



**Frontenac County Council Meeting
Wednesday, March 21, 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 February 21, 2018
2. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - as it relates to benchmarking of Fairmount Home

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

Approval of Addendum

Disclosure of Pecuniary Interest and General Nature Thereof

Adoption of Minutes

- a) Minutes of Meeting held February 21, 2018

Resolved That the minutes of the regular Council meeting held February 21, 2018 be adopted.

Deputations and/or Presentations

- a) **Presentation of Employee Recognition Awards**

Proclamations

- a) **2018 National Public Works Week
May 20 - 26/ 2018
"The Power of Public Works"**

9 - 26

[See Communications j)]

Whereas, public works professionals focus on infrastructure, facilities and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life and well-being of the people of Ontario; and,

Whereas, these infrastructure, facilities and services could not be provided without the dedicated efforts of public works professionals, who are engineers, managers and employees from provincial and municipal governments and the private sector, who are responsible for rebuilding, improving and protecting our nation's transportation, water supply, water treatment and solid waste systems, public buildings, and other structures and facilities essential for our citizens; and,

Whereas, it is in the public interest for the citizens, civic leaders and children in Canada to gain knowledge of and to maintain a progressive interest and understanding of the importance of public works and public works programs in their respective communities,

Whereas, the year 2018 marks the 58th annual National Public Works Week sponsored by the American Public Works Association and Canadian Public Works Association be it now,

Therefore Be It Resolved That the Council of the County of Frontenac hereby proclaims the week of May 20-26, 2018 as National Public Works Week; and urges all its citizens to join with representatives of the Canadian Public Works Association and government agencies in activities, events and ceremonies designed to pay tribute to our public works professionals, engineers, managers and employees and to recognize the substantial contributions they make to protecting our national health, safety, and quality of life.

b) **United Way Success By 6 Week
May 7 - 13, 2018**

[See Communications n]

Be It Resolved That the Council of the County of Frontenac do hereby proclaim May 7 to May 13, 2018 as United Way Success By 6 Week;

And Further That a copy of the proclamation be posted on the County's official web site at www.frontenacounty.ca.

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

- 27 - 45 a) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.
- 46 - 71 b) **Ms. Barb McCulloch**, Manager of Human Resources, will provide County Council with a briefing on the County's Retirement and Succession Planning

Unfinished Business

Recommend Reports from the Chief Administrative Officer

- 72 - 74 a) **2018-036**
Emergency and Transportation Services
2017 Legislated Response Time Standard Performance Plan -
Reporting to the Ministry of Health and Long Term Care (MOHLTC)
Recommendation

Resolved That the Council of the County of Frontenac receive the Emergency and Transportation Services – 2017 Legislated Response Time Standard Performance Plan Reporting to Ministry of Health and Long Term Care (MOHLTC) for information,

And Further That the 2017 Response Time Standard Performance Plan outcomes for the County of Frontenac be reported to the Director, Emergency Health Services Branch, Ministry of Health and Long Term Care as required by legislation.

- 75 - 81 b) **2018-037**
Administrative Office Review
Moving Forward Potential Partnership with the Cataraqui Region
Conservation Authority (CRCA)
Recommendation

Resolved That the Council of the County of Frontenac receive the Administrative Office Review – Moving Forward, Potential Partnership with the Cataraqui Region Conservation Authority (CRCA) report for information;

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.

82 - 95

- c) **2018-039**
Office of the Chief Administrative Officer
Authorization of a Planning Services Agreement with Member Municipalities
Recommendation

Resolved That the Council of the County of Frontenac receive the Office of the Chief Administrative Officer – Authorization of a Planning Services Agreement with Member Municipalities report for information;

And Further That Council pass a By-law later in the meeting authorizing the Warden and Clerk to execute an agreement with the member municipalities to deliver planning services in accordance with the terms and conditions of the agreement.

96 - 100

- d) **2018-043**
Planning and Economic Development
RED Program Update and Authorization to Amend Contribution Agreement
Recommendation

Whereas the Rural Economic Development program project “Advancing Economic Development in the Frontenacs through Collaboration” is entering its third and final year of funding,

Be It Resolved That the Council of the County Council receive the Planning and Economic Development – RED Program Update and Authorization to Amend Contribution Agreement report for information,

And Further That the Council of the County of Frontenac authorize the Warden and Clerk to execute an amending agreement with the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for the Rural Economic Development program.

Information Reports from the Chief Administrative Officer

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- a) **2018-038**
Corporate Services
Competency Based Framework Report Card

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- b) **2018-040**
Corporate Services
2017 Remuneration and Reimbursement of Expenses to Council Members and Non

- Council Appointees Report**
- 110 - 118 c) **2018-041**
Corporate Services
Four Month Attendance Management Report Card
- 119 - 128 d) **2018-044**
Office of the Chief Administrative Officer
Annual Complaints Handling Report

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

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

- 129 a) **Get a GRIP Program for Seniors**
Moved by: Warden Higgins
Seconded by: Councillor Inglis

Be It Resolved That the Council of the County of Frontenac investigate Get a Grip Program for seniors could be implemented throughout Frontenac County in 2018.

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 County of Simcoe regarding its Age Friendly Initiative Project Update - Positive Aging Strategy
[Distributed to Members of County Council February 23, 2018]
- b) From Compass Energy Consulting regarding a Notice of Small Ground Solar PV Projects
[Distributed to Members of County Council February 23,2018]
- c) From the Board of Health providing its Minutes of Meeting held January 24, 2018
[Distributed to Members of County Council March 2, 2018]
- d) From the County of Renfrew regarding its resolution on the Proposed Amendments to the Endangered Species Act
[Distributed to Members of County Council March 2, 2018]
- e) From the Kingston & Frontenac Housing Corporation providing its meeting agenda for 02-2018
[Distributed to Members of County Council March 2, 2018]
- f) From Compass Energy Consulting providing Notice of Small Ground Mounted Solar PV Projects
[Distributed to Members of County Council March 9,2018]
- g) From the Town of Essex regarding its resolution around School Board decisions to close schools
[Distributed to Members of County Council March 9, 2018]
- h) From Warden Higgins providing the EOWC Communications Update Winter 2018
[Distributed to Members of County Council March 9, 2018]
- i) From the Town of Essex providing a resolution pay for Childcare Services at AMO and FCM Conferences
[Distributed to Members of County Council March 16, 2018]
- j) From the Town of Stratford National requesting that Proclamation to officially recognize Public Works week from May 20-26, 2018
[Distributed to Members of County Council March 16, 2018]
- k) From the City of Hamilton Council endorsing the Town of Essex

resolution regarding Offering School Property to Municipalities
[Distributed to Members of County Council March 16, 2018]

- l) From the Highway #7 Corridor Committee Providing Meeting notes from March 5, 2018
[Distributed to Members of County Council March 16, 2018]
- m) From the Bobs Lake Dam advising summer Construction 2018 of the Rideau Canal National Historic Site Project
[Distributed to Members of County Council March 16, 2018]
- n) From the United Way requesting that the County of Frontenac recognize Success By 6 Week in May 2018
[Distributed to Members of County Council March 16, 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 d) that have been circulated to all Members of County Council and that by-laws a) through d) be read a first and second time.
- b) Third Reading
Resolved That by-laws a) through d) be read a third time, signed, sealed and finally passed.

By-Laws

- 130 a) To amend By-law No. 2014-0051 (Removal of The Rideau Corridor Landscape Strategy Steering Committee The Mississippi Rideau Tay Rural Health Hub Organizing Committee and The Frontenac County Youth Justice Advisory Committee)
[Proposed By-law No. 2018-0012]
- 131 b) To authorize the execution of an agreement with the Township of North Frontenac, the Township of Central Frontenac, the Township of South Frontenac and the Township of Frontenac Islands for Shared Planning Services
[Proposed By-law No. 2018-0013]
- 132 c) To authorize the Warden and Clerk to enter into an amending agreement with the Ontario Ministry of Agriculture, Food and Rural Affairs for RED Funding
[Proposed By-law No. 2018-0014]

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- d) To Confirm All Actions and Proceedings of Council
[Proposed By-law No. 2018-0015]

Adjournment

- c) **2018-026
Planning and Economic Development
Needs Assessment for Senior's Housing in the Township of North
Frontenac**
- d) **2018-027
Emergency and Transportation Services
Kingston and Region Interoperability Safety and Security (KISS) Project
- Update**

Reports from Council Liaison Appointees

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

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

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

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

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

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

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

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

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.

d) Algonquin Land Claim Update - Councillor Inglis

No Report.

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

No Report.

f) Housing and Homelessness Committee Update - Councillor McDougall

No Report.

**g) Rideau Corridor Landscape Steering Committee Update - Councillor
McDougall**

No Report.

**h) Mississippi Rideau Tay Rural Health Hub Organizing Committee -
Councillor Smith**

No Report.

