many do not reside in Frontenac and their permanent residence is quite a distance outside of the region.

The consultant will identify how it will carry out consultations in an accessible manner for persons with disabilities and how it will comply with the Accessibility for Ontarians with Disabilities Act (AODA) and specifically the Information and Communications Standard of the AODA.

3.3 Planning Session

The consultant will recommend a process for strategic planning sessions anticipating outcomes to include: a path for next steps related to corporate strategic planning and a review of operational plans. The County strategic plan should focus on existing service delivery and where service enhancements are recommended, as well as ensure that resourcing (staff and budget) are in place; confirmation of the mission and vision statements, values, goals, objectives, and reporting/monitoring considerations.

3.4 Consultation

The County expects consultation with the Townships' Councils, one meeting in each Township and to have one or more public meetings held across the County to gain additional input from the community prior to the completion of the draft report.

3.5 Deliverables

Based on the work detailed in this document, the consultant will produce the following reports:

- Background Report
 - Draft County Strategic Plan 2019-2022
 - Final County Strategic Plan 2019-2022
- A final strategic plan document must include the following in detail:
- Strategic areas of focus and priorities for the next four years
 - Goals and objectives to meet priorities
 - Partnerships and programs (both current and new) that will support goals, including partnerships with other organizations
 - Necessary skills for Council, staff and volunteers to carry out the organization's mandate

3.6 Timing

The Project would commence immediately. The Project would be complete by March 20, 2019.

4 Requirements

4.1 Proposal Content Requirements

The County is seeking proposals from proponents who are both interested in and capable of undertaking the Project. The onus is on the proponent to demonstrate its knowledge, understanding and capacity to conduct the Project. The detail and clarity of the written submission will be indicative of the proponent's expertise and competence.

4.2 Proponent Information

The proponent shall provide the following information:

- a) Name, mailing address, phone number, fax number, e-mail address of the organization submitting the proposal
- b) A proposed organizational chart
- c) The name and title of the contact person for the organization
- d) The number of years in operation
- e) A description of the services to be provided
- f) A list of any sub-contractors required to complete the Project, detailing the extent of their involvement and the information identified in a) to e) above for each

4.3 Acknowledgment of Addenda

The proponent shall complete and submit all addenda that have been issued.

4.4 Project Understanding

The proponent shall include a narrative that demonstrates their understanding of the requirements of this RFP.

4.5 Approach/Methodology

The proponent shall provide a detailed approach/methodology of how they would provide services to the County.

4.6 Work Plan

The proponent shall provide a proposed work plan with associated schedules to meet the requirements of the RFP. Included shall be a time/task matrix indicating personnel and hours required to complete key components of the work plan.

4.7 Applicable Expertise and Resources

The proponent shall provide a description of the expertise being offered to complete the Project by outlining both formal and informal training that can be used to implement this Project with specific reference to:

- Extensive experience in strategic planning
- Experience in working on projects with municipal council members
- Experience in effectively facilitating meetings
- Understanding of the context of the County of Frontenac, its local Townships, and the services it provides.
- Demonstrated project management skills and results orientation

4.8 Project Experience

The proponent shall provide examples of recent projects, which are similar in nature and size.

4.9 Project Management and Staff

The proponent shall identify its project manager and all other staff who would be working on the Project through an organizational chart. The proponent shall append curriculum vitae for project team staff.

4.10 Project References

Provide at minimum a list of three references, who may be contacted, complete with telephone numbers and e-mail addresses.

4.11 Budget

A budget summary shall be provided and shall include all costs associated with the project including an estimate for expenses/disbursements.

The budget shall include separate costing for sections 3.2, 3.3 and 3.4:

The budget shall include a maximum amount that cannot be exceeded. The successful candidate will be asked to sign a **Maximum Upset Limit** type contract and will report to the County of Frontenac on a monthly basis to advise on expenditures to date. Hourly charge rates for individuals, which shall apply for the duration of the contract, must be provided as part of the Budget proposal.

4.12 Other Documentation

The following additional pieces of documentation shall be submitted at the time of submission of the proposal:

A Certificate of Clearance from the Workplace Safety & Insurance Board (W.S.I.B.) certifying that the proponent is in good standing with the Board, and confirming that their account is active and up to date) Proof of professional liability insurance with a minimum limit of \$2,000,000

4.13 County Support

The County will provide support to the successful consultant in the follow forms:

- General guidance and direction throughout the completion of the assignment
- The provision of background studies, policies and reports relevant to the completion of the assignment
- Access to the County's digital mapping if desired

5.0 Proposal Process

5.1 Timeline

The proposed schedule for preparation, receipt, and review of proposals and selection of the successful consultant is anticipated to be as follows:

Request for Proposals Issued	September 24, 2018
Deadline for Questions	October 4, 2018
Closing Date and Time for Receipt of	October 11, 2018

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Closes: Thursday Date, 2018 at 3:00 p.m.

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Proposals	
Interviews of Short Listed Consultants	October 24, 2018 (and October 25 if required)
Notification of Award	November 21, 2018
Draft Copy for Council	March 20, 2019
Presenting Final Report to Council	April 17, 2019

Although every attempt will be made to meet all dates, the County reserves the right to modify any and/or all dates at its sole discretion

5.2 Date and Place for Receiving Proposals

Facsimile Copies Will Not Be Accepted.

Proposals received after 3:00 p.m., local time on February 13, 2018 will be returned unopened.

Proposals shall be submitted to the following address:

County of Frontenac
2069 Battersea Road
Glenburnie, ON K0H 1S0
Attention: Susan Brant, Director of Corporate Services/Treasurer

and clearly marked: RFP – Communal Services Study

Email: ap@frontenacounty.ca

Documents can be sent by email in PDF FORMAT to the attention of Nancy Elliott, Finance Clerk, at ap@frontenacounty.ca. It is the responsibility of the proponent to ensure that the email has been received by Ms. Elliott before the closing time and date. The County server does restrict the receipt of attachments exceeding 5.5 mb.

Files over 5.5mb will be accepted using 2big4email.

Go to www.frontenacounty.ca for application.

Bottom right hand corner, click on 2big4email

Follow instructions on the right hand side.

Please email ap@frontenacounty.ca that you have used this application to send your proposal.

All proposal submissions are appreciated. However, the County will be contacting only those selected for an interview.

5.3 Documentation

- a) Three **(3) copies** of the proposal are required for paper submission or 1 copy if emailed.
- b) All proposals must be legible and typewritten

5.4 Interview /Presentation

It is anticipated that an interview will be necessary to assist in the evaluation process. Short-listed proponents will be advised and may be required to attend an interview on **October 24, 2018 (or October 25 if required)**

Please ensure your firm is available on October 24, 2018 for a possible interview. It can be conducted remotely.

5.5 Negotiations

In the event that a prepared proposal does not precisely and entirely meet the County of Frontenac's requirements, the County of Frontenac reserves the right to enter into negotiations with the selected proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to a proposal.

5.6 Communications

All questions related to the Request for Proposal should be emailed to ap@frontenacounty.ca. Responses will be sent to all proponents in a timely manner.

No oral explanation or interpretation shall modify any of the documents or provisions of this Request for Proposal. A written addendum will be issued by the County to all who have been issued Request for Proposal documents, if it is considered that a correction, explanation or interpretation is necessary or desirable. All addenda issued must be acknowledged on the Form of Proposal.

Deadline for questions is: **Thursday, October 4, 2018**

5.7 Withdrawal or Substitution of Submission

A proponent may withdraw or substitute all or part of his/her proposal at any time up to the official closing time by submitting a letter bearing the signature as in the proposal to Angelique Tamblyn, Executive Assistant, who will mark thereon the time and date of receipt. No telegrams or telephone calls or telephone transmissions by facsimile copies will be considered. The last proposal received shall supersede and invalidate all proposals previously submitted by that proponent for this proposal.

5.8 Alterations or Variations

No alterations or variations of this document shall be valid or binding upon the County unless authorized in writing in accordance with the procedure set out above in Communications 5.6.

5.9 Oral Explanation or Interpretation

No oral explanation or interpretation shall modify any of the documents or provisions of the County's request for proposal documents.

6 Proposal Evaluation**6.1 Qualification evaluations**

Proposals will be evaluated based on the following criteria:

Qualification	Standard	Weighting Factor
Consultant Capability	a) Does the consultant have the support capabilities required? b) Does the consultant have previous relevant and positive experience in jobs of this type and scope and success in planning? c) Does the consultant/firm have prior experience working with organizations in the municipal sector?	20%
Similar project experience	Does the proposal show an understanding of the project objective and results that are desired from the project?	30%
Proposed approach/work plan	a) Can the work be completed in the necessary time? b) Can the target start and completion dates be met? c) Are other qualified personnel available to assist in meeting the project schedule if required? d) Is the project team available to attend meetings as required by the Scope of Work?	40%
Cost factor	a) Do the proposed cost and work hours compare favorably with the committee's estimate? b) Are the work hours presented reasonable for the effort required in each project task or phase? c) Can consultant meet the deadlines and operate within budget?	10%
Total:		100%

Proposals will be evaluated on the basis of all information provided by the proponent(s). Each proposal will be reviewed to determine if the proposal is responsive to the submission requirements outlined in the RFP. Failure to comply with these requirements may deem the proposal non-responsive.

The County reserves the right to accept or reject any or all proposals, for any reason whatsoever, and to accept or reject any proposal, if considered best for the interests of the County. The lowest bid or any proposal will not necessarily be accepted.

6.2 Contract

The successful Proponent(s) will be required to enter into a formal contract with the County. The completed Request for Proposal will form part of the Agreement. The County will prepare the Contract document for execution by both parties. The County will not accept a Contract document prepared by the Proponent(s) or a third party.

Failure to execute the contract and to file all documentation, as required herein, within the specified time period shall be just cause for the cancellation of the contract.

The County shall then have the right to award the Contract to any other proponent or re-issue the Request for Proposals.

7 General Conditions

7.1 Confidentiality

The Proposal must not be restricted by any statement, covering letter or alteration by the Proponent(s) in respect of confidential or proprietary information. The County will treat all quotes as confidential. The County will comply with the *Municipal Freedom of Information and Protection of Privacy Act*, and its retention by-law pursuant to the *Municipal Act*, in respect of all quotes.

7.2 Errors and Omissions

The County shall not be held liable for any errors or omissions in any part of this Request for Proposals. While the County has used considerable effort to ensure an accurate representation of information in this Tender, the information contained in the Tender is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the County, nor is it necessarily comprehensive or exhaustive.

7.3 Acceptance of Tenders

The County is not obliged to accept the lowest or any tender.

7.4 Cancellation of Tenders

The County reserves the right to cancel this bid document at any time up to the award of the contract

7.5 Laws, Notices, Permits and Fees

All Proponents and proposals must comply with any law, including all legislation and regulations, which may be applicable to the services provided subsequent to the RFP.

Please be advised that a condition of the agreement will be a requirement that the successful proponent comply with the applicable laws of Ontario and Canada, including the:

The Accessibility for Ontarians with Disabilities Act (AODA)
Occupational Health and Safety Act (Ontario)
Ontario Human Rights Code

Pay Equity Act (Ontario)

Any agreement that results from this RFP will be subject to the laws of the Province of Ontario and Canada.

7.6 Indemnification

The successful Proponent(s) agrees to indemnify and save harmless the County from and against all actions, claims, and demands of any nature which may be made by any person or entity arising from or in connection with the services provided by the Proponents including all bodily injury, death, property damage, losses, charges, costs and expenses which the County, its employees, officers or agents may incur or be liable for in consequence of any such claims, demands or actions or in consequence of damages sustained to the County property or facilities.

7.7 Incurred Costs

The County shall not be responsible for any liabilities, costs, expenses, loss or damage incurred, sustained or suffered by any Proponent(s) prior or subsequent to or by reason of the acceptance or non-acceptance by the County of any proposal by reason of any delay in the acceptance of a proposal.