**i) Food Policy Council of Kingston, Frontenac, Lennox and Addington -
Deputy Warden Doyle**

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

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

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 Town of Lakeshore regarding resolution on Infrastructure Funding for Storm Water Management and Drainage Improvements
[Distributed to Members of County Council January 19, 2018]
- b) From the International Joint Commission providing its first Triennial Assessment of Progress report on Great Lakes Water Quality
[Distributed to Members of County Council January 19, 2018]
- c) From the Town of Amherstburg regarding Tax Changes Proposed by the Federal Government for Farmers
[Distributed to Members of County Council January 19, 2018]
- d) From Morrison Hershfield providing the Study Design and Environmental Assessment for Wolfe Island Ferry Dock Improvements
[Distributed to Members of County Council January 26, 2018]
- e) From the Association of Ontario Road Supervisors advising of the 2018 AORS Trade Show
[Distributed to Members of County Council January 26, 2018]
- f) From the KFL&A Board of Health Minutes of its meeting held November 15 2017
[Distributed to Members of County Council January 26, 2018]
- g) Resolution from the Town of Lakeshore regarding Marijuana Tax Revenue
[Distributed to Members of County Council January 26, 2018]
- h) Resolution from the Town of Lakeshore regarding Population Growth

[Distributed to Members of County Council January 26, 2018]

- i) From the Centre for Studies in Health & Aging regarding upcoming conference on Empowering Older Adults

[Distributed to Members of County Council February 2, 2018]

- j) From the Ontario Farmland Trust noting the 2018 Farmland Forum Program

[Distributed to Members of County Council February 2, 2018]

- k) From Abundant Solar Energy Inc. regarding a 250-kw ground mount solar array in Central Frontenac

[Distributed to Members of County Council February 16, 2018]

- l) From Abundant Solar Energy Inc. regarding a solar array project in Central Frontenac

[Distributed to Members of County Council February 16, 2018]

- m) From Hydro One regarding its Vegetation Maintenance Program

[Distributed to Members of County Council February 16, 2018]

- n) From the Kingston Frontenac Housing Corporation providing its Public Agenda 01-2018

[Distributed to Members of County Council February 16, 2018]

- o) From the Kingston Frontenac Public Library advising the new Vice-Chair of the Board

[Distributed to Members of County Council February 16, 2018]

- p) From the United Way of KFL&A thanking County of Frontenac Staff for their Contributions

[Distributed to Members of County Council February 16, 2018]

- q) Resolution from the Township of North Frontenac supporting additional planning staff

[Distributed to Members of County Council February 16, 2018]

Administrative Report

March 21, 2018
Report 2018-3



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AGENDA ITEM #a)

Mr. Kelly Pender, Chief Administrative Officer, will provide Council wi...

CAO Schedule

- ROMA Conference, Toronto, January 21-23
- City of Kingston Budget Discussion and Budget Process, January 30
- EOLC Meeting, United Counties of Leeds and Grenville, February 2
- Central Frontenac Meeting, February 13
- Waste Mgt Meeting with CAOs and PWM, February 22
- CUPE ULP Hearing, Toronto, March 1-2
- Meeting Re: Highway 7, Central Frontenac, March 5
- Fairmount Strategic Plan Launch, March 6
- Administrative Office Task Force Committee Meeting, March 9
- CAOs Planning Meeting, Frontenac County, March 15
- EOLC Meeting, Kingston, March 16
- Superior Court, Osgoode Hall, Sorensen et al and the County of Frontenac, June 21

AMCTO Update: Federal Budget 2018

- Equality as budget focus
- Focus on opioid prevention (giving municipalities the tools to fight the opioid crisis)
- FCM noted that the budget missed an opportunity to kick-start the National Housing Strategy by expediting repairs to existing housing stock.
- Cannabis Legalization:
 - » Funding being implemented to:
 - Community-based education regarding risks
 - Mental health Commission of Canada to assess impact of cannabis
 - Substance Use and Addiction research
- Rural Broadband
 - » \$100 million over five years for the Strategic Innovation Fund
 - » Focus on challenging landscapes

AMCTO Update: Federal Budget 2018

- More Rental Housing
- New Economic Development Finding for Southern Ontario
- Mineral Exploration
- Securing Critical Infrastructure
- Cyber Security
- First Nations Housing and Infrastructure
- Carbon Pricing
- Local Journalism
- Regulatory Reform

Ontario's 'Pay Transparency' Bill

- Purpose: To close the gender wage gap
- Creates a framework that would require large employers to track and report compensation gaps based on gender and other diversity characteristics
- The government says it will spend up to \$50 million over the next three years on the initiative
- According to the province, the gender wage gap has remained stagnant over the past 10 years, with women earning approximately 30 per cent less than men
- The government said it looked to other jurisdictions to create the basis of its legislation, including Germany, Australia and the United Kingdom

<https://www.hrmonline.ca/business-news/ontario-to-bring-in-pay-transparency-bill-aimed-at-closing-gender-wage-gap-238635.aspx>

Federal Funding for Via Rail

- On February 27th the Finance Minister tabled the federal budget, which included:
 - » a commitment to renew VIA Rail's Corridor fleet of 160 cars and 40 locomotives,
 - » in addition to \$8 million in funding to further assess the HFR proposal
- A new, modern, and accessible fleet of trains will significantly improve VIA Rail's intercity rail service and ensure Canadians have access to the current level of service in Quebec City
- Windsor Corridor on a sustained long-term basis. We believe dedicated passenger rail tracks complement the renewal of the fleet, which is why we are also encouraged by the Government's continued support of the development of our High Frequency Rail proposal. We look forward to continuing to work with government partners and stakeholders like yourself on both of these important projects that aim to provide modern, accessible passenger rail services

AMO Update

Provincial Matters

- Land use planning matters will be appealed to the Local Planning Appeal Tribunal (LPAT) using the new hearing process and testing amendments adherence to municipal official plans, provincial plans and the Provincial Policy Statement. The Local Planning Appeal Support Centre is established to provide legal and planning support services to eligible Ontarians for matters before the Tribunal.
- The Ministry of Community Safety and Correctional Services has posted [three fire regulations](#) that will have implications for municipal fire services.
- The Ministry of Housing's Housing Delivery Group is available to work with municipal governments, developers and other organizations to reduce barriers for specific housing projects. For more information see the ministry [news release](#) or contact [Paula Dill](#), Ministry of Housing's Provincial Land and Development Facilitator.

AMO Update Continued

- AMO will be sending the municipal funding agreement needed to access Main Street Revitalization Initiative funding the week of March 19th to the Municipal Clerk. Like the Federal Gas Tax Fund, AMO will administer the funding, based on the government's allocation-based formula. These agreements must be signed, with a by-law authorization.
- AMO wants your [feedback](#) on local experiences with Community Energy Planning. The survey is open until Wednesday, April 4.

Canada-Ontario Sign Infrastructure Program Agreement

Investing in Canada Infrastructure Program

– Phase 2

- The Bilateral Framework Agreement (IBA) outlines the terms and conditions for \$11.8 billion in federal funding over the next 10 years
- Ontario's contribution is \$10 billion, which is in addition to other infrastructure funding programs such as OCIF



Canada-Ontario Sign Infrastructure Program Agreement Continued

Public Transit	Green	Community, Culture and Recreation	Rural & Northern Community
Federal \$8.3 b	\$2.8b	\$407m	\$250m
Provincial 6.8 b	\$2.3b	\$335m	\$206m



Canada-Ontario Sign Infrastructure Program Agreement Continued

- Generally, sharing ratios are 40-33-27% (federal, provincial and municipal). Each funding stream is profiled over 10 years.
- We understand that municipal governments will want to know more about federal eligibility requirements and we will provide more details on the IBA as soon as possible. We do know that the Agreement is framed on a project approvals process and outcomes reporting which is the case with Phase 1.
- Since the Public Transit fund is based on a population and ridership formula, we understand that these municipal governments will receive information on the federal and provincial contributions shortly.
- The Province's News Release [Backgrounder](#) contains information on expected outcomes when a project is completed. This will give you some immediate insight on type of projects as municipal governments start to contemplate how the funding might help.

Asset Management Planning for Municipal Infrastructure

- In December 2017, the province passed a municipal asset management planning regulation under the *Infrastructure for Jobs and Prosperity Act, 2015*
- The regulation is designed to improve the way municipalities plan for infrastructure
 - » It requires them to take stock of their infrastructure challenges
 - » Determine what services are important to support long term
 - » Look for new solutions to address infrastructure pressures

<https://www.ontario.ca/laws/regulation/r17588>

Fairmount Home Application

- Motion approved at the February 21st council meeting to proceed with an application “if feasible”
- Deadline was March 2nd
- Discussed with South East Local Health Integration Network
- Reviewed construction options with project manager/engineer – construction must meet LEED Silver
- Completed Phase One application and submitted on March 1st
 - » Phase One is a high level budget and service assessment
 - » Suggested 32 bed addition with care for dementia (16) and dialysis (16)
 - » Current wait list for Fairmount is over 350 individuals
 - » Current wait time is 3.5 for a basic room and 1.5 to 2.5 for a semi-private or private room

Fairmount Home Application Continued

- Anticipated response time from the Province is Spring, 2018
 - » For this round of development occupancy would be December 2022
- Province subsidizes construction over a 25 year per bed payment
- If the County is selected to move on to a Phase 2 application, a full business case will be required to be approved by Council



Economic Development

- **Frontenac Ambassador Meetup**
April 5, 7:00pm at Mill Street Café in Sydenham
- **Ambassador Engagement:**
 - » 123 Total Ambassadors
 - » 70.5% Average newsletter opens
 - » 30.5% Average newsletter clicks
- **\$5560.00 grant received from Frontenac CFDC to assist with 401 Signs and trail sign design**
- **Spend \$10 Shop Local Campaign launched in Frontenac News –**

If every household spend \$10 more dollars locally in Frontenac every month and the collective impact would be \$1.7 million

SPEND \$10 InFRONTENAC

The 2018 Challenge

- 1 Spend \$10 per month in Frontenac.
- 2 Look for easy food-inspired ideas in the Frontenac News each month.
- 3 Inspire others by sharing your photos and ideas on social media with #InFrontenac.
- 4 Let's do this!

Buy ingredients for your next meal at Food Less Travelled in Verona.

Treat a friend to a seasonally inspired meal at Mill Street Café in Sydenham.