Report 2018-106

Council Recommend Report

To: Warden and Council

From: Kelly Pender, Chief Administrative Officer

Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Tom Mercer, Manager of Environmental Services

Date of meeting: September 19, 2018

Re: **Corporate Services – Donation of Refurbished, Horse Drawn Plow by the Frontenac Plowman's Association**

Recommendation

Resolved That the Council of the County of Frontenac accept the Corporate Services – Donation of Refurbished, Horse Drawn Plow by the Frontenac Plowman's Association report for information;

And Further That the Council of the County respectfully declines the donation of the refurbished, horse drawn plow by the Frontenac Plowman's Association;

And Further That the County of Frontenac work with the Frontenac Plowman's Association Plow to permit the refurbished, horse drawn plow to be donated to the South Frontenac Museum.

Background

It has come to staff's attention that some years ago a refurbished, horse drawn plow was donated to the County of Frontenac by the Frontenac Plowman's Association. Staff have been unable to find any records to confirm this. The plow has been in the care of Ken Keyes for many years now and Mr. Keyes has expressed interest in having the County take possession of it as a symbol of the County's agricultural heritage.

An unconfirmed report indicates that the County and/or Fairmount Home was approached during the 2003 expansion of Fairmount Home asking that the plow be included in that planning, however this was politely declined. The below is a photo of the refurbished plow.



Comment

The County of Frontenac Donation Policy (FIN-04-03) defines a donation as:

Donation means a gift or contribution of cash or goods given voluntarily towards an event, project, program or corporate asset as a philanthropic act, for which a Charitable Tax Credit can be issued in accordance with the *Income Tax Act*. Unless otherwise specified, 'donation' will refer to both monetary and gift in-kind donations, received by the County in person, through the mail, or online.

The Policy further states that:

Prior to acceptance, the County will undertake due diligence in the review and assessment of proposed donations-in-kind to determine usefulness, financial impact, exposure to risk and/or liability, alignment with the County's mandate, program, services and deemed to be in the public interest of the County.

The County does not provide services or have staff dedicated to or have expertise in Heritage or Artifact preservation. As noted, the plow has been fully restored and would require protection from the elements to remain in its pristine condition.

At present, there is no designated place to use or display the plow, and if collected, a storage solution would need to be found as the plow would remain in storage for an extended period of time.

Recommend Report to Council

Corporate Services – Donation of Refurbished, Horse Drawn Plow by the Frontenac Plowman's Association Plow
September 19, 2018

Page 2 of 3

County staff have reached out to the Townships to solicit any interest in taking on this artifact. It was expressed by North Frontenac that such an artifact would be more suited to South Frontenac or Frontenac Islands due to their Agricultural background. South Frontenac has indicated that the group at the South Frontenac Museum in Hartington would appreciate this donation and staff are awaiting confirmation. Staff have also reached out to Ken Keyes of the Frontenac Plowman's Association who supports the plough being donated to the South Frontenac Museum.

Sustainability Implications

Goal #3 of the County's Strategic Plan is 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 and 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.

Financial Implications

There are no financial implications associated with the staff recommendation. Should Council wish to accept the donation of the plow, financial implications associated with the storage of the plow will be based on council's direction.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Richard Allen, Manager of Economic Development
Township of North Frontenac
Township of Central Frontenac
Township of South Frontenac
Township of Frontenac Islands

Recommend Report to Council

Corporate Services – Donation of Refurbished, Horse Drawn Plow by the Frontenac Plowman's Association Plow
September 19, 2018

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Report 2018-107

Council Recommend Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Angelique Tamblyn, Executive Assistant
Date of meeting: September 19, 2018
Re: **Corporate Services – Approval of a Flag Protocol Policy**

Recommendation

Resolved That the Council of the County of Frontenac accept the Corporate Services – Approval of a Flag Protocol Policy report for information;

And Further That the Council of the County of Frontenac approve the Flag Protocol Policy attached to this report as Appendix A:

Background

The purpose of this report is to obtain Council's approval of a Flag Protocol Policy.

The intent of the policy is to provide clear guidance and direction to County staff as to the appropriate times and processes for lowering flags to half-mast and ensures that all flags at County operated facilities are flown and displayed in a consistent manner.

The County of Frontenac refers to the Government of Canada and the Ministry of Culture, History and Sport to provide advice on matters of protocol including the flying of flags which can be found on their respective websites at [Government of Canada National Flag Half-Masting](#) and [Canadian Heritage Half-Mast Notices](#).

Comment

The County of Frontenac has several facilities where municipal, provincial and federal flags are flown. The attached policy will ensure that all flags at County operated facilities are flown and displayed in a consistent manner and provide guidelines to consider when and where to half-mast flags. Flags are flown at the half-mast position as a sign of mourning and is a strong visual statement that speaks to the sense of loss shared by all citizens.

The County of Frontenac has no formal policy related to the flying of flags on flagpole(s) at municipal facilities, and has relied on past practice with respect to flying flags at half-mast. The lack of a formalized policy can lead to confusion with respect to when flags should be flown half-mast as well as protocol for the positioning of the municipal, provincial and federal flags.

The proposed Policy establishes a framework for the consistent flying of flags at all municipal facilities and is guided by established rules of protocol for the flying and lower to half-mast of flags. Highlights of the proposed Policy include:

- Clarification on the configuration of flags at all municipal facilities (indoors and outdoors), ensuring consistency and adherence to flag etiquette; and,
- Clear direction for flying flags at half-mast to commemorate solemn occasions and periods of official mourning. The Policy provides a comprehensive list of public figures/office holders as well as individuals to be remembered through the flying flags at half-mast, as well as a list of other solemn occasions which the County would routinely recognize. In addition, the Policy also provides a framework allowing other solemn occasions to be observed by the County at the discretion of the Chief Administrative Officer.

Sustainability Implications

As noted in Directions for our Future, providing an equal and equitable level of service across the County is a priority and that government decision-making processes are clear, transparent, forward thinking and focused on the longer term.

Financial Implications

The costs associated with the implementation and compliance with the Flag Protocol are minimal and will be managed within the existing operating budgets.

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team
Jannette Amini, Manager of Legislative Services/Clerk



FRONTENAC

**Corporate Policy & Procedure Manual
Communications**

Index Number: A09-ADM-007

Subject: County of Frontenac Flag Protocol Policy

Page 1 of 5

Effective Date: September 19, 2018

Approved:

Revision Date:

Policy: The County of Frontenac acknowledges that flags are a symbol of honour and pride and wishes to institute a policy which will show respect and dignity for the flags while providing opportunities to bestow an honour or express a collective sense of sorrow through the action of lowering flags to half-mast.

Objective: The intent of the policy is to provide clear guidance and direction to County staff as to the appropriate times and process for lowering flags to half-mast on County of Frontenac flagpoles

Scope: This policy applies to all flags flown on County flagpoles.

Definitions:

Flag(s): Includes the National Flag of Canada, Flag of the Province of Ontario and the County of Frontenac flag or any other flag permitted to be flown on a County of Frontenac flagpole.

Half-mast: The position of the Flag when flying at half-mast will depend on its size, the length of the mast and its location; but generally, the centre of the Flag should be halfway down the mast.

County Flagpole: Includes all flagpoles on County Property under the care or control of County staff.

Policy Communication: This policy will be communicated to staff via internal communications and on County of Frontenac website.

Compliance:

In cases of policy violation, the County may investigate and determine appropriate corrective action.



**Corporate Policy & Procedure Manual
Communications**

Index Number: A09-ADM-007

Subject: County of Frontenac Flag Protocol Policy

Page 2 of 5

Effective Date: September 19, 2018

Approved:

Revision Date:

Policy:

1) Flying of Flags on County of Frontenac Flagpoles

(a) The only flags flown on County of Frontenac flagpoles will be the National Flag of Canada, the flag of the Province of Ontario and the County of Frontenac Municipal Flag.

(b) The County of Frontenac will adhere wherever possible to the Flag Etiquette guideline provided by the Government of Canada.

(c) Only one flag shall be flown per pole.

(d) Where there are only two flag poles the National Flag of Canada and the County of Frontenac Municipal Flag shall be flown.

(e) Where there is only one flag pole, the National Flag of Canada shall be flown.

2) Rules for Half-Masting of Flags

(a) When a flag is lowered to half-mast if already lowered, it should be first raised to masthead.

(b) Flags on County of Frontenac flagpoles shall be lowered to half-mast as a symbol of mourning. When half-mast, all flags on County of Frontenac flagpoles fitted with halyards and pulleys will be lowered to half-mast. At no time will only one flag on a series of flag poles be lowered to half-mast.

(c) Flags shall be lowered to half-mast as soon as possible after the time of notification until sunset of the day of the funeral or memorial. When a funeral or memorial service will not be scheduled within two weeks of the notification, the flags will be lowered to half-mast for a period of at least 72 hours and then again on the date of the funeral or memorial service.



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**Corporate Policy & Procedure Manual
Communications**

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Subject: County of Frontenac Flag Protocol Policy

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Effective Date: September 19, 2018

Approved:

Revision Date:

(d) Flags shall be lowered to half-mast upon notification of the death of the following:

- the Sovereign or a member of the Sovereign's immediate family
- the Governor General or a former Governor General
- the Prime Minister or a former Prime Minister
- the Lieutenant Governor or a former Lieutenant Governor
- the Provincial Premier or a former Provincial Premier
- the current local Members of the Federal or Provincial Parliaments
- a current or past Member of County of Frontenac Council
- a current employee of the County of Frontenac
- a current member of the local fire departments or police force killed in the line of duty
- a member of a local regiment who is a member of the Armed Forces of Canada and is killed in the line of duty
- any other prominent public figure as determined by the Warden in consultation with the Chief Administrative Officer or Clerk

(e) The Chief Administrative Officer may approve the lowering of flags to half-mast:

- i. to recognize the passing of a person of national or international stature who has had a significant impact on the community.
- ii. in response to a tragic or catastrophic event in the world consistent with the Department of Canadian Heritage.

(f) Flags will be lowered on County of Frontenac flagpoles as a symbol of mourning for the following events:

- April 28, Day of Mourning for Persons Killed or Injured in the Workplace (Worker's Mourning Day)
- November 11, Remembrance Day
- December 6, National Day of Remembrance and Action on Violence Against Women

g) Notwithstanding clause 2(d-f), the Chief / Director of Emergency and Transportation Services or designate may approve the lowering of flags to half-mast at Paramedic Stations as a symbol of mourning for the passing of a retired Paramedic, the death of an

**FRONTENAC****Corporate Policy & Procedure Manual
Communications****Index Number: A09-ADM-007****Subject: County of Frontenac Flag Protocol Policy****Page 4 of 5****Effective Date: September 19, 2018****Approved:****Revision Date:**

active Frontenac Paramedic in the line of duty or a Paramedic from another municipal jurisdiction in the line of duty.

(h) Notwithstanding clause 2(c), during periods of half-mast, the flags on all County of Frontenac flagpoles must be flown at full-mast on the following legal holidays created under the *Holiday Act*: Victoria Day and Canada Day.

3) Proclamations and Requests to fly other flags

- a) The County of Frontenac shall not issue flag related proclamations.
- b) The flags of service clubs or other special interest groups shall not be flown on any County of Frontenac flagpole.

4) Council Chamber Flags

The flags in the Frontenac County Council Chambers are displayed on a flag stand with the National Flag of Canada in the centre, the Provincial Flag of Ontario to the left and the County of Frontenac Flag on the right. In determining the left and right location, the observer stands facing the flags.

5) Replacing and Disposal of flags

The Deputy Chief of Operations of Frontenac Paramedic Services will direct staff to replace the flags when required.

When a flag becomes tattered and is no longer in a suitable condition for use, it should be destroyed in a dignified way.

A flag is considered to be tattered or worn when the colour has faded, it has developed a hole, or the outermost seam (fly) of the flag has become frayed. When a flag is no longer in a suitable condition for use, it should be disposed of in a dignified manner.