Shop in your pjs! MapleRidge-Farm.ca

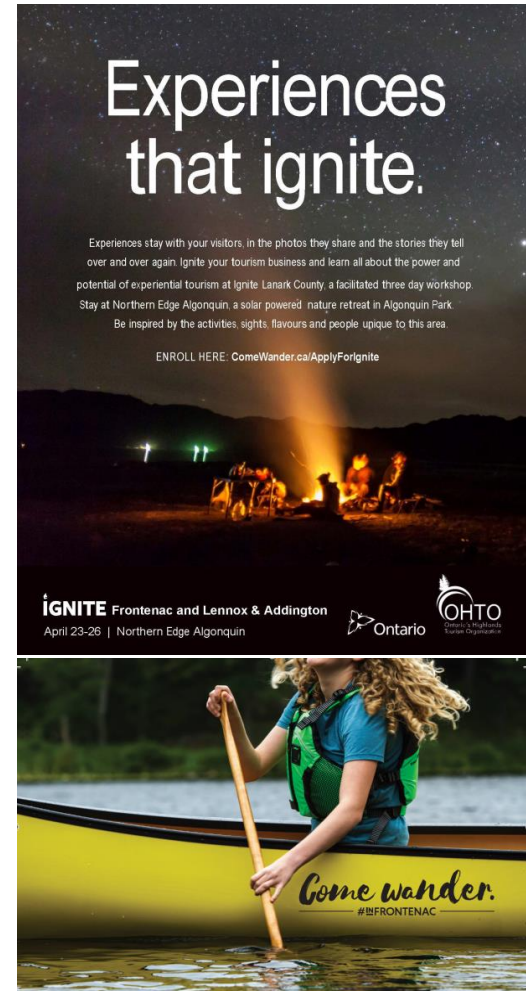
There are 10,777 households in Frontenac.

If every household spends an additional \$10 each month supporting producers in Frontenac, \$1.2 million will be injected into our local economy every year.

InFrontenac.ca

Tourism Development

- www.visitfrontenac.ca will be used for visitor focused marketing (directs to visitor section of infrontenac.ca)
- Richard joining 15 Frontenac businesses for IGNITE Tourism Product Development Training April 23-26 (all participants paid for by OHTO)
- Material distributed at Toronto Outdoor Adventure Show in collaboration with Ontario's Highlands Tourism Organization (OHTO)
- Staff are pursuing new "Waterfront Trail" loops on Frontenac Islands



Twitter Update

Feb 2018 • 28 days Frontenac County

TWEET HIGHLIGHTS

FEB 2018 SUMMARY

Tweets	70	Tweet impressions	40.3K
Profile visits	1,275	Mentions	37
New followers	17	Followers as of Feb 28, 2018	1,942

Top Tweet earned 3,381 impressions

How's this for a challenge? Try your hand at snow shoe running in the annual Dion Frontenac Snowshoe Race in [@frontenacpp](#)
 When: February 24
 Registration: ow.ly/RLrg30hXt92
[@SpaffordHealth](#) #FrontenacFive
[#inFrontenac](#) pic.twitter.com/GnO7mjJ6Uh



Retweets 6 Likes 8

Top mention earned 67 engagements

championdumonde
[@championdumonde](#) · Feb 2

My 300km [#bikepacking](#) route through [@FrontenacCounty](#), [@ONresources](#) land & part of the [@TCTrail](#) is now up at [@bikepackcan!](#) bikepack.ca/sharb-echo-scr... pic.twitter.com/O8U6ZnKNUg



Retweets 1 Likes 10

[View Tweet](#)

Top media Tweet earned 1,282 impressions

We are looking for consultants who wish to provide a Frontenac Active Transportation Plan [#inFrontenac](#) Details here: frontenacounty.ca/en/corporate/r... pic.twitter.com/FpcR8k2vZD

Frontenac Active Transportation Plan

The County of Frontenac is soliciting interest from consultants who wish to provide a Frontenac Active Transportation Plan.

To request a copy of the RFP, please contact Accounts Payable
 Email: ap@frontenacounty.ca
 Phone: 613-548-9400 x 313

Request for Proposals - Action	Date
Request for Proposals Issued	Monday February 12, 2018
Deadline for Questions	Wednesday March 7, 2018 at 2:00 p.m.
Deadline for Proposal Submission	Wednesday March 21, 2018 at 3:00 p.m.
Interviews	Wednesday March 28, 2018 (afternoon) or Thursday March 29, 2018 (morning)

Retweets 6 Likes 1

Twitter Update

Feb 2018 - 28 days Frontenac Paramedics

TWEET HIGHLIGHTS

FEB 2018 SUMMARY

Tweets	13	Tweet impressions	79.3K
Profile visits	2,961	Mentions	31
New followers	25	Followers as of Feb 28, 2018	3,374

Top Tweet earned 7,595 impressions

Congratulations Andrea! All that hard work pays off. Our newest Advanced Care Paramedic. pic.twitter.com/TSUKI7FBwS



4 10 132

Top mention earned 652 engagements

Make It Home YGK
@MIHomeYGK · Feb 26

I received several inquiries re: the [@KingstonPolice](#) and [@FPSParamedics](#) response at the LCBO on Princess & Concession on Thursday. Here's what happened: mihomeygk.com/man-violently-... [#ygk](#)

4 2

Top media Tweet earned 3,685 impressions

Ready for today's Polar Plunge, FPS on standby! ^jh pic.twitter.com/2cPfZiaMVL



1 3 32

Frontenac County Announcements

Staff Update

- Lisa Moreland: Hired as the new HR Generalist, Attendance Management Specialist
- Gale Chevalier: Now the Deputy Chief Operations
- Angelique Tamblyn: Welcome back!
- Marco Smits: Welcome back from the PyeongChang 2018 Olympics!

Building Rearrangements

- Human Resources Department to be relocated to the downstairs Frontenac Paramedic Services suite at the County Administrative Office.

Retirement Forecasting

February 2018



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The municipal reality

- By 2021 - **78,000** municipal employees can retire
- That represents about **44%** of all local government employees
- Today over **67,000** can retire!
- Next five years - an additional **51,000** will be eligible
- In the eastern municipalities **43%** can retire within the next five years!
- Typically only 10% retire in any given year

The municipal reality

- 51% of municipal senior staff eligible to retire within 3 years
- Average age of OMERS member is 46.6 years
- Average age of “new” members is 37



Reality at the County



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Retirement forecasting

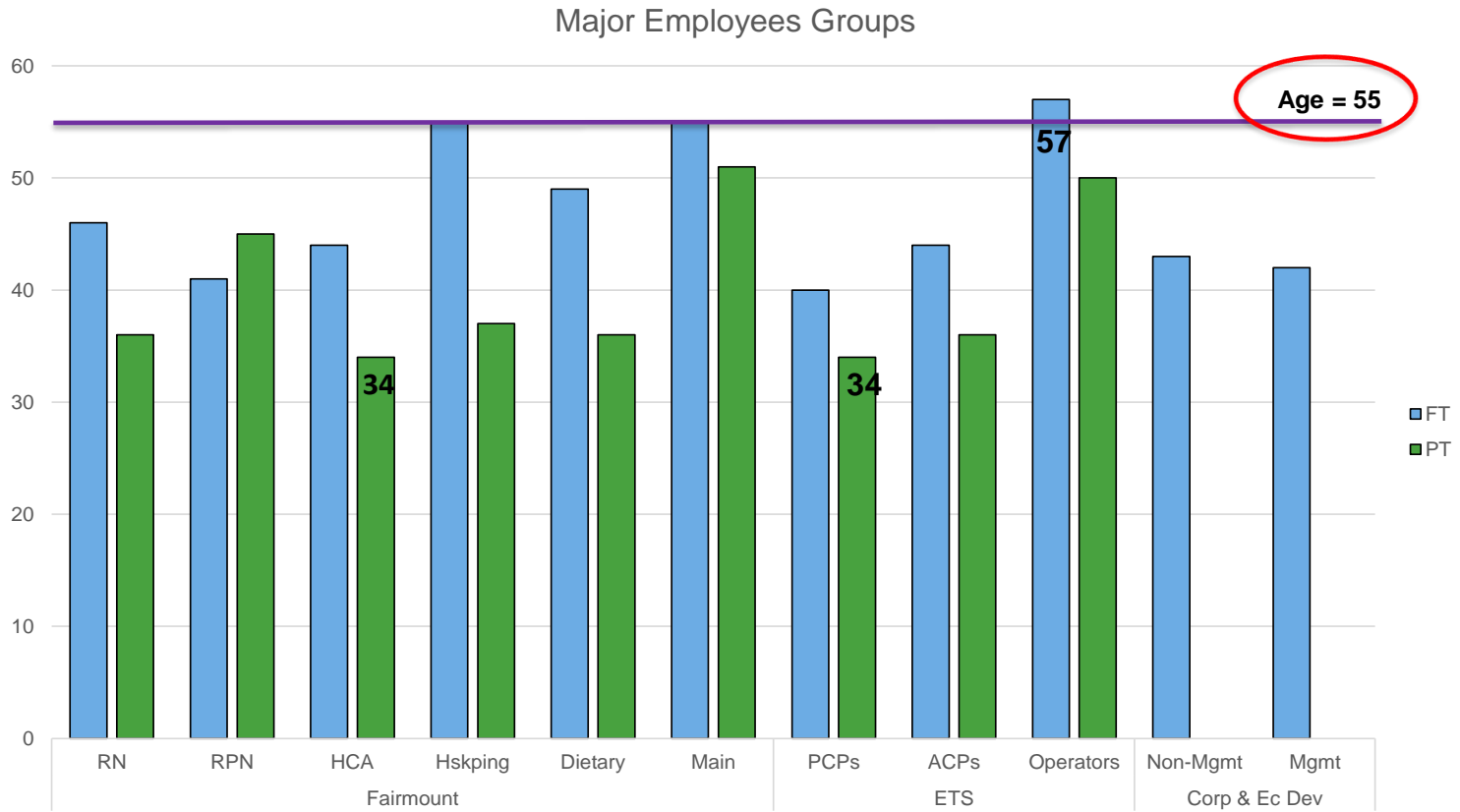
Workforce review:

- Retirement
 - » Age 55-64 (eligible to retire)
 - Reduced or Unreduced Pension (OMERS)
 - » Age 65+
 - Unreduced Pension
- Review of departments, major employee groups and key/single-incumbent positions



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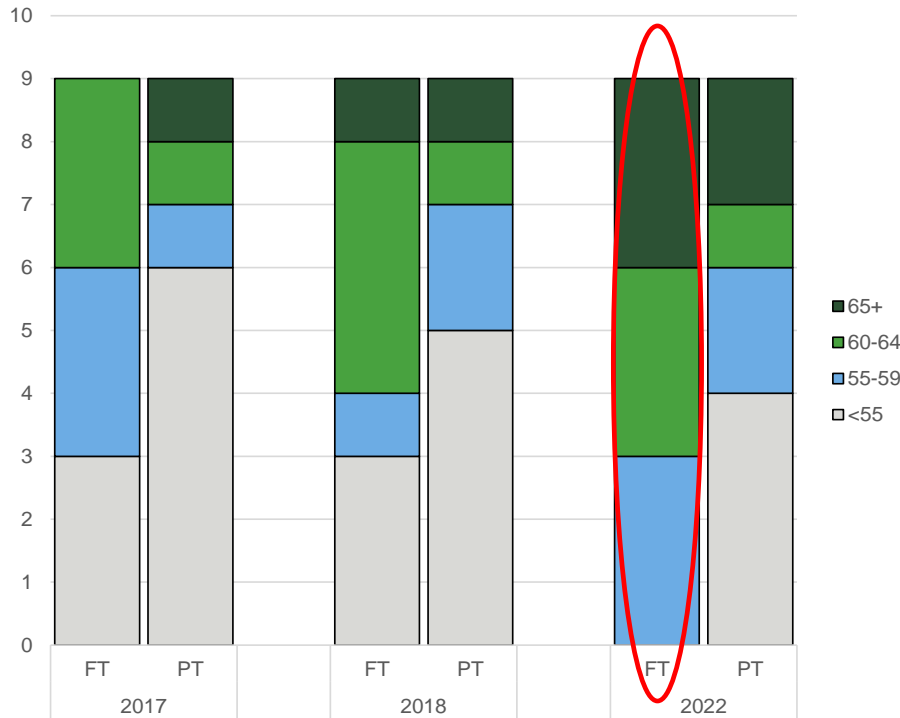
Average age



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Marine Services

Demographic breakdown by age over five years



Highlights:

Current

- 18 PT and FT Ferry Operators
- 50% of all Operators >age 55
- 28% (5/18) of all Operators are eligible for immediate retirement with unreduced pension

By 2022

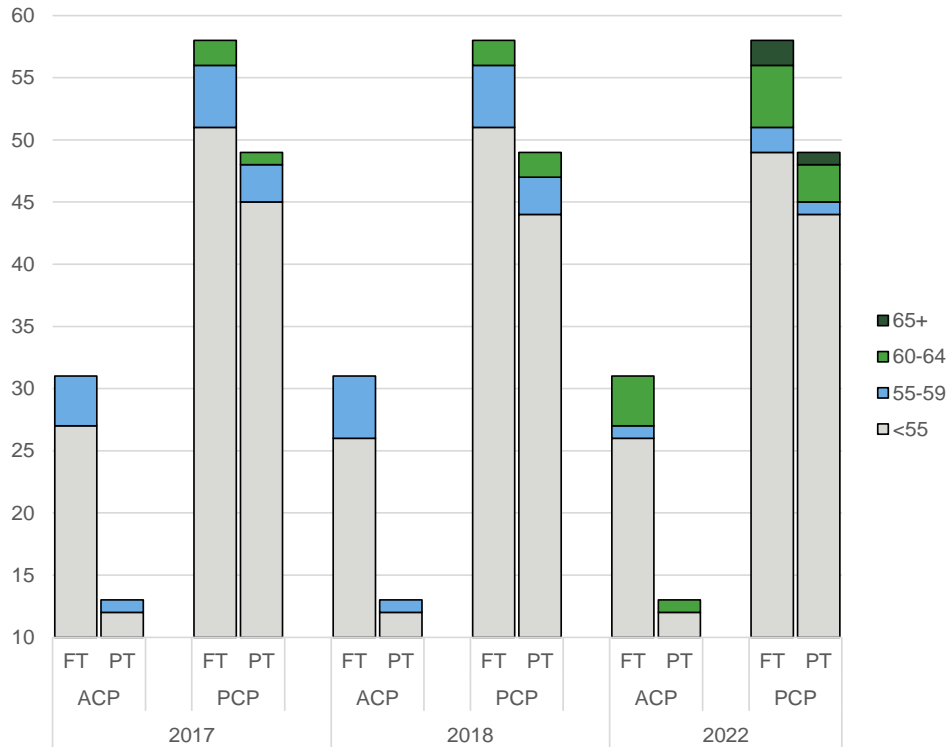
- ALL current FT Ferry Operators >age 55
- 78% (14/18) of ALL Operators >age 55
- 44% of all Operators (8/18) will be eligible for immediate retirement with unreduced pension



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Paramedic Services

Demographic breakdown by age over five years



Highlights

Current

- 89% of all Paramedics <age 55
- 15% of all Paramedics are between ages 55-64
- 2 Paramedics are eligible for immediate retirement with unreduced pension

By 2022

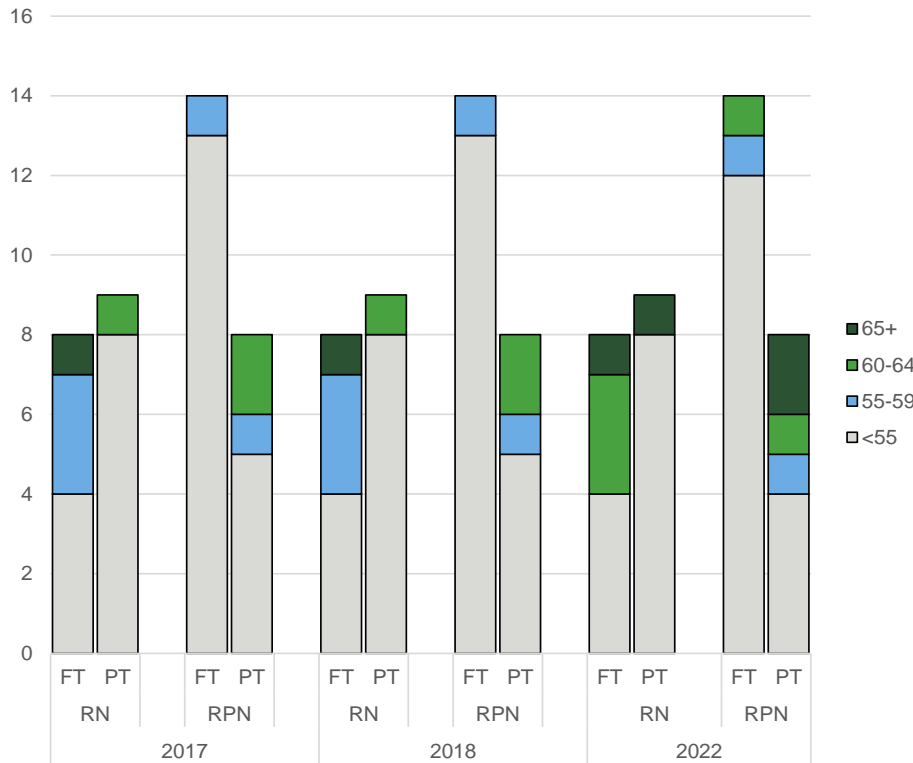
- 4 ACPs and 6 PCPs will be eligible for immediate retirement with unreduced pension



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Fairmount - nursing

Demographic breakdown by age over five years



Highlights:

22 FT Nurses and 17 PT Nurses (RNs and RPNs)

Current

- 50% of FT RNs >age 55
- One RN is eligible for immediate retirement with unreduced pension

By 2022

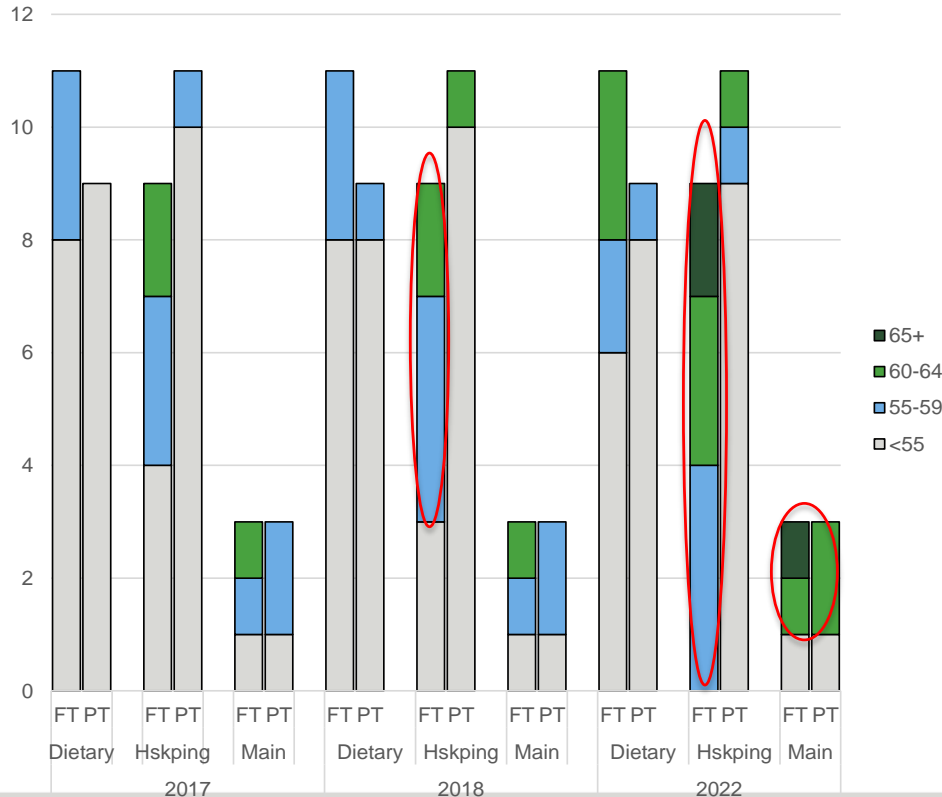
- 10% of all Nurses (4/39) will be eligible for immediate retirement with unreduced pension
- 50% of FT RNs >age 60
- One third of PT RPNs >age 60