Disposal of such flags may be handled in the following manner:

- Return flag(s) to participating retail stores who will dispose of them;
- Flags made of natural fibres (wool, cotton, linen) should be burned in a dignified manner; privately without ceremony or public attention being drawn to the destruction of the material;



**Corporate Policy & Procedure Manual
Communications**

Index Number: A09-ADM-007

Subject: County of Frontenac Flag Protocol Policy

Page 5 of 5

Effective Date: September 19, 2018

Approved:

Revision Date:

- Flags made of synthetic material (nylon or polyester) should be respectfully torn into strips, with each element of the flag reduced to a single colour, so that the remaining pieces do not resemble a flag. The individual pieces should then be placed in a bag for disposal – the shreds of fabric should not be re-used or fashioned into anything.

References:

City of Waterloo Policy Title: Flags and Proclamations

Government of Canada:

[Canadian Flag Etiquette](#)

[Half Masting](#)



Report 2018-108

Council Recommend Report

To: Warden and Members of County Council

From: Kelly J. Pender, Chief Administrative Officer

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

Date of meeting: September 19, 2018

Re: **Planning and Economic Development – Approval of the transfer of Frontenac Paramedic Services (FPS) Fleet vehicles for Planning Services**

Recommendation

Be It Resolved That the Council of the County of Frontenac accept the Planning and Economic Development – Approval of an Additional Fleet Vehicle for Planning Services report for information;

And Further That the Council of the County of Frontenac approve the transfer of the surplus FPS 2010 Toyota Highlander and the 2008 Ford Escape to the Planning and Economic Development Department;

And Further That Council authorize the transfer of Twenty Thousand, Seven Hundred and Thirty Seven Dollars (\$20,737) from the County Asset Replacement Reserve to the Joint FPS Vehicle Replacement Reserve.

Background

The Planning and Economic Development Department have a complement of 5 staff, 3 of which are offsite 90% of the time, with the remaining 2 offsite for approximately 30% (combined) of the time. The present fleet complement for the department is a Ford Explorer, a Smart car and a monthly rental of a Dodge Ram truck.

Comment

As noted, three of the five Planning and Economic Development staff are required to be off site on a regular basis and as such require the use of a vehicle. These positions are i) Manager of Community Planning; ii) Community Planner; and iii) Community Development Officer.

Of the two remaining staff the Manager of Economic Development is off site for 40% of the time while the Director of Planning and Economic Development is off site approximately 20% of the time. Both of these positions make every effort to schedule off site requirements when a vehicle is not being used; however occasions do exist when a daily rental is required.

The Planning and Economic Development Department currently has a fleet of three vehicles, those being a Ford Explorer, a Smart car and a monthly rental of a Dodge Ram truck. The rental payment of the truck is 40% covered directly by RED funding with the remaining 60% covered by reserves and Township contributions earmarked to match RED funding. RED funding will cease in March 2019 and the County will be responsible for 100% of the rental cost. RED funding does not support the purchase or leasing of a vehicle. Should Council approve the transfer of the Toyota Highlander, the rental of the Dodge Ram will cease in March 2019 once it is no longer covered by RED Funding.

Marine Services are currently utilizing the Smart car pending the acquisition of its new fleet vehicle which was approved by County Council at its July 18 meeting. In exchange, the Planning and Economic Development Department utilizes the 2008 Ford Escape (which was part of the FPS fleet that was replaced in 2018) which is more suitable for the County's more remote rural areas and winter weather conditions.

Should Council approve the permanent transfer of the Ford Escape, the Smart car will be deemed surplus and will follow the Disposal of Assets Policy which could include the vehicle being offered for sale to the Townships. Any proceeds from the disposition of this vehicle will be used to offset the transfer costs of the Ford Escape and the Toyota Highlander.

Alternate Option – Continued with the use of Rental

The cost of the Dodge Ram Rental is \$1,000 per month. As noted, after March 2019 the County will be responsible for 100% of this cost. This represents a yearly cost of \$12,000. The rental cost of the preferred SUV type model of vehicle, which allows better organization and secure transportation of cargo, is much higher at \$1,300 per month or \$15,600 per year.

Staff are not recommending this option given that should the Planning and Economic Development Department have the opportunity to continue to inherit surplus FPS vehicles, the yearly cost of a rental would be greater than yearly contributions to reserves for the life cycle of surplus FPS vehicles.

Staff appreciates that this type of request belongs as part of the yearly budget deliberations; however given the timing of the availability of these vehicles, there is a cost benefit for the County to consider this now. It would be a waste of resources to not utilize these vehicles as well as a lost opportunity given that the Disposal of Assets Policy would require that these vehicles be offered out externally.

Sustainability Implications

Inheriting in house assets provides for appropriate stewardship of County resources.

Recommend Report to Council

Planning and Economic Development – Approval of the transfer of FPS Fleet vehicles for Planning Services
September 19, 2018

Page 2 of 3

Financial Implications

As per the Disposal of Assets policy, staff are responsible for determining the estimated value of an asset prior to its disposal. In setting the value the Department Head shall consider the following:

- a) condition
- b) age
- c) replacement cost

The assessment of the Toyota Highlander has been valued at \$13,000 and the Ford Escape has been valued at \$7,737. A total of \$20,737 will be transferred from County's Asset Replacement Reserve to the Frontenac Paramedic Services Vehicle Replacement Reserve.

The depreciation amount will be an annual contribution to the reserve; during the 3 years to reimburse the purchase, the annual contribution will be \$18,913; after the reimbursement the annual contribution will be \$12,000.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Alex Lemieux, Deputy Treasurer
Paul Charbonneau, Chief Paramedic/Director



Report 2018-111

Council Recommend Report

To: Warden and Council

From: Kelly Pender, Chief Administrative Officer

Prepared by: Paul Charbonneau, Chief Paramedic/Director
Emergency and Transportation Services

Date of meeting: September 19, 2018

Re: **Frontenac Paramedic Services – 2019 Legislated Response
Time Performance Plan**

Resolved That the Council of the County of Frontenac receive the Emergency and Transportation Services – 2019 Legislated Response Time Performance Plan report for information;

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

Background

At its meeting on September 20, 2017, County Council passed the following resolution:

Resolved That the Council of the County of Frontenac accept this Emergency and Transportation Services – 2018 Legislated Response Time Performance Plan report;

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

Carried

The County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2018:

For the calendar year of **2018**, from January 1 to December 31,

i. Designated Delivery Agent (DDA) - **Sudden Cardiac Arrest**

48% percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a person equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.

ii. EMS Designated Delivery Agent - CTAS 1

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

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

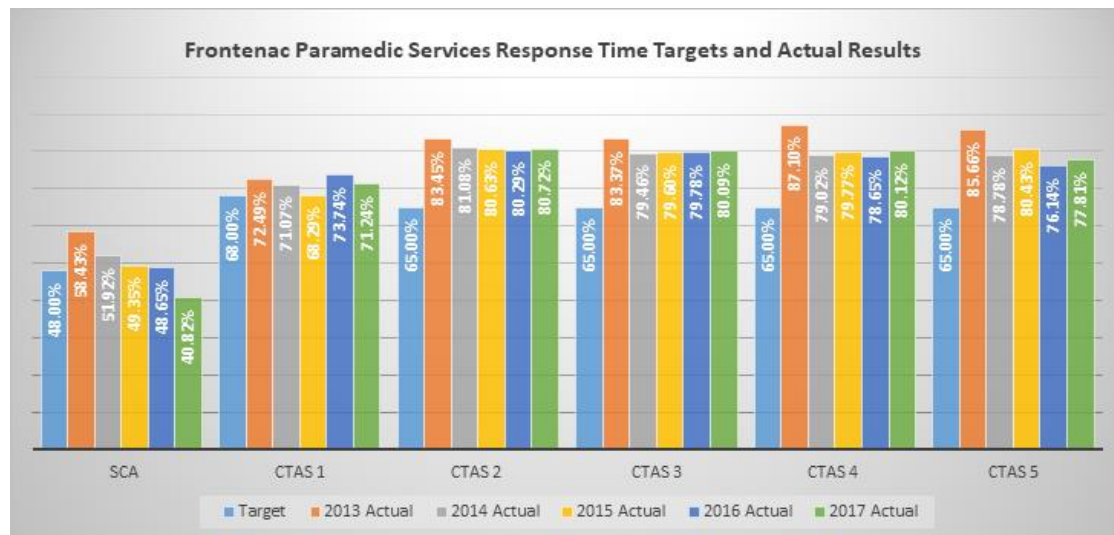
The **County of Frontenac** will endeavour to have a **Paramedic** as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within a period of time determined appropriate by the DDA and noted below in Table 1, or as resources permit (level of effort):

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

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

Comment

Since the inception of RTS in 2013, the County of Frontenac has met and/or exceeded its stated RTS as illustrated in the graph below.



It is recommended that the County of Frontenac amend the criteria under Regulation 257/00 for its response time targets for 2019:

For the calendar year of **2019**, from January 1 to December 31,

i. Designated Delivery Agent (DDA) - **Sudden Cardiac Arrest**

48% percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a person equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.

ii. EMS Designated Delivery Agent - CTAS 1

70% percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.

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

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

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

CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	75%
3	10 minutes	75%
4	10 minutes	75%
5	10 minutes	75%

Sustainability Implications

Good stewardship of the County's financial resources allows for the most appropriate care of our residents and visitors when in need of paramedic services.

Financial Implications

None at this time.

Organizations, Departments and Individuals Consulted and/or Affected



K&P Trail 10 Year Plan



FRONTENAC

Current status of K&P Trail



Kingston to Sharbot Lake

- 75 km of off road trail to Railway Heritage park in Sharbot Lake
 - 2.5 km remain
- Paper map under development in partnership with City of Kingston
- Accessible wayfinding signage designed consistent with Kingston approach to be installed in Q4 2018

Sharbot Lake North

- 30 km of off road trail, largely owned by Central Frontenac Township and Mississippi Valley Conservation Authority
- Stretch of rail bed in private hands – sometimes conflict arises between owners and trail users
- Maintenance and improvements in care of Eastern Ontario Trails Alliance

Frontenac Islands

- K&P Trailhead located at Confederation park with trail infrastructure beginning in Douglas Fluhrer Park in the City of Kingston, close to Wolfe Island Ferry dock.
- On road cycling routes (trails) created and signed, including part of the Waterfront Trail.



K&P Trail: Challenges

Trail Usage Data

To continue strategic investment in trail development and marketing, the County needs to better understand trail use through data collection.

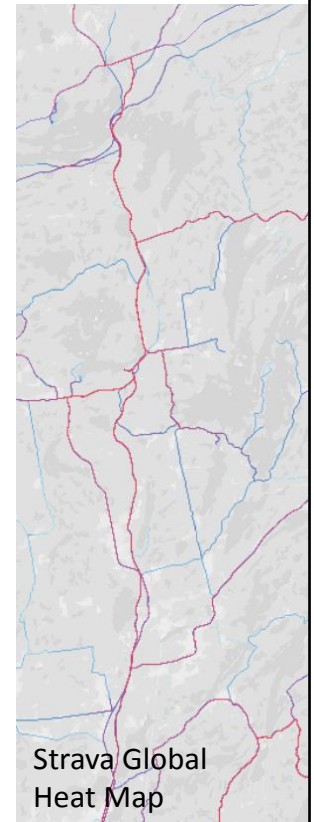
The EOTA can provide data for ATV permit sales in Eastern Ontario, which has seen an increase year over year.



Electronic
Counters



Trail Counts



Strava Global
Heat Map





K&P Trail: Challenges

Funding

The lack of a dedicated reserve of funds for trail development and maintenance creates challenges when addressing ongoing concerns or developing new sections of trail.

In addition, larger projects require dollars to be set aside in advance as specific partnership and grant opportunities may not be known ahead of time.