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Fairmount – Housekeeping, Dietary and Maintenance

Demographic breakdown by age over five years



Highlights:

- 20 Dietary Aides, 6 Maintenance staff, and 18 Housekeeping/Laundry Aides = 44

2018

- Housekeeping - 67% of FT > age 55 (5 are eligible for early/unreduced pension)
- Maintenance - 67% (4/6) >age 55 (1 is eligible for early/unreduced pension)
- Dietary - 20% of staff >55 (1 is eligible for early/unreduced pension)

By 2022

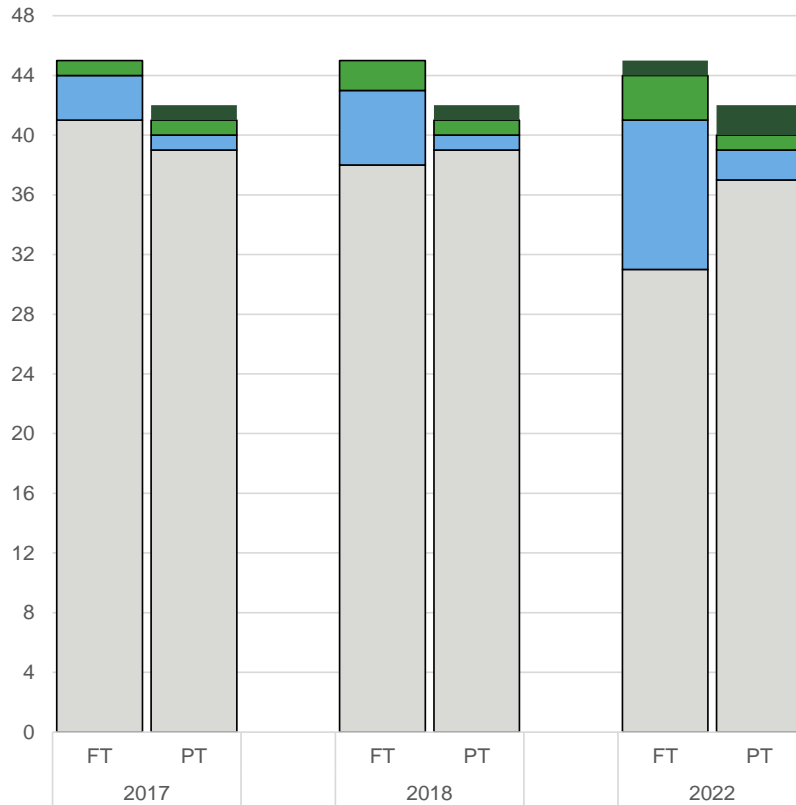
- All FT Housekeeping staff >age 55 (78% will be eligible for early/unreduced pension)
- Maintenance - 67% > age 60 (2 are eligible for early/unreduced pension)
- Dietary - 30% of staff >age 55 (2 are eligible for early/unreduced pension)



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Fairmount – Health Care Aides

Demographic breakdown by age over five years



Highlights:

45 FT and 42 PT Health Care Aides

Current

- 8% of all HCAs >age 55 (2 are eligible for early/unreduced pension)

By 2022

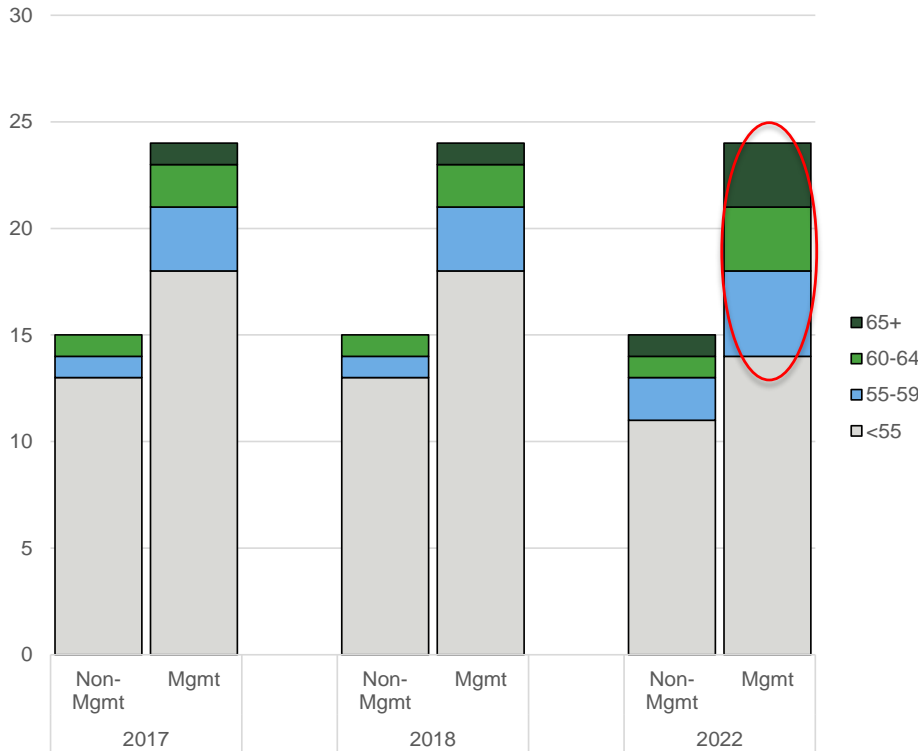
- 22% of HCAs >age 55 (5 are eligible for early/unreduced pension)



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Corporate Services, Planning and Management

Demographic breakdown by age over five years



Highlights:

Current

- 3 Managers currently eligible for retirement with unreduced pension

By 2022

- 26% of Non-Management > age 55 (1 will be eligible for retirement with unreduced pension)
- 42% (10/24) of Management >age 55 (one quarter will be eligible for retirement with unreduced pension)



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Summary of retirement eligibility

	2018	2022
Employees Under age 55	317	282
Employees ages 55-64	70	87
Over age 65	6	24
TOTAL Staff	393	393

	2018	2022
Over age 65	6	24
Eligible for Early Unreduced Retirement	19	26
TOTAL Staff Eligible for Retirement	25	50

Key Areas Requiring Review:

- ETS - Marine Services
- Fairmount – Nursing, Housekeeping, and Maintenance
- Senior Leadership
- Key and Single-Incumbent Positions



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Challenges

**Aging
Workforce**

**Increased
Absenteeism**

**Loss of
Intellectual
Capital**

**Sourcing and
Engaging
New Talent**



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Opportunities

Competency Framework	Leadership Assessment Process	Individual Development Plans	Mentoring
Recruitment Strategy	Learning and Education Strategy	Performance Appraisal Systems	Labour Relations Strategy
LEAN – Onboarding and Orientation	Management Orientation	Psychological Safety Survey	Early Retirement Program



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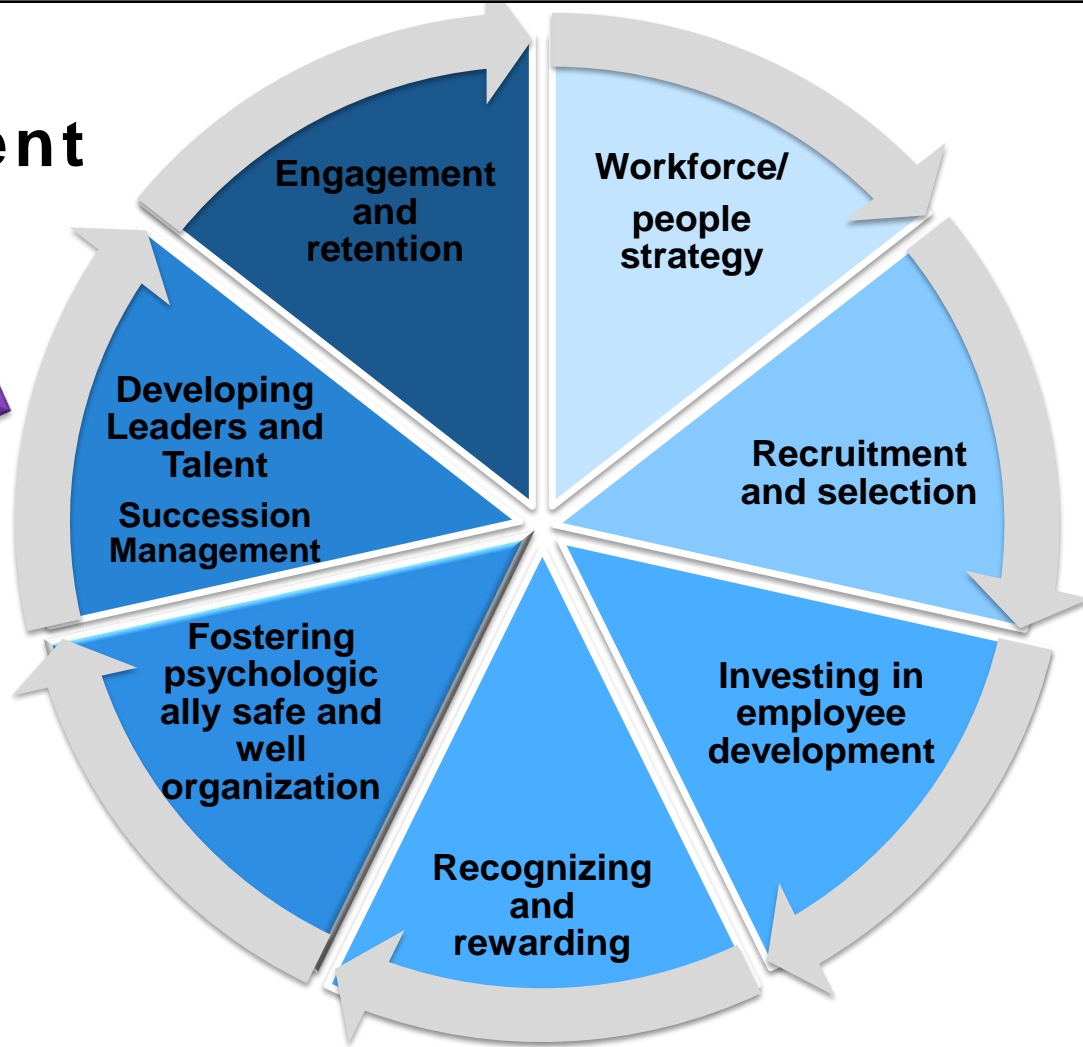


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Succession Management and Leadership Assessment Process

AGENDA ITEM #6)

Talent management strategy



Succession management

- A deliberate and systematic effort by an organization to ensure the continued long-term effective performance of an organization by:
 - ✦ Identifying, developing, retaining and placing talented people in key positions, over time
 - ✦ Retaining and developing critical intellectual and knowledge capital for the future
 - ✦ Encouraging individual learning, growth and advancement

Succession management



- Right people with the right skills available at the right time to continue to provide excellent programs and services.



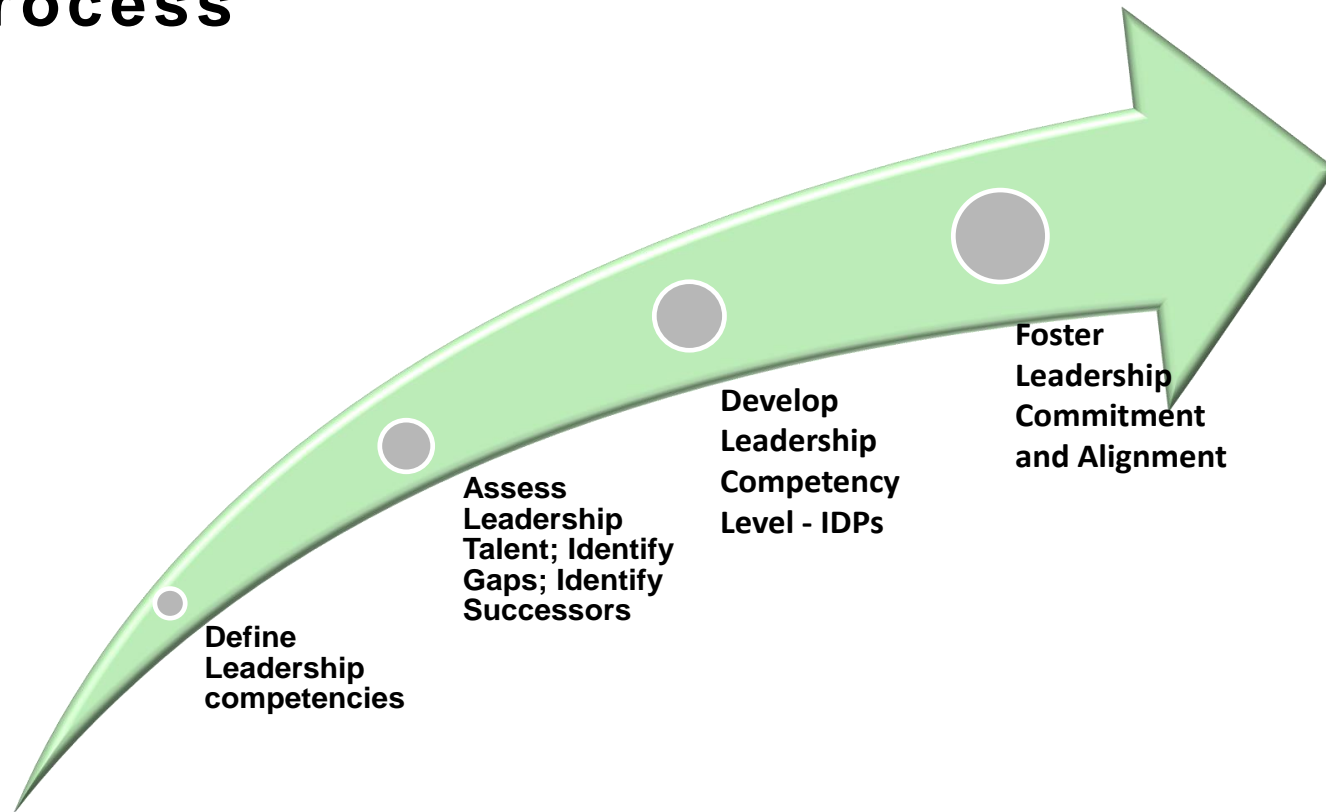
Succession management philosophy

- Aligned to the vision and strategic directions of the County of Frontenac
- Builds leadership competency and bench strength to ensure organization is able to respond to the changing demands
- Fosters leadership excellence, retention and continuity



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Building the succession management framework & leadership assessment process



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Core leadership competencies

Corporate Accountability

- Leadership
- Vision
- Decisiveness
- Fiscal accountability

Leading People

- Developing and nurturing talent
- Relationship building
- Leading change and transition
- Engaging and inspiring people

Personal Effectiveness

- Emotional intelligence



Leadership Assessment Process

Overview

- Framework to assess current performance; experience and credentials; leadership potential; career aspirations; readiness
- Semi-annual process
- SLT completes assessments for their respective areas



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Process for assessing leadership talent

Discussion Framework for SLT:

- Strictly confidential
- Work experience
 - » Major accomplishments
- Leadership competencies
 - » Values based behaviours
 - » Key competencies
- Development areas
- Position criticality (if vacant for > 60 days – Low, Medium, High)
- Replacability (potential candidates – Low, Medium, High)
- Retention (Individual Learning & Development Plan)



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Process for assessing leadership talent

- Monitor, coach, train
- Create opportunities
- Develop list of candidates for critical positions with no immediate backfills
- Individual Learning & Development Plans



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The County of Frontenac set the following criteria under Regulation 257/00, as amended, for its response time targets for 2017:

For the calendar year of 2017, 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*, 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

The County of Frontenac met and exceeded all of the response time targets set under our 2017 Response Time Standard Performance Plan despite a 3.29% increase in total call volume over 2016.



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



Report 2018-037

Council Recommend Information Report

To: Warden and Council

From: Kelly Pender, Chief Administrative Officer

Prepared by: Kelly Pender, Chief Administrative Officer
Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: March 21, 2018

Re: **Administrative Office Review – Moving Forward with a Potential Partnership with the Cataraqui Region Conservation Authority (CRCA)**

Recommendation

Resolved That the Council of the County of Frontenac receive the Administrative Office Review – Moving Forward, Potential Partnership with the Cataraqui Region Conservation Authority (CRCA) report for information;

And Further That Council remains open to continuing discussion 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.

Background

The Administrative Building Design Task force met on March 9, 2018 with the Building Review Committee for the Cataraqui Region Conservation Authority. The meeting started at the CRCA office on Perth Road with an overview of needs for both organizations being provided and included a tour. Both committees then moved to the County office for a tour and further discussion. A copy of the unconfirmed minutes of that meeting are attached to this report as Appendix A.

Comment

March 9th was the fourth meeting of the ABDTF. The first three meetings involved scoping of the project, reviewing office needs and refining options. The opportunity to

partner with another public sector body presents options to both save on construction costs (e.g., one Council Chambers/Board Room) and potentially shared resources.

The project stems from a recommendation the 2013-14 Service Delivery and Organizational Review (SDOR) completed by KPMG.

The AOTF is seeking direction from Council whether or not to continue with discussions and limit the scope to either the CRCA or County site.

Both organizations would be looking to construct a similar sized facility of between 8,000-10,000 ft², and would provide workspace for between 25-30 staff from each organization. The need for similar types of support spaces such as reception area, meeting rooms, and accessible washrooms means that there is the potential for combining needs and reducing the overall building foot print of a combined facility and thereby reducing building maintenance costs.

Questions remain regarding financing, ownership and the potential for shared service delivery.

The ABDTF is seeking input from Council regarding whether or not to continue discussions with the CRCA. It was the consensus of both parties in attendance at the meeting that there was merit in continuing discussions.

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

Both capital and operational cost savings (e.g., utilities) could be achieved through construction/operation of a joint facility. The potential exists for shared service agreements to be negotiated between the parties.

Organizations, Departments and Individuals Consulted and/or Affected

Committee and Staff, Cataraqui Region Conservation Authority.



**Minutes of the Administrative Building Design Task Force Meeting
March 9, 2018**

A meeting of the Administrative Building Design Task Force was held at the Cataraqui Region Conservation Authority Building, 1641 Perth Rd, Glenburnie at 9:30 a.m. and moved to the Bud Clayton Memorial Room, County Administrative Office, 2069 Battersea Road, Glenburnie on Friday, March 9, 2018 at 11:30 AM

Present:

Councillor Dewey
Councillor Nossal
Councillor Vandewal

Regrets:

Councillor Inglis

County Staff Present:

Jannette Amini, Manager of Legislative Services/Clerk (Recording Secretary)
Kelly Pender, Chief Administrative Officer

CRCA Members Present:

Geoff Rae, General Manager
Alan Revill, Councillor South Frontenac
Rob McRae, Manager, Watershed Planning and Engineering
Donna Campbell, Assistant to the Chair and General Manager
Max Kaiser, Council Greater Napanee
Sandy Hay, City of Brockville Representative
Tom Beaubiah, Manager Conservation Lands

1. Call to Order

The Clerk called the meeting to order at 9:30 a.m. and proceeded to the Election of Officers.