The schedule of development should be predictable and able to respond to opportunities as they arise.

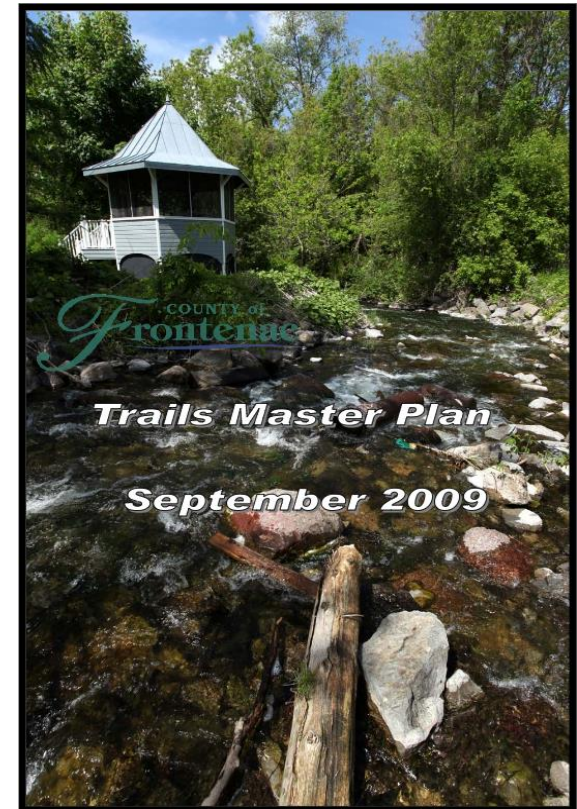


K&P Trail: Challenges

Policy & Governance

The Trails Master Plan is almost 10 years old.

- Requires updates to include maintenance standards, accessibility information
- Requires clarity for County responsibility for K&P Trail and relationship with other local trails.
- Update will be required to integrate recommendations from Active Transportation Master Plan



K&P Trail: Challenges



Motorized & Non Motorized Use

Use of motorized off-road recreational vehicles is growing in North America and is the fastest growing market for trail tourism.

There is a challenge balancing the local vision for the trail and the growing demand for ATV access to appropriate trails.

Regular (weekly) maintenance is required to inspect and manage damage to County property by ATV users attempting to access K&P Trail south of Craig Rd.

A higher standard of maintenance is required for multi-use trails to keep surface conditions appropriate for cycling, walking, and accessibility. ATV user groups have difficulty understanding this need.

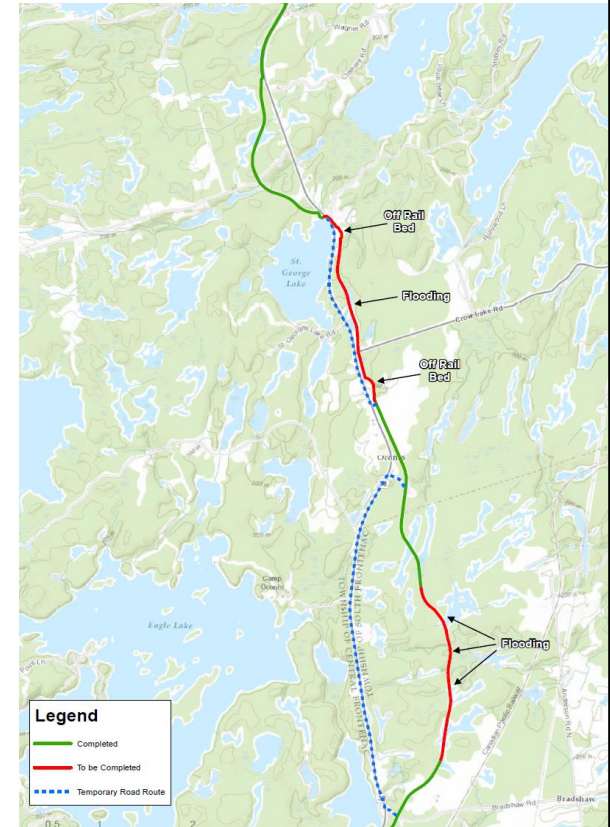


K&P Trail: Emerging Opportunities



Funding may be available through the EOTA to complete a key connection between Bradshaw rd and Vinkle road in Q4 2018.

Funding may be available through the The Great Trail to assist with costs associated with environmental analysis for remaining gaps between Vinkle Rd and St. George's Lake





Assumptions for 10-year Capital planning

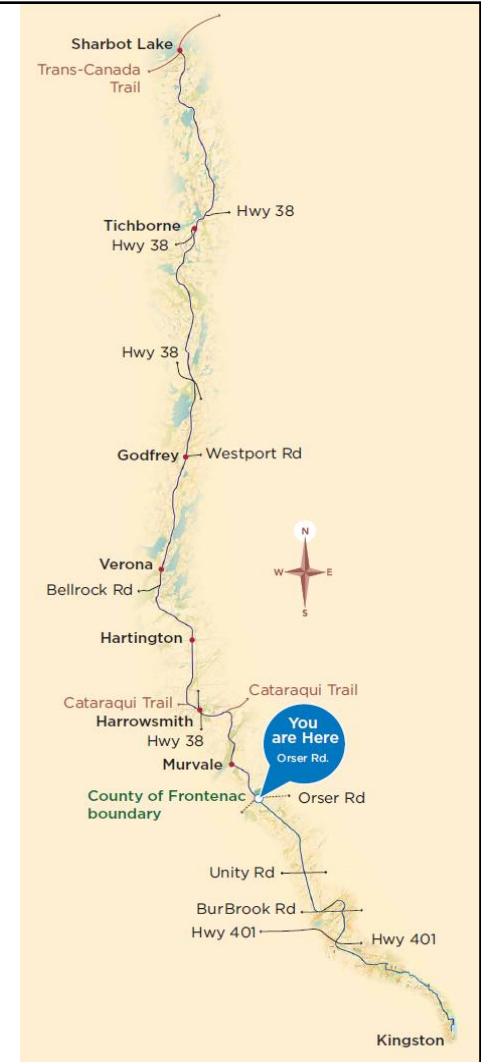


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Assumption 1: Trail Spine

County trail responsibility will extend from the US border border in Frontenac Islands (Horne's Ferry) to where the K&P Trail exits North Frontenac into Lanark County.

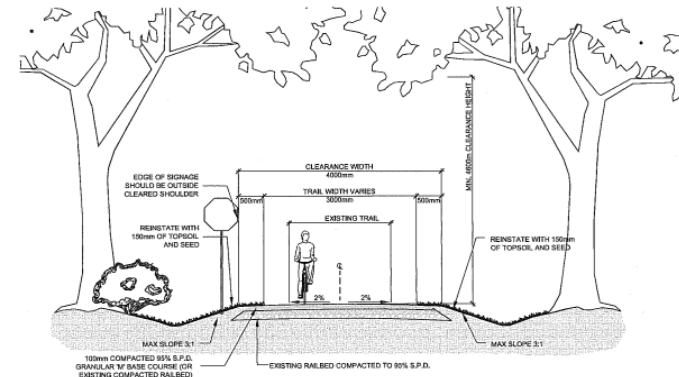
County Trail responsibility will be limited to the development of a North/South "spine" to connect Frontenac communities.



FRONTENAC

Assumption 2: Quality of Build

The K&P Trail is built to the Ministry of Transportation trail standard ensuring a high quality, accessible experience for cycling, walking, and motorized off-road use.



NOTES:

1. TRAIL TO FOLLOW LINE OF CONSTRUCTED GRADE UNLESS OTHERWISE NOTED.
2. TRAIL TO BE AT SAME GRADE AS SHOULDER.
3. TRAIL SURFACE TO BE SMOOTH AND EVEN THROUGHOUT.
4. REMOVE DELETERIOUS MATERIAL (CLAY, ETC.) THAT RESISTS COMPACTION.
5. FILL WITH GRANULAR 1/2" MATERIAL WHERE NECESSARY AND COMPACT TO 95% S.P.D.
6. WHERE WIDENING SECTIONS CHANGE, FORM A SMOOTH TRANSITION BETWEEN WIDENED AREA AND EXISTING SHOULDER.
7. CLEAR VEGETATION TO EDGE OF SHOULDER.
8. PLANTING OF EXISTING VEGETATION SHOULD FOLLOW PROPER HORTICULTURAL TECHNIQUES AND BE APPROPRIATE FOR THE SPECIES IN QUESTION.
9. ALL DIMENSIONS ARE IN MILLIMETRES UNLESS OTHERWISE NOTED.



FRONTENAC

Assumption 3: Trailheads

The County will develop 4 trail access points or “trailheads.” One in each Frontenac township

Each Trailhead will have a maximum investment of \$100,000 from the County to develop.



Assumption 4: Signature Destination

The K&P Trail is a recognized trail across Ontario with appropriate wayfinding signage, maps and branding to support ongoing marketing efforts to attract new visitors for the K&P Trail experience.

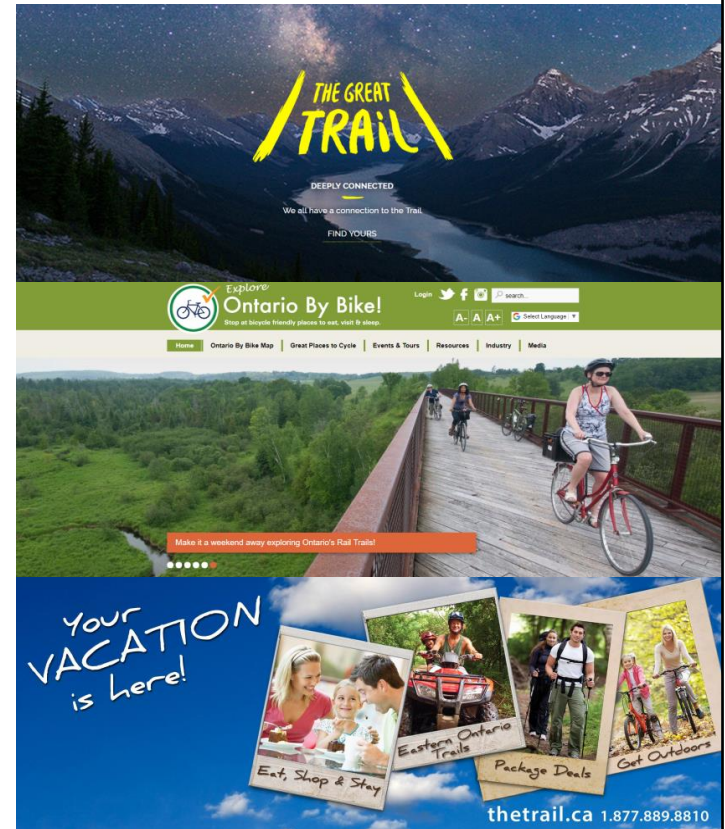


Assumption 5: Partnership & Recognition

The County will participate in regional partnerships to ensure the K&P Trail is included in regional and provincial networks.

Examples include:

- Kingston K&P Trail
- Province-wide cycling Network (MTO)
- Eastern Ontario Trails
- The Great Trail (Trans Canada Trail)



FRONTENAC



Report 2018-118

Council Recommend Report

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Richard Allen, Manager of Economic Development
Date of meeting: September 19, 2018
Re: **Planning and Economic Development – Confirmation of Assumptions for K&P Trail 10 Year Capital Plan**

Recommendation

Be It Resolved That the Treasurer and CAO be granted delegated authority to finance the County share of trail-related grant opportunities from existing reserves to a maximum of \$250,000.

Background

In order to effectively plan for the long term development of the K&P Trail, staff are undertaking the development of a 10 year capital plan to assist with project planning, financing, and the pursuit of funding options. An early draft of this plan was presented as part of the briefing for Report 2018-097 at the County Council meeting held on July 18, 2018.

Construction of the 12.5 km stretch of K&P Trail from Tichborne to Sharbot Lake began in December of 2016 and 9km of construction has been completed to date. The remaining sections to be developed contain complex construction challenges, such as flooding or leaving the K&P rail base to avoid residential dwellings.

Comment

County staff are seeking confirmation of certain assumptions for inclusion in the long term development of the K&P Trail. The presentation (attached as Appendix A) led by staff will engage Council in a discussion around these assumptions in order to correctly capture the scope of the 10 year capital plan.

In addition, County staff are working to complete construction on the K&P Trail between Tichborne and Sharbot Lake. In order to be successful in procuring funding partners for remaining projects, staff need the flexibility to commit to matching funds with successful

applications. Staff are aware of two specific opportunities to either complete trail construction or to move work closer to shovel readiness.

Sustainability Implications

Development of a long-term capital plan for the K&P Trail supports the financial sustainability of the trail development project and ensures the County of Frontenac has developed appropriate financial processes in order to address anticipated expenditures.

Financial Implications

In order to ensure that the County can take advantage of grant funding, the County share of trail-related grant opportunities will be permitted to be drawn from the Working Fund reserve to a maximum of \$250,000. Repayment of the reserve will either be from levy via the Community Development reserve or Federal Gas Tax as approved by Council.

Staff will provide regular financial updates.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Alex Lemieux, Deputy Treasurer



Council Recommend Report

2018-114 Office of the Chief Administrative Officer Approval to Proceed ... Page 107 of 146

And Further That Council remains open to continuing discussions with the CRCA with respect to the construction of a potential joint administrative facility located either on the grounds of the current County facility at 2069 Battersea Road, or the CRCA property at Little Cataraqui Creek Conservation Area at 1641 Perth Road (or in the vicinity);

And Further That the Administrative Building Design Task Force (ABDTF) report back regarding progress and options by July 31, 2018.

Carried

Comment

Since the resolution passed in March, the Administrative Building Design Task Force has met on four occasions. As part of the process, 8020 Info Inc. was retained to provide facilitation services between the parties. To date, 2 facilitated joint sessions have been held and one independent session with each party. In addition, at its meeting held July 18, the Task Force was also asked to consider whether a provision should be made for any future third-party interest in co-locating as the Township of South Frontenac had now expressed interest in becoming a partner should the new build to be located in the Township of South Frontenac.

Through the facilitation of Mr. Rob Wood, 8020 Info Inc., the Task Force and the CRCA met jointly on August 13, 2018. Mr. Wood provided members a discussion guide with the purpose of the session being to confirm whether or not the CRCA and County of Frontenac (and/or South Frontenac Township) wish to pursue next steps to validate the potential for a partnership and co-location of administrative offices at a shared site. A copy of Mr. Woods report is attached to this report as Appendix A.

The meeting concluded with unanimous agreement of those present to recommend to their respective Councils/Board to proceed with the hiring of an architect, to an upset limit of \$20,000 (split three ways), to refine/develop three floor plans for each individual organization plus a floor plan for the combined facility. The architect will also comment on the life cycle cost implications for a combined building (i.e., the initial construction cost savings plus the square ft. savings x ongoing maintenance/utility costs). This will provide all three parties with a more accurate order of magnitude savings for a combined facility.

This information will allow each party to determine if the compromises that are inherent in a joint facility are adequately offset by savings. Much of this work will be valuable in any exercise moving forward, regardless of whether or not a joint facility is pursued. All parties understand that if this process moves forward, they will have another decision point in the new year with their new Council/Board whether or not to continue.

This recommendation went to the CRCA board on August 29 and South Frontenac Council has been advised of this project, which is being funded as an administrative budge line. Both partners have confirmed support.

Sustainability Implications

Any new facility would be constructed to a LEED standard in order to maximize energy efficiency. Shared facilities would reduce the overall environmental foot print required to construct/occupy two separate facilities.

Financial Implications

The hiring of an architect has an upset limit of \$20,000 to be split three ways (County of Frontenac, CRCA, and the Township of South Frontenac)

Should County Council support the recommendation, all three partner Councils/Board will be contributing equally to the cost with the County's share being one third or \$6,667.

Staff are recommending that this be expensed from the Stabilization Reserve.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer

Alex Lemieux, Deputy Treasurer

Kevin Farrell, Manager of Continuous Improvement

Shared Administration Facilities – Planning Process Outcomes:

On August 13th, the joint planning group from CRCA and the County of Frontenac met to review information reports, options and issues that emerged in discussions exploring the idea of sharing administrative offices on a common site. (The concept now includes the potential participation of the Township of South Frontenac.)

This particular session focused on whether or not to pursue a next step — of engaging architectural expertise to validate the potential costs and benefits for partners to either co-locate administrative offices at a shared site or pursue their own stand-alone/other options.

Recommendation:

All participants agreed that, on the basis of the partners' initial discussions and high-level assessment of the potential for savings and other benefits by sharing administrative offices on a common site:

IT IS RECOMMENDED that a combined budget of up to \$20,000 be allocated to engage appropriate architectural services to validate initial assessments and provide a report by the end of December. This work will enable the partners to make a decision on whether or not to pursue the next stage of a shared development project. Costs of this assignment are to be shared equally among the partners who agree to participate.

Scope of the assignment is to include:

- architectural analysis of the needs and validation of space planning assumptions,
- preliminary floor plan concepts to help quantify potential cost savings on shared space in a joint facility that meets partner needs,
- options for potential configuration of common spaces for best efficiencies,
- implications related to parking, building code and so on,
- potential options to preserve brand identities on a shared site, and
- initial budget-level estimates, cost multipliers for construction and benchmark lifecycle costs, both for a joint project and comparison with stand-alone options.

Note:

It is expected that the architectural assessments will have value for the participating partners regardless of whether they pursue joint or independent options.

Background Related to the Recommendation:

Below are highlights from the more detailed background material that was reviewed, and which frame the planning context and recommendation:

The Decision Framework:

- Each partner plans to compare the costs and benefits for a shared option against their own stand-alone options, which vary from partner to partner.
- A credible potential benefit — perhaps in the range of a 15% cost saving — will be needed to justify the trade-offs involved in sharing.
- Non-financial and brand/identity factors will be considered in any final decision.
- The Township of South Frontenac has indicated its potential interest in a shared facility and has engaged in the process. Some see the two municipalities as having a natural functional and brand fit on a shared site. Township participation is predicated on a location in South Frontenac.
- Critical timelines for proceeding with either shared or stand-alone options vary from partner to partner. Commitment decisions on whether to proceed together or not will likely be required sooner than later, perhaps shortly after year-end.

Shortlist of specific partners / sharing options to be explored further:

- Three-way sharing (CRCA, Frontenac County and South Frontenac)
- Frontenac County and CRCA
- CRCA alone, and the County with South Frontenac
- All three potential partners go on their own.

Timelines/milestones:

- Proposed timelines if a shared project were to proceed:
 - 2018: work through agreement in principle (“pre-nuptial”) by early fall
 - 2019: sort out the financing arrangements / budget issues
 - 2020: complete the design work
 - 2021: start the construction build, for completion perhaps in 2022
- Any delays in moving forward will probably mean increased construction costs.
- It will be necessary to accommodate the municipal election cycle in October and new councils taking office thereafter.

Parameters for potential location of a shared site:

The question of *how many* and *which partners* are willing to pursue a shared option must be resolved before more specific criteria for a site search can be determined.

Location preferences, site size, building size and service requirements, brand implications and other strategic considerations will all depend on the priorities of the particular partners involved.

Area of potential search:

In discussions with all parties to date, however, the boundaries of a potential area of search have been narrowed at this point to:

- North of 401, south of Rutledge Road, east of Hwy 38 and west of Hwy10
- South Frontenac (e.g. Harrowsmith, Inverary, Sydenham)
- North part of Kingston close to the 401

Proximity to natural or other assets, services and infrastructure will no doubt be factors in selection of any final site. Information from studies currently under way, such as the Frontenac Communal Services Study expected later this year, may also inform or influence site selection options.

Opportunities for sharing services do not depend on a shared site:

- Consensus emerged that potential opportunities for sharing services (such as back-office functions) are not that dependent on sharing a site/facility. Some services are shared now and others could be in future, either way.
- Some participants have expressed scepticism about hard cost savings on shared services (although there may be potential for service quality improvements, ease of staffing, and/or better management of risk and future growth in costs).
- It is probably premature and would complicate matters at this stage to enter into discussions with community agencies or other potential tenants who would not be full partners in developing the project.

Budget estimates / options for capital and lifecycle costs:

- There is continuing interest in design/build/lease options (or some combination).
- In comparing their options, partners must take into account the costs of renovation and/or disposition of their current assets. There may also be financial opportunity costs (e.g. other projects need investment).
- Different financing options and costs depend on the partners involved.



Comparison of Space Needs and Potential for Sharing

The three potential partners (CRCA, the County of Frontenac and South Frontenac Township) provided initial estimates detailing their individual space requirements.

They also identified areas with potential savings/efficiencies through sharing, which could be explored further in an architectural analysis. The summary below provides highlights. *(Note: Areas are estimated in square feet, with a 35% gross up to cover full space requirements beyond core functional needs.)*

Frontenac County	CRCA	South Frontenac
DEDICATED SPACE	DEDICATED SPACE	DEDICATED SPACE
AMOUNT OF SPACE THAT	COULD BE CONSIDERED FOR SHARING IN WHOLE OR PART	

Estimates of Sq. Ft. Required	FC	CRCA	SF	Total
Dedicated:	4,374	6,830	6,495	17,699 [58%]
Potential Shareable:	<u>3,842</u>	<u>3,729</u>	<u>5,391</u>	<u>12,962</u> [42%]
TOTAL REQ'T:	8,216	10,559	11,886	30,661

Spaces identified for potential sharing include reception, storage and IT/server areas and meeting spaces. The major functional uses for *potential* sharing include:

- Council Chambers/Large Meeting Room (4,833 sq. feet total used by three)
- Lunchrooms and Kitchens (2,103 sq. feet total currently for 3 partners)
- Public & Staff Washrooms (2,160 sq. feet total currently for 3 partners)

Note: The potential for space reductions would vary upon levels of shared use.



Functional space and other site/building requirements:

- Partners expressed desire for closer scrutiny of how much space (and cost) would really be saved by sharing a facility. While detailed estimates for specific offices/spaces are available on file, a high-level summary has been included here.
- Further technical analysis of site requirements will also be needed, related to:
 - parking lot and service/amenity needs,
 - impact on site services if a three-way/~90-staff building is pursued, and
 - implications for “customer” or “user” traffic.
- A growth factor of 2.5% per year has been built into estimates for future space requirements.

Process tasks and communications

- Those involved in the discussions have noted the importance of transparency and keeping partners and the public well informed about the process. It has been a public process with documents posted online and coverage by local media.
- The recommendation from the Aug. 13th session proposes a next step of engaging architectural expertise to validate the joint committee’s initial estimates of costs and cost savings — but from a technical perspective. Approval will be sought from each of the three potential partners involved in these discussions, and they will each be asked to fund their fair share of the cost of this due diligence work.
- It is assumed the technical assignment could be completed by year-end. On the basis of these refined concepts and their budget implications, the partners would then be asked to make a commitment to the next stage of developing a plan for sharing administration offices on a common site (e.g. identifying suitable sites, designing the governance model for the facility, and confirming an approach to finance the project).

Participants in the Shared Administration Offices Review:

Ron Vandewal

Tom Dewey

Natalie Nossal

John Inglis

Kelly Pender

Joe Gallivan

Kevin Farrell

Support: Janette Amini, Donna Campbell and Rhonda Roantree

Max Kaiser

Gary Oosterhof

Bert Herfst

Alan Revill

Ross Sutherland

Geoff Rae

Katrina Furlanetto

Rob McRae

Tom Beaubiah



Report 2018-116

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: September 19, 2018
Re: **Corporate Services and Fairmount Home – Sidewalk and Patio Replacement**

Recommendation

Be It Resolved That the Council of the County of Frontenac accept the Corporate Services and Fairmount Home – Sidewalk and Patio Replacement report for information,

And Further That the Council of the County of Frontenac authorize staff to transfer \$16,000 from the Accessibility reserve for the installation of two accessibility ramps to the County Annex.