2. Election of Officers

a) Election of Chair

Moved By: Councillor Dewey
Seconded By: Councillor Nossal

That Councillor Ron Vandewal be elected Chair of the Administrative Office Design Task Force for 2018.

Carried

Moved By: Councillor Nossal
Seconded By: Councillor Dewey

That nominations for Chair be closed.

Carried

b) Election of Vice-Chair

Moved By: Councillor Vandewal
Seconded By: Councillor Nossal

That Councillor Tom Dewey be elected Vice Chair of the Administrative Office Design Task Force for 2018.

Carried

Moved By: Councillor Nossal
Seconded By: Councillor Vandewal

That nominations for Vice Chair be closed.

Carried

Councillor Vandewal assumed the Chair.

3. Adoption of the Agenda

Moved By: Councillor Nossal
Seconded By: Councillor Dewey

That the agenda for the March 9, 2018 meeting of the Administrative Building Design Task Force be adopted.

Carried

4. Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

5. Adoption of Minutes

a) Minutes of Meeting held December 14, 2016

Moved By: Councillor Nossal
Seconded By: Councillor Dewey

That the minutes of the Administrative Design Task Force meeting held December 14, 2016 be adopted.

Carried

6. Deputations and/or Presentations



7. Reports

a) Presentation by the Cataraqui Region Conservation Authority (CRCA)

This portion of the meeting was held at the CRCA site, 1641 Perth Rd, Glenburnie

Mr. Pender provided a presentation of the background of the County's Administrative Building Design Task Force which was mandated by County Council to review and make recommendations on the County Administrative Buid, including the potential that arose to have a shared office space with the CRCA which is the purpose of today's meeting. The presentation included the current issues the County faces with respect to its current building. A copy of Mr. Pender's presentation was attached to the agenda.

Should the current County office building be decommissioned, it could be turned into community space as it is located close to the Rideau Corridor as well as the EOWC.

It was questioned how the County will protect its brand given it is currently located within the City of Kingston. Mr. Pender noted that the location of the offices is a political decision; however consideration would need to be given to all member municipalities and their travel time as well as current staff travel time.

Mr. Rae provided a presentation on the background of the CRCA facility condition assessment, including potential next steps for both the CRCA and the County of Frontenac. A copy of which is attached to the record in the Clerk's Office.

The CRCA currently has 34 staff; however depending on where it is located would determine the number of staff that would need to be accommodated. He suspects the current building would be demolished as the existing septic tank would need to be replaced.

It was noted again the importance of branding and with respect to the CRCA, their brand is the outdoor centre; however we do have developers and citizens who come for permits. Moving south of the 401 to a more urban centre would be somewhat in contravention to that brand.

CRCA, from an operational perspective, needs to be in proximity of the 401 given it geographic area ranges east to west between Brockville and Napanee. It could move further north; however how far north would need to be determined.

If considering a shared space, it would need to be shown the actual and true savings in order to receive tax payers support. You would need to look at individual costs and then costs if this were to be done jointly to determine if there is potential savings. It was also suggested that a lease rather than owned option may be more beneficial should one partner chose to move. This option is currently being discussed by staff as this can be overcome in ownership as well, depending on the design of the building.

It would help committee members if staff were to come to a joint meeting with a list of their wants and must haves. There was discussion around if the County offices should be located in the County; however most people see the City of Kingston as being located in the County and the County administrative offices has always been located in the City so the Committee didn't see it as an issue.

It was also noted that contractors who need to attend the offices are not paid for travel time and an additional 20 minute commute north could make a difference.

With respect to the decision to either renovate or do a new build, the existing CRAC has met its useful life and needs to be replaced and with respect to the County facility, it is an old building that would be costly to renovate.

The Committee adjourned to take a tour of the site and then proceeded to the County Administrative Building.

b) Presentation by Kelly Pender, Chief Administrative Officer

This portion of the meeting was held at the County Administrative site, 2069 Battersea Road, Glenburnie

Mr. Pender provided an overview of the layout of the County Administrative Building and its history. He also noted potential options and locations for expansions to the building. The options for the location of the paramedic services was also discussed with the likely hood that they would remain at this building or leasing a property in the City. With the paramedics relocating, there is 10,000 square feet of available space; however this would mean the loss of meeting space.

There is room to expand with respect to the capacity of the well and septic. There is also the option if the paramedics relocate, the county could use the entire space or a small addition could support the CRCA. The Old House; however is not accessible in terms of washrooms.

Next Steps:

It was suggested that the respective CAO's, along with a few Committee members attend a few of the Conservation Authority shared buildings; however it was felt that before any site visits happen, it needs to be determined if both parties are willing to move forward with a shared new build. This requires both parties coming forward with their wants and must haves.

The county administrative building is already a shared space and to add another entity to it would make it convoluted. It was felt that the CRCA would lose its identity here.

The County CAO and the CRCA General Manager will take a report to their respective Council/Board to determine if there is an appetite for moving forward with the construction of a new shared facility. The group will meet again in early April once this major decision has been made as it was suspected by many around the table that the location of a new building is not a major point.

8. Communications

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**9. Other Business**

**10. Next Meeting**

The next meeting will be at the call of the Chair.

**11. Adjournment**

Moved By: Councillor Dewey  
Seconded By: Councillor Nossal

**That** the meeting hereby adjourn at 12:37 p.m.

**Carried**



**Report 2018-039**

**Council Recommend Information Report**

**To:** Warden and Council

**From:** Kelly Pender, Chief Administrative Officer

**Prepared by:** Kelly Pender, Chief Administrative Officer  
Joe Gallivan, Director of Planning and Economic Development

**Date of meeting:** March 21, 2018

**Re:** **Office of the Chief Administrative Officer – Authorization of a Planning Services Agreement with Member Municipalities**

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**Recommendation**

**Resolved That** the Council of the County of Frontenac receive the staff the Office of the Chief Administrative Officer – Authorization of a Planning Services Agreement with Member Municipalities report for information;

**And Further That** Council pass a By-law later in the meeting authorizing the Warden and Clerk to execute an agreement with the member municipalities to deliver planning services in accordance with the terms and conditions of the agreement.

**Background**

At the January 17, 2018 meeting of County Council, report #2018-006 was reviewed and the following motion was subsequently approved:

**And Further That** the costs associated with the County Planning Departments three positions be apportioned based upon a three year rolling average of utilization based on local planning issues;

**And Further That** the costs be phased in over a three year period;

**And Further That** the phase in costs be taken from the County's stabilization reserve for 2018;

**And Further That** funding for subsequent years be determined by the next term of council;

**And Further That** the CAO's group draft an agreement to reflect this resolution;

**And Further That** a copy of this resolution be forwarded to Township Councils for consideration no later than the end of February 2018.

**Comment**

The purpose of this report is to provide Council with an opportunity to review the recommended agreement developed by the CAO's as contemplated by the approved motion. A copy of the agreement is attached to this report, **Schedule A**.

The member municipalities will be considering a similar motion this month. An update will be provided at the meeting.

**Sustainability Implications**

A cooperative approach to providing planning services is supported by the KPMG Service Delivery report. Sharing of services will result in reduced costs for the participants, provide service redundancy and allow municipalities to benefit from work completed in other jurisdictions (e.g., shoreline policies). This type of approach is both cost effective and an efficient service delivery model.

The continued work of County planning staff with three of the four Townships also has significant qualitative benefits to the region as all local planning work is closely tied to the economic development plans being advanced in the same department. It ensures that new planning policies and regulations are aligned with the regional economic development vision. This model is a competitive advantage for Frontenac in relation to other Eastern Ontario Counties that do not have planning and economic development teams working in unison.

**Financial Implications**

As noted in the agreement.

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

Township Chief Administrative Officers

**Shared Services Agreement  
Planning Services**

This agreement made as of this \_\_\_\_\_ day of \_\_\_\_\_ 2018.

Between

**The Corporation of the Township of Frontenac Islands**

(Hereinafter called "Frontenac Islands" or "FI")

And

**The Corporation of the Township of South Frontenac**

(Hereinafter called "South Frontenac" or "SF")

And

**The Corporation of the Township of Central Frontenac**

(Hereinafter called "Central Frontenac" or "CF")

And

**The Corporation of the Township of North Frontenac**

(Hereinafter called "North Frontenac" or "NF")

**~ Collectively Hereinafter Called The "Township(S)" ~**

And

**The Corporation of the County of Frontenac**

(Hereinafter called the "County" or "CofF")

**Whereas:** Section 20 of the Municipal Act, S.O. 2001, c.25 provides that a municipality may enter into agreements with one or more municipalities for their joint benefit to provide a service or thing for their mutual benefit and the benefit of their respective inhabitants subject to the consent of the municipality in which the service or thing is provided;

**And Whereas:** Planning Services (PS) are an important and necessary service for the operation of a municipality;

**And Whereas:** the townships have agreed to enter into an agreement to set out the cost sharing formula in the event that they choose to utilize the shared P.S. model outlined in this agreement;

**And Whereas:** the County is prepared to be the host municipality for the purpose of delivering the services contemplated by this agreement and as requested by the member municipality;

**And Whereas:** the parties agree that the signing of this agreement does not obligate South Frontenac to utilize the service;

**Now Therefore,** in consideration of the mutual covenants, conditions, considerations and payments herein contained, the parties mutually agree as follows:

**1. Introduction**

- a. This agreement is intended to set out the funding formula for purchased planning services, recognizing the parties' obligations under the *Planning Act*.