Background

The County of Frontenac 2018 budget provided for the replacement of approximately 1,800 square feet of existing sidewalk at Fairmount and a Corporate Services patio that will be funded using asset replacement reserves.

Comment

The County of Frontenac issued a Request for Quotation to remove and reinstate approximately 1,800 square feet of existing sidewalk and patio. The quotation was to include provisions for;

- the removal and proper disposal of all excavated materials
- move the new sidewalk away from the building (approximately 6 feet)
- the removal of 3 cement flower planters and small section of paving stones located at the same area with localized finished grade equal to the surrounding
- reinstatement of the sidewalk and patio to uniform width and depths including accessible ramps at the exit points

- pressure disbursement plates must be used at pre-defined locations (as directed by site maintenance staff) to protect sewer line infrastructure
- a separate cost for the removal and reinstatement of an additional 252 square feet of sidewalk on a sloped grade

The County is required to meet the AODA Design of Public Spaces Standard which sets out requirements for public spaces that are newly constructed or redeveloped, including exterior paths of travel and outdoor public use eating areas. As such, this phase of the project will include the installation of new accessible ramps at an estimated total cost of \$16,000 to be installed at exit points to the emergency exit at the bottom of the main stairwell leading the lower level, the Frontenac Boardroom, and the staff lunchroom in the County Annex. At present, these 3 exit points are not accessible and require a person exiting to step down when entering or exiting the entrance. Staff can confirm that the work will meet or exceed the specifications laid out in the Design of Public Spaces Standard for exterior paths of travel and ramps. The Frontenac Accessibility Advisory Committee has been consulted on this project and supports this use of Accessibility Reserve funds. The requirement of accessible upgrades to the outdoor public use eating area located outside of the Frontenac Boardroom and staff lunchroom will be included in the 2019 budget.

Sustainability Implications

The existing sidewalk and patio infrastructure are original construction era and have deteriorated almost to the point of being unusable. In the event of an emergency which requires evacuation of the resident population, from the South units in particular, there are serious concerns about the safety of the footing provided at this point of egress. Estimated useful life of the reinstated walkway and patio is 30 years.

Financial Implications

The cost for the accessibility ramps are estimated to be \$16,000 + HST. The cost of the ramps will be charged to the Accessibility Reserve, which receives annual allocations for these types of projects.

Organizations, Departments and Individuals Consulted and/or Affected

Tom Mercer, Manager of Environmental Services
Jannette Amini, Manager of Legislative Services/Clerk

**FRONTENAC****Report 2018-113****Recommend Report to Council**

To: Warden and Members of County Council

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Megan Reuckwald, Manager of Community Planning

Date of meeting: September 19, 2018

Re: **Corporate Services – Amendments to Procedural By-law 2013-0020 resulting from Bill 139 and Amendments to the Planning Act**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive the Corporate Services – Amendments to Procedural By-law 2013-0020 resulting from Bill 139 and Amendments to the Planning Act report for information;

And Further That Procedural By-law 2013-0020, be amended as follows:

That Section 1.3, Definitions be amended to add a new definition (u) “LPAT” means the Local Planning Appeal Tribunal; and,

That Section 1.3 be renumbered accordingly; and,

That Section 20, Specific Motions be amended by adding a new section 20.11 as follows:

Reconsideration of matters returned to the municipality by LPAT	20.11	Matters returned to the municipality by LPAT for a new decision shall not be subject to the rules of a motion for reconsideration.
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That Section 26, Committees, be amended by adding a new section 26.27 as follows:

Reconsideration of matters returned to the municipality by LPAT	20.11	Matters returned to the municipality by LPAT for a new decision shall not be subject to the rules of a motion for reconsideration at the Planning Advisory Committee.
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The Bill also includes amendments to the *Planning Act* which now requires official plans to contain policies relating to affordable housing and policies relating to climate change. These policies would require approval by an approval authority and decisions on these policies cannot be appealed except by the Minister and requests to amend the policies can only be made with council approval. When these policies are in place, zoning by-laws that establish permitted uses, minimum and maximum densities and, except in certain circumstances, minimum and maximum heights cannot be appealed except by the Minister.

The biggest change to the Provincial planning framework is the repeal of the Ontario Municipal Board (OMB) which has been replaced with the new Local Planning Appeal Tribunal (LPAT). It creates sweeping and fundamental changes that significantly restrict the land use planning matters that can be appealed, the standard for review, and how hearings will be conducted. Grounds of appeal for official plans and zoning by-laws are now restricted to only matters of consistency and/or conformity with provincial and/or municipal policies/plans, with the onus being placed on the appellant to set out reasons why Councils decision is inconsistent or does not conform with provincial policy and/or applicable official plan. For non-decision or refusal, the onus is on the applicant to demonstrate how their proposal would be consistent and how existing Official Plan policies and Zoning By-law provisions fall short.

The amendments also set out the requirements for LPAT to return a matter to a municipality for a new decision when LPAT determines that the municipal decision did not follow provincial/local policies. The municipality will have 90 days to issue a new decision (this does not apply to municipally-initiated matters), reassess the application, provide notice of a public meeting, hold a meeting, and issue a new decision. Given that the County's Procedural By-law places restrictions on motions being reconsidered at Council, as well as restrictions for Committees to reconsider any question decided by Council or a matter which could involve a decision inconsistent with a Council decision, staff are recommending amendments to section 20, Specific Motions and section 26, Committees, of the Procedural By-law to exempt decisions returned to the municipality from LPAT being subject to the rules of reconsideration.

Sustainability Implications

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

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Joe Gallivan, Director of Planning and Economic Development



Report 2018-112

Recommend Report to Council

To: Warden and Members of County Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting: September 19, 2018
Re: **Corporate Services – Amendments to Parking By-law 2018-0027 required for Set Fine Approval**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive the Corporate Services – Amendments to Parking By-law 2018-0027 required for Set Fine Approval report for information;

And Further That Parking By-law 2018-0027, Schedule “3”; Subsection 9 - Penalties – Amounts (Part II Provincial Offences Act; Set Fine Schedule) be amended as follows:

That, Item 1, Column 1 be amended by deleting “Parked – where prohibited” and replacing with “Parked – heavy vehicles where prohibited”; and

That the foot Note be amended by deleting 9 a) and replacing with 9 b)

Background

At its regular meeting held June 20, 2018, County Council received report 2018-078 which outlined a number of issues regarding the undeveloped Verona Trailhead property, including the parking of transport trailers, the space being used for commercial activity, and idling which have led to concerns over noise and traffic/pedestrian safety. As a result, Council passed the following resolution, being Recommend Reports from the Chief Administrative Officer, clause a):

a) 2018-078
Office of the Chief Administrative Officer
Permitted and Restricted Uses of the Verona Trail Head Lands

Motion #: 106-18 Moved By: Councillor Inglis
Seconded By: Councillor Nossal

Be It Resolved That staff be directed to commence the process of bringing forward for Councils consideration a By-law to Regulate and Control the Parking of Vehicles on Property owned by the County of Frontenac.

Carried

As a result, By-law 2018-0027, being a by-law to regulate and control the parking of vehicles in the County of Frontenac on County owned lands was brought forward to the July 18, 2018 meeting and received all three readings.

Comment

An application for Set Fine approval was sent to the Ministry of the Attorney General (MAG) on July 24, 2018. Included in the application were the following documents:

- A Certified True copy of By-law 2018-0027, being a by-law to regulate and control the parking of vehicles in the County of Frontenac on County owned lands. This is a new Parking By-law for the County of Frontenac and at this time, contains no amendments;
- Set Fines Application – Part II to seek set fines for contraventions to Parking By-law 2018-0027;
- Two copies of the set fine schedule – one with set fine amounts (and early voluntary payment) listed and one with set fine amounts (and early voluntary payment) amounts left out.

On July 31, 2018, staff were advised by MAG of receipt of the County's set fine application for bylaw 2018-0027 and that the following changes were required:

1. Item 1: the short form wording should say “Parked heavy vehicles where prohibited”
2. The general penalty section is section 9(b). Please change the citation at the bottom accordingly.

Staff are seeking Council approval to make the necessary amendments to By-law 2018-0027 in order to receive set fine approval from MAG. Without set fine approval, the County is not able to proceed with the issuance of parking infractions under Part II of the *Provincial Offences Act*.

Sustainability Implications

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

Financial Implications

There are no financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Ministry of the Attorney General (MAG)



Report 2018-115

Council Information Report

To: Warden and Council
From: Kelly Pender, Chief Administrative Officer
Prepared by: Lisa Hirvi, Administrator
Date of meeting: September 19, 2018
Re: **Fairmount Home – Quarterly Update Activity Report**

Recommendation

This report is for information purposes only.

Background

The following information is an update regarding the activities/challenges at Fairmount Home from April 1, 2018 to June 30, 2018 as well as significant updates in July 2018.

Comment

Ministry of Health and Long-Term Care

During the second quarter, there were no complaints logged with the Ministry of Health and Long-Term Care (MOHLTC) and no inspections were conducted.

Outbreaks

No outbreaks were declared during the second quarter.

Public Posting of Home Performance Levels

MOHLTC developed a comprehensive Long-Term Care Homes Quality Inspection Program Performance Assessment Framework (LPA). Data from multiple sources is compiled to assess the performance of a home in meeting the requirements of the legislation and in providing quality care for residents. The results to December 31, 2017 were previously reported to County Council in the Quarterly Update Activity Report dated May 16, 2018. Subsequent results will be presented to County Council in the County of Frontenac's report on key performance indicators (KPIs).

Fairmount's 50th Anniversary

Fairmount celebrated its 50th anniversary in July 2018. The 50th anniversary committee planned a number of events beginning in April. The events were unique to Fairmount and were well received by the attendees including residents, staff and volunteers. The

final celebration was held on July 26, which was open to the public and well attended. Karyn Price-Caird led the committee that included Sonia Amaral, Gail Babcock, Tina Banouvong, Deb Crawford, Dorothy Jackson and Katie Johnson. Thank you to the 50th anniversary committee members for their creativity and dedication to Fairmount.

Brand Identity

On May 16, 2018, County Council approved Fairmount's brand identity. The brand identity was officially launched in July during the 50th anniversary celebrations. The new brand has been well received by residents, staff and volunteers. The website includes the new brand identity including our brand story, which is shared using an animation video. The new brand will continue to remind us to focus on our residents and Gentlecare®.

Accreditation

In January 2015, Fairmount was accredited with exemplary standing by Accreditation Canada. The four-year accreditation is set to expire; the next accreditation survey is scheduled for January 21, 2019. The management team has begun preparing for the survey.

Sustainability Implications

Not applicable

Financial Implications

For the lighting replacement, the financial implications are outstanding.

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Home Management Team

Fairmount Staff

Frontenac County Staff

Residents

Volunteers



Report 2018-117

Council Information Report

To: Warden and Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Susan Brant, Director of Corporate Services/Treasurer
Date of meeting: September 19, 2018
Re: **Corporate Services – 2018 Second Quarter Financial Summary**

Recommendation

This report is for information purposes only.

Background

The County of Frontenac financial summary for the second quarter of 2018 is attached.

Comment

Most variances are primarily due to timing with additional context provided below:

Revenue

User Charges

- Resident revenues are currently over budget but are reconciled at year end against Provincial revenue, so that the total amount received from the Province and the residents is within the prescribed Ministry of Health funding for Fairmount Home.

Provincial/Federal Funding

- The Provincial transfer for the Ferry is \$17,994 under budget, but will be reconciled at year end.

- Funding for a paramedic research project has resulted in \$293,200 in unbudgeted revenue. The County acts as a flow-through between the federal government and the research organization for this project, and there is an associated \$293,200 unbudgeted expense.
- Frontenac Paramedic Services Provincial funding is \$186,428 over budget through the second quarter including, one-time funding for prior year expenses in the amount of \$75,918 as well as community paramedicine funding.
- An Ontario Community Infrastructure Fund grant resulted in \$50,000 in unbudgeted revenue as well as \$120,177 from the Ontario Municipal Commuter Cycling Program.
- Funding from the RED program is \$68,796 under budget primarily due to the timing of the payments.

Other Income

- Provincial offences net revenue is currently under budget by \$21,725, but will be reconciled at year end with the City of Kingston.
- Investment income is over budget by \$27,798. The higher than anticipated returns have been the result of the County diversifying its holdings into a high interest savings account with The Investment One Program as well as Guaranteed Investment Certificates and bonds in accordance with Ontario Regulation 438/97.
- Unbudgeted funding from the Ministry of Health was received as a nominal reimbursement of \$29,192 for prior year PTSD costs.
- Funding from the MicroFit projects as well as other recoveries are under budget due to the timing of the payments.

City of Kingston Contribution

- City of Kingston contributions will be reconciled at year end.

Expenses

Salaries and Benefits

- Fairmount Home is \$30,562 under budget for salaries and benefits through the second quarter. This can mostly be attributed to timing differences when factoring in the cost of summer vacation when budgeting. Staffing costs will increase in the summer as vacation is taken and these positions are covered by casual and part-time staff.
- Frontenac Paramedic Services is \$285,959 over budget in salaries and benefits which includes sick leave, alternate work, overtime and maternity leave through the second quarter.

Materials

- Timing for purchases account for most of the variances.

Contracted Service

- Timing accounts for some of the variance along with the unbudgeted expenses of \$293,200 for the paramedic research project that is included in the Provincial/Federal Funding variance discussed above.
- Insurance costs represent a high portion of the Contracted Service line and the costs are incurred at the start of the year. Schedule 2 Excess Workers' Compensation Indemnity insurance will be offset with the savings in WSIB premium at year end.

Rents and Financing

- Most of the \$23,007 under budget variance relates to FPS Base 02. In April 2018 we received a refund for taxes and operating costs charged as part of the 2017 rent. This is usually an extra charge each year and was budgeted as such for 2018.

External Transfers

- These are typically processed at year end however \$63,000 has been paid to Northern Frontenac Community Services as of June 2018.

Net Capital Expense

- The under budget variance for both the Capital Revenue and Capital Expense is due in a large part to the K&P Trail. Although budgeted at \$595,000, funding has limited the actual expenditures to \$100,658.
- Frontenac Paramedic Services purchased two ambulances and remounted a third vehicle as budgeted in 2018. Their net capital expense is in a negative position, representing a gain from unbudgeted proceeds on the sale of two vehicles in the amount of \$68,710.

Sustainability Implications

Within Directions for Our Future, the vision statement associated with Capacity Building and Governance states that "Government decision-making processes are clear, forward thinking and focused on the longer term". By reviewing quarterly financial statements, Council can assure itself that the direction given through the 2018 budget is being carried out. At the same time, this information is being shared publicly

Organizations, Departments and Individuals Consulted and/or Affected

Senior Leadership Team
Alex Lemieux, Deputy Treasurer
Kathie Shaw, Senior Financial Analyst

Information Report to Council
Corporate Services - Finance - Second Quarter Financial Summary
September 19, 2018

Page 3 of 6

 County of Frontenac County of Frontenac For period ending June 30, 2018					
	2018	2018	June	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
Taxation from Other Governments	70,000				
User Charges	3,388,988	1,759,158	1,808,635	49,477	53.37%
Payments in Lieu of Taxes	42,897				
Federal and Provincial	15,703,109	7,650,911	8,205,022	554,111	52.25%
Other Municipalities	21,667	21,667	3,334	(18,333)	15.39%
Provincial Offences Net Revenue	127,195	63,600	41,875	(21,725)	32.92%
Investment Income	140,000	69,998	97,796	27,798	69.85%
Other	582,373	289,616	276,969	(12,647)	47.56%
Transfers from Obligatory Reserve	801,884				
Transfers from Reserve	421,761	214,208	72,042	(142,166)	17.08%
Total Operating Revenue	21,299,874	10,069,158	10,505,673	436,515	(49.32%)
Operating Expense					
Salaries & Benefits	27,019,294	13,215,018	13,513,566	298,548	50.01%
Materials	3,115,870	1,235,254	1,193,061	-42,193	38.29%
Contracted Services	7,778,803	4,351,554	4,248,814	-102,740	54.62%
Rents & Financing	233,426	126,048	103,041	-23,007	44.14%
External Transfers	181,361	63,000	63,000		34.74%
Depreciation	1,452,373	726,186	777,972	51,786	53.57%
Reserve Transfers	1,505,204	149,379	156,211	6,832	10.38%
Unapproved Projects					#DIV/0!
Total Operating Expense	41,286,331	19,866,439	20,055,665	189,226	48.58%
Net Municipal Contribution	19,986,457	9,797,281	9,549,992	-247,289	47.78%
LESS: Depreciation	(1,452,373)	(726,186)	(777,972)	(51,786)	(53.57%)
Net Municipal Contribution LESS Depreciation	18,534,084	9,071,095	8,772,020	-299,075	47.33%
City of Kingston	-9,007,538	-4,492,073	-4,503,770	-11,697	50.00%
County Contribution - Operating	9,526,546	4,579,022	4,268,250	-310,772	44.80%
Capital Revenue	1,341,292	1,084,492	515,928	(568,564)	38.47%
Capital Expense	1,561,346	1,069,013	567,729	-501,284	36.36%
Net Capital Expense	220,054	-15,479	51,801	67,280	23.54%
City of Kingston - Capital	-191,871	-151,048	-95,935	55,113	(50.00%)
County Contribution - Capital	28,183	-166,527	-44,134	122,393	156.60%
County Contribution - Debenture	210,295	166,416	167,653	1,237	79.72%
Total Requisition	9,765,024	4,578,911	4,391,769	-187,142	44.97%

 County of Frontenac Fairmount - County For period ending June 30, 2018					
	2018	2018	June	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
User Charges	3,120,586	1,540,605	1,580,308	39,703	50.64%
Federal and Provincial	6,012,360	2,990,046	2,993,182	3,136	49.78%
Other	198,838	100,950	85,576	(15,374)	43.04%
Transfers from Reserve	81,923	41,835	20,415	(21,420)	24.92%
Total Operating Revenue	9,413,707	4,673,436	4,679,481	6,045	(49.71%)
Operating Expense					
Salaries & Benefits	9,896,287	4,902,541	4,871,979	-30,562	49.23%
Materials	1,064,399	527,366	552,641	25,275	51.92%
Contracted Services	1,349,084	674,575	628,554	-46,021	46.59%
Depreciation	545,199	272,598	281,438	8,840	51.62%
Reserve Transfers	122,941	75,908	30,000	-45,908	24.40%
Unapproved Projects					#DIV/0!
Total Operating Expense	12,977,910	6,452,988	6,364,612	-88,376	49.04%
Net Municipal Contribution	3,564,203	1,779,552	1,685,131	-94,421	47.28%
LESS: Depreciation	(545,199)	(272,598)	(281,438)	(8,840)	(51.62%)
Net Municipal Contribution LESS Depreciation	3,019,004	1,506,954	1,403,693	-103,261	46.50%
City of Kingston	-2,007,207	-1,003,602	-1,003,604	-2	50.00%
County Contribution - Operating	1,011,797	503,352	400,089	-103,263	39.54%
Capital Revenue	66,163	6,981		(6,981)	
Capital Expense	238,882	32,529		-32,529	
Net Capital Expense	172,719	25,548		-25,548	
City of Kingston - Capital	-162,440	-136,330	-81,220	55,110	(50.00%)
County Contribution - Capital	10,279	-110,782	-81,220	29,562	790.15%
County Contribution - Debenture	210,295	166,416	167,653	1,237	79.72%
Total Requisition	1,232,371	558,986	486,522	-72,464	39.48%

 County of Frontenac FPS - County For period ending June 30, 2018					
	2018	2018	June	YTD	Total Annual
	Budget	YTD Budget	YTD Actual	Variance	Spent
	\$	\$	\$	\$	%
Operating Revenue					
User Charges			7,927	7,927	
Federal and Provincial	8,722,429	4,164,764	4,646,792	482,028	53.27%
Investment Income			6,409	6,409	
Other			31,291	31,291	
Transfers from Reserve	2,950				
Total Operating Revenue	8,725,379	4,164,764	4,692,419	527,655	(53.78%)
Operating Expense					
Salaries & Benefits	14,332,305	6,917,719	7,203,709	285,990	50.26%
Materials	901,565	444,952	493,833	48,881	54.78%
Contracted Services	1,352,771	783,696	1,031,855	248,159	76.28%
Rents & Financing	233,176	125,924	102,894	(23,030)	44.13%
Depreciation	611,163	305,580	330,941	25,361	54.15%
Reserve Transfers	847,175		68,711	68,711	8.11%
Unapproved Projects					
Total Operating Expense	18,278,155	8,577,871	9,231,943	654,072	50.51%
Net Municipal Contribution	9,552,776	4,413,107	4,539,524	126,417	47.52%
LESS: Depreciation	(611,163)	(305,580)	(330,941)	(25,361)	(54.15%)
Net Municipal Contribution LESS Depreciation	8,941,613	4,107,527	4,208,583	101,056	47.07%
City of Kingston	(7,000,331)	(3,488,471)	(3,500,166)	(11,695)	50.00%
County Contribution - Operating	1,941,282	619,056	708,417	89,361	36.49%
Capital Revenue	666,829	469,211	515,928	46,717	77.37%
Capital Expense	711,536	438,856	460,202	21,346	64.68%
Net Capital Expense	44,707	(30,355)	(55,726)	(25,371)	124.65%
City of Kingston - Capital	(29,431)	(14,718)	(14,715)	3	(50.00%)
County Contribution - Capital	15,276	(45,073)	(70,441)	(25,368)	461.12%
County Contribution - Debenture					
Total Requisition	1,956,558	573,983	637,976	63,993	32.61%



Committee Report

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: September 19, 2018

Re: Community Development Advisory Committee – Report to Council

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

The Community Development Advisory Committee reports and recommends as follows:

1. **2018-103
Community Development Advisory Committee
K&P Trail Sign Maintenance Policy**

Be It Resolved That the Council of the County of Frontenac approve the K&P Trail Sign Maintenance policy attached to this report as Appendix A.



FRONTENAC



Corporate Policy & Procedure Manual

Subject: Trail Sign Maintenance Plan

Approved: DRAFT

Revision Date:

Index Number DRAFT
Page 1 of 1

Effective Date: DRAFT

Policy: K&P Trail Sign Maintenance

Objective: This plan ensures that

- Assets are regularly inspected for condition, safety, accessibility and compliance with any relevant legislation and/or policy
- A system will be in place to capture information regarding sign maintenance and condition

Procedures: Trail Signs will be regularly reviewed to ensure information remains relevant and are in good condition.

1. Regular Trail Inspections including signage

A Trail Inspector will review the condition of the trail on a weekly or biweekly basis and will regularly update condition of trail related assets in the GIS data base. Assets to be inspected include Trail Surface, Culverts, Road Crossings, Wayfinding Signage and Trail Access Points.

2. Bi-Annual Sign Audit

During the Spring and Fall seasons, staff will review the condition of all trail signs, identifying the condition of signs and individual replacement requirements.

3. Capital Asset Replacement Schedule

Trail Signs are included in the Frontenac County Asset Management plan with a replacement cycle of 5-7 years.



FRONTENAC



**Minutes of the Community Development Advisory Committee Meeting
August 9, 2018**

A meeting of the Community Development Advisory Committee was held in the Bud Clayton Memorial Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Thursday, August 9, 2018 at 10:30 a.m.

Present:

Robert Clinton, Chair
Betty Hunter, Vice Chair
Tracy John
Ella Vanderburgt
Councillor John McDougall, Council Liaison
Warden Ron Higgins

Regrets:

Barrie Gilbert
Wilma Kenny

Staff Present:

Richard Allen, Manager of Economic Development
Alison Vandervelde, Community Development Officer
Jannette Amini, Manager of Legislative Services/Clerk (Recording Secretary)

1. Call to Order

The Chair called the meeting to order at 10:30 a.m.

2. Adoption of the Agenda

Moved By: Councillor McDougall
Seconded By: Warden Higgins

That the agenda for the August 9, 2018 meeting of the Community Development Advisory Committee be adopted.

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

4. Adoption of Minutes

a) Minutes of Meeting held May 10, 2018

Moved By: Ms. Hunter
Seconded By: Warden Higgins

That the minutes of the Community Development Advisory Committee meeting held May 10, 2018 be adopted.

Carried

5. Deputations and/or Presentations



6. Reports to the Community Development Advisory

**a) 2018-102
Community Development Advisory Committee
Regional Active Transportation Plan**

Mr. Allen provided an overview of the report which was for information purposes only. The final report will include potential partnerships, including ones with the Townships although it is suspected that pedestrian linkages within villages will be the focus of the Townships.

Mr. Allen reviewed the list of projects that were included when the grant application was submitted. Once the Plan is complete, these projects will be reviewed. The County has until 2020 to spend the allocated \$120,000 which provides 80% funding for projects. The Plan itself is an \$80,000 cost being funded 50% from reserves and 50% from the Ontario Municipal Commuter Cycling Program grant.

**b) 2018-103
Community Development Advisory Committee
K&P Trail Sign Maintenance Policy**

Moved By: Ms. Vanderburgt
Seconded By: Ms. John

Be It Resolved That the Council of the County of Frontenac approve the K&P Trail Sign Maintenance policy attached to this report as Appendix A.

Carried

With respect to the cost of the signs, the County received a \$25,000 Trans Canada Trail grant with the remaining \$75,000 coming from RED funding for a total cost of \$100,000.

As noted in the report, replacement of individual signs lost due to damage or vandalism will be accounted for and budgeted through the County's K&P Trail annual operational budget as the cost of an individual sign would not meet the cost threshold to be considered a capital cost.

Regarding the extension of the K&P Trail into North Frontenac, Council will discuss the future of trail development – including potential funding sources – at its September meeting. In addition, any budgets moving forward will include an accessibility component and a report will be coming to County Council to discuss trail development moving forward.

**c) 2018-104
Community Development Advisory Committee
Ambassador Program Review & Annual Survey**

Ms. Vandervelde provided an overview of the report which was for information and solicited advice from the Committee on the draft questions for the Frontenac Ambassador Program Survey that will be open for feedback in September 2018.

Staff are working with Jeff Green on the Frontenac Visitor Guide, including seeking advertisements which will make the projects self-sufficient. This will not however be replacing the Recreation Guide.

With respect to the survey, it was suggested that a rating scale be added rather than expecting participants to respond in a creative writing style.

If members have any additional comments or suggestions regarding the survey, they may be forwarded to Ms. Vandervelde, who will, at the Committee's request, provide members with a draft survey once complete.

With respect to merchandise sales, it was noted that sales create a small amount of revenue that allows for cost recovery and to provide some promotional items.

If non ambassadors wish to receive the "made in Frontenac" labels they can contact Ms. Vandervelde who will provide them as well as have a conversation about becoming a brand ambassador.

Comments were made with respect to an existing Cricket farm and the opportunity to approach the owners about expanding in Frontenac.

With respect to questions about outreach to companies to locate in Frontenac, Mr. Allen advised that staff are working on this and the new web portal is a good way to connect. Staff look for these types of opportunities at trade shows and conferences and he will be bringing forward a proposal to the next Council regarding succession planning in terms of business owners looking to retire.

7. Communications



8. Other Business

There was none.

9. Next Meeting

- a) The next regular meeting of the Community Development Advisory Committee is scheduled for Thursday, October 11, 2018 at 10:30 a.m. at the County Administrative Offices.

10. Adjournment

Moved By: Ms. Hunter
Seconded By: Warden Higgins

That the meeting hereby adjourn at 11:34 a.m.

Carried

By-Law Number 2018-0029

of

The Corporation of the County of Frontenac

being a by-law to amend By-law No. 2013-0020 (to govern the proceedings of the Council and its Committees, the Conduct of Members and the Calling of Meetings) to exempt LPAT from Motions of Reconsideration (resulting from Bill 139)

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 Bill 139, *Building Better Communities and Conserving Watersheds Act*, that makes certain amendments to the *Planning Act*, came into force on April 3, 2018;

And Whereas The Corporation of County of Frontenac deems it expedient to amend By-law No. 2013-0020 as it relates to certain amendments resulting from the Proclamation of Bill 139;

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

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

1. **That** Section 1.3, Definitions be amended to add a new definition (u) "LPAT" means the Local Planning Appeal Tribunal; and,
2. **That** Section 1.3 be renumbered accordingly; and,
3. **That** Section 20, Specific Motions be amended by adding a new section 20.11 as follows:

Reconsideration of matters returned to the municipality by LPAT	20.11	Matters returned to the municipality by LPAT for a new decision shall not be subject to the rules of a motion for reconsideration.
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4. **That** Section 26, Committees, be amended by adding a new section 26.27 as follows:

Reconsideration of matters returned to the municipality by LPAT	20.11	Matters returned to the municipality by LPAT for a new decision shall not be subject to the rules of a motion for reconsideration at the Planning Advisory Committee.
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That this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 19th day of September, 2018.

Read a Third Time, Signed, Sealed and Finally Passed this 19th day of September, 2018.

The Corporation of the County of Frontenac

Ron Higgins, Warden

Jannette Amini, Clerk

By-Law Number 2018-0030

of

The Corporation of the County of Frontenac

being a by-law to amend Parking By-law No. 2018-0027 resulting from Set Fine Application requirements

Whereas pursuant to the provisions of subsection 11(11) of the *Municipal Act, 2001* provides an upper-tier municipality with a non-exclusive sphere of jurisdiction to control parking in municipal parking lots and structures; and,

Whereas By-law No. 2018-0027, being a bylaw to regulate and control the parking of vehicles in the County of Frontenac on County owned lands, was adopted by the Council of the Corporation of the County of Frontenac on July 18, 2018;

And Whereas the Corporation of County of Frontenac deems it expedient to amend By-law No. 2018-0027 resulting from Set Fine Application requirements;

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

That Parking By-law 2018-0027, Schedule “3”; Subsection 9 - Penalties – Amounts (Part II Provincial Offences Act; Set Fine Schedule) be amended as follows:

That, Item 1, Column 1 be amended by deleting “Parked – where prohibited” and replacing with “Parked – heavy vehicles where prohibited”; and

That the foot Note be amended by deleting 9 a) and replacing with 9 b)

That this amending by-law shall come into force and take effect on the date of final passing.

Read a First and Second Time this 19th day of September, 2018.

Read a Third Time, Signed, Sealed and Finally Passed this 19th day of September, 2018.

The Corporation of the County of Frontenac

Ron Higgins, Warden

Jannette Amini, Clerk

By-Law No. 2018-0031

of

The Corporation of the County of Frontenac

being a by-law to adopt a 2019 Legislated Land Ambulance Response Time Performance Plan

Whereas Section 5 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, gives Council the authority to exercise the powers of the municipal corporation and requires that the powers of every Council are to be exercised by by-law;

And Whereas on July 31, 2008 changes were made to the *Ambulance Act, Ontario Regulation 267/08, amending O. Reg. 257/00* with the heading "Section 22: Part VIII, Response Time Performance Plans, Sections 22 and 23";

And Whereas the County is to submit its Response Time Performance Plan to the Ministry of Health and Long-Term Care (MOHLTC), Emergency Health Services Branch Director no later than October 1 of each year (Section 23 (5)) including performance targets for sudden cardiac arrest, CTAS 1, 2, 3, 4, 5, where CTAS is the Canadian Triage and Acuity Scale, a priority setting scale to describe the severity of a patient's condition;

And Whereas by March 31 of each year the same table with the actual times achieved in the year previous will be reported to the MOHLTC;

Now Therefore Be It Resolved That the Council of the County of Frontenac hereby adopts the following land ambulance response time performance plan for the calendar year of 2019, from January 1 to December 31:

1. **That** the County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2019:
 - i. Designated Delivery Agent (DDA) - **Sudden Cardiac Arrest**
48% percent of the time, within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a person equipped and ready to use an AED at the location of a patient determined to be in sudden cardiac arrest.
 - ii. EMS Designated Delivery Agent - CTAS 1
70% percent of the time, within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic, the **County of Frontenac** will endeavour to have a PARAMEDIC as defined by the *Ambulance Act* and duly equipped at the location of a patient determined to be CTAS 1.

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

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

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

CTAS	Target Time from Paramedic Received Until on Scene	% Target
2	10 minutes	75%
3	10 minutes	75%
4	10 minutes	75%
5	10 minutes	75%

2. **That** this by-law shall take effect on the date of its final passing.

Read a first and second time this 19th day of September, 2018.

Read a third time, finally passed, signed and sealed the 19th day of September, 2018.

The Corporation of the County of Frontenac

Ron Higgins, Warden

Jannette Amini, Clerk

By-Law Number 2018-0032

of

The Corporation of the County of Frontenac

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

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

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

And Whereas the March 2017 Federal Budget contained a legislative change to eliminate the 1/3 tax exemption for elected officials effective January 1, 2019.

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

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

1. **That** the payment of remuneration to the County of Frontenac Council Members and Non-Council Appointees to Statutory Boards and Committees shall be in accordance with Schedule "A" attached hereto and forming part of this by-law.
2. **That** the salary for Council members shall increase annually based on the Consumer Price Index (CPI) from August to August of each year.
4. **That** authority be delegated to the Clerk to update Schedule A annually to set administratively the annual salaries of Members of Council according to the annual CPI;
5. **That.** By-law No. 2015-0042 shall be hereby repealed
6. **That** this by-law shall come into force and take effect on December 1, 2018.

Read a first and second time this 19th day of September, 2018.

Read a third time and finally passed, signed and sealed this 19th day of September 2018.

The Corporation of the County of Frontenac

Ron Higgins, Warden

Jannette Amini, Clerk

Appendix A to By-law 2018-0032

Schedule "A" To By-Law No. 2018-0032

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

- a) The Warden of the County shall be paid an annual salary of \$_____ (2019 rate), to be paid in equal monthly installments, representing remuneration for his/her responsibilities as Warden of the County of Frontenac.
- b) The Deputy Warden shall be paid an annual salary of 120% of the Councillors salary, to be paid in equal monthly installments, representing remuneration for his/her responsibilities as Deputy Warden of the County of Frontenac
- c) Members of Council, excluding the Warden and Deputy Warden shall be paid an annual salary of \$_____ (2019 rate) each, to be paid in equal monthly installments, representing remuneration for their responsibilities as Councillors of the County of Frontenac.
- d) Members of Council shall receive, for attendance at external Boards to which they have been appointed by the County of Frontenac in accordance with Councils Appointment to External Boards and Committee By-law passed during each term of Council, or a special Council Meeting required to address time sensitive issues, a per diem of \$150 per meeting day:

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

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

By-Law No. 2018-0033

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on
September 19, 2018

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 September 19, 2018 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 September 19, 2018 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 September 19, 2018 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 19th day of September 2018.

Read a Third Time and Finally Passed, Signed and Sealed this 19th day of September 2018.

The Corporation of the County Of Frontenac

Ron Higgins, Warden

Jannette Amini, Clerk