**2. Definitions**

- a. **Council** – means the elected members of council for each of the parties to this agreement.
- b. **Chief Administrative Officer (C.A.O.)** – is the senior staff member for each of the parties to this agreement.
- c. **Director of Planning and Economic Development (Director)** – is the person appointed by the County to lead the planning and economic development department.
- d. **Service Level Agreement (S.L.A.)** – an agreement that defines the service – scope, quality, and responsibilities – agreed between the parties, including performance standards.

**3. General**

- a. The day-to-day management of the agreement will be provided by the Director (or designate) as appointed from time-to-time by the County, including:
  - i. Providing strategic advice
  - ii. Project management
  - iii. Management (hiring, oversight, performance, discipline and termination)
  - iv. Allocation of staff resources based upon an approved work plan.
- b. For the purpose of the administration of this agreement, the Director will report to the five Frontenac Chief Administrative Officers who will provide guidance, advice and direction on the level of service provided within the budget allocation and work plan for the Planning function as approved by the County.

- i. The C.A.O.s and the Director will meet at a minimum of semi-annually to review operations and receive suggestions for service level adjustments.
  - ii. The Director will present an annual draft budget for consideration by the C.A.O.s by September 15<sup>th</sup> of each year for the following year.
  - iii. Quarterly financial reporting will be provided by the Director in a timely manner to the C.A.O.s.
- c. The Director will provide recommendations to the C.A.O.s based upon best practice, the principles of good planning and cost efficiency.
- d. The work plan for the P.S. will be reviewed and approved annually by the CofF Planning Advisory Committee (currently composed of the four Mayors and three non-political residents).
  - i. The Director will review progress related to the work plan on a regular basis with the Planning Advisory Committee.
  - ii. In the event of a dispute regarding work plan priorities, the decision of the Planning Advisory Committee will be final.
- e. It is understood that efficiencies and cost savings will be achieved by harmonizing policies and where practical and feasible, and that the Director will work towards commonality where possible. The final decision with respect to such policies shall rest with each individual party.
- f. Information segregation and security between the parties will be maintained, except where disclosure is required by the *Municipal Freedom of Information and Protection of Privacy Act* and the *Planning Act*.
- g. In order to meet the objectives of this agreement, planning staff will be employees of the County and where required will be members of CUPE 2290.
- h. Planning staff will be assigned as required by the Director to ensure the fulfilment of this agreement, approved work plans and work load, taking into account training, vacation and overall system needs.
- i. For the purposes of the efficient operations of the P.S. the Director will have the ability to move staff as required. In general, the Staffing complement will include the Director (1), Senior Planner (1), and such number of Community Planner(s) required to administer the program.
  - i. Community Planners will be added/removed from employment based upon a reasonable work load balance of active applications at any given time. Consideration to add/remove Community Planner(s) will be based upon a minimum sustained period six (6) months.
  - ii. Short term assistance of a contract/consulting planner may be required from time to time as recommended by the Director and supported by the Planning Advisory Committee. Where this option is chosen, the

costs will be allocated directly to the benefiting municipality and paid for in the year where the expense was incurred.

- j. Training for planning staff is vital in order to ensure that policies, practices and implementation are of the highest quality. Training plans will be developed by the Director and where such training plans require an adjustment to budget estimates will review the plan with the C.A.O.s.
- k. A service level agreement (S.L.A.) will be developed by the Director with the input of the C.A.O.s that will include the nature of the services provided and the performance level standards to be targeted. The S.L.A. is intended to be a living document that is adapted as technology and service demands change. The S.L.A. will be completed within one year of the signing of this agreement.

**4. Township Responsibility**

- a. Each Townships will be responsible for:
  - i. The cost of hardware and software solutions to support their operations.
  - ii. Provision of office/desk space for P.S. staff.
  - iii. Health, safety and orientation training as it relates to Township operations.
  - iv. Working with the Director regarding their efficient operations and integration into their operations.
  - v. Providing/nominating staff to sit on committees/working groups related to planning, including all costs related to their participation.
  - vi. Policy enforcement, insurance and legal obligations related to their employees and Councils use of the P.S.
  - vii. Providing input regarding the performance of P.S. staff.

**5. Financial Obligations**

- a. The calculation of payment for the P.S. is based upon: (the cost of the planning service including salary, payroll costs, travel and I.T.) x (the percentage of hours utilized by each party during the previous three calendar years).
- b. The parties agree that the commencement of this agreement will be in two phases:
  - i. the signing of this agreement by all parties will initiate a hiring process by the Coff. During this period, County planning activities will take place as per current practice and applicable fees; and
  - ii. the hiring of one additional professional planner will initiate the full agreement, including fees and charges as contemplated by the agreement.

- c. Cost will be phased in as illustrated below:
  - i. From commencement to December 31, 2019 – 33.33%;
  - ii. From January 1, 2020 to December 31, 2020 – 66.67%
  - iii. From January 1, 2021 forward, 100%.
- d. For illustration purposes only, attached **Schedule ‘A’** is a summary of cost calculations intended to illustrate the application of the phase in described above.
- e. Salaries for P.S. staff will be calculated based upon the actual amount paid to the employee + mandatory costs and benefits associated with the employee.
  - i. For the Director, the cost will be net of time spent administering the County’s Economic Development program – currently estimated at 15%.
- f. The parties recognize that the P.S. funding formula may have the effect of shifting costs based upon local planning activity and approved work plans that benefit the entire group (e.g., broad planning policy work). In order to mitigate this situation a “rolling average” calculation will be utilized as follows based upon the previous three calendar years.
- g. For the purposes of calculating the rolling three year average, the following work will be applied to the percentage for each party:

| <b>County</b>                                                                                                                                                                                                                                                                                                           | <b>Member Municipality</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>- County Official Plan</li> <li>- Plans of Subdivision</li> <li>- Plans of Condominium</li> <li>- Township Official Plan and/or Amendment Approvals</li> <li>- County Wide Policy/Planning Docs, e.g., population projections, private roads study, communal services</li> </ul> | <p>Where requested by the member municipality</p> <ul style="list-style-type: none"> <li>- Official Plan reviews</li> <li>- Zoning By-law reviews</li> </ul> <p>Development/Application Review, including:</p> <ul style="list-style-type: none"> <li>- Official Plan Amendments</li> <li>- Zoning By-law Amendments</li> <li>- Minor Variances</li> <li>- Consents</li> <li>- Site Plan</li> <li>- Part Lot Control</li> <li>- General Inquiries</li> <li>- Deeming By-law</li> <li>- Subdivision Agreements</li> </ul> |

- Municipality Specific Policy, - e.g., severance policy, secondary plan, hamlet boundary review

- h. For work related to an Local Planning Appeal Tribunal (LPAT) hearing (or such related hearings as described by the *Planning Act*) the parties agree that:
  - i. For appeals related to CofF level applications as noted above, the County will be responsible and all hours related to the application;
  - ii. Where an appeal relates to a municipal level application the respective municipality will be responsible for all hours related to the application;
  - iii. Where an appeal relates to both a County and municipal level application, the parties may agree (by motion of both Councils) to use P.S. staff to jointly represent their interests. In such cases the hours related to the application(s) will be shared equally between the parties.
    - 1. Should interests diverge at any point during the process, the parties agree to be responsible for sharing of cost up to the point of divergence and for their own costs moving forward.
  - iv. In general, the legal costs related to an application will be the responsibility of each party. Notwithstanding, the parties may agree, by a motion of both Councils to assume an equal share of legal costs for shared representation.
- i. For the portion of the calendar year 2018 to which this agreement applies, the funding formula will be as follows:
  - i. County of Frontenac 54.7%
  - ii. Township of Frontenac Islands 8.3%
  - iii. Township of South Frontenac 0%
  - iv. Township of Central Frontenac 19.7%
  - v. Township of North Frontenac 17.3%
- j. The County will invoice each municipality as follows:
  - i. March 31<sup>st</sup> – 25% of the budget amount
  - ii. June 30<sup>th</sup> – 25% of the budget amount
  - iii. Sept 30<sup>th</sup> – 25% of the budget amount (plus a mid-year reconciliation)
  - iv. December 31<sup>st</sup> – 25% of the budget amount
  - v. January 31<sup>st</sup> of the following year, a year end reconciliation of budget to actual

**6. Liability and Insurance**

- a. Each party to this agreement shall assume full responsibility and cost for any actions or lack of actions brought against the municipality for incidents or events that happen within their municipal borders and are directly related to them as a result of their own negligent acts or omissions and no liability shall attach or accrue to the other parties.
- b. Despite Section 6 paragraph a), in the event that liability or action is brought against the parties collectively, then any cost or awards shall be split on a percent basis as per the percentage split funding formula in place on the day of the event or incident.
- c. Subject to paragraphs a) and b) above, each of the municipalities agrees to indemnify and hold the other municipality harmless from and against all actions, suits, claims and demands which may be brought against or made upon another party including all loss, costs, charges and expenses as well as legal costs which may be incurred as a result of having entered into this agreement to the extent that such actions, suits, claims and demands arise from the negligence of that municipality in the carrying out of its obligations pursuant to this agreement.
- d. The County shall maintain, for the duration of the agreement, liability insurance of not less than \$5,000,000 for coverage of its staff while on Township(s) property or on private property while completing site visits. The Township(s) shall be named as an additional insured on the County's insurance policy, and a copy of shall be provided to each Township.

**7. Termination and Amendments**

- a. This agreement shall remain in force until any party provides written notice of termination prior to July 1<sup>st</sup> of any calendar year, effective January 1<sup>st</sup> of the following year. The party giving notice shall be responsible for the other parties' costs associated with agreement termination, including any cost associated with employee severances or terminations.
  - i. In such an event, the remaining parties will meet to review the ongoing viability and/or restructuring of this agreement.
- b. If all the parties agree to a termination of this Agreement, then the costs associated with termination will be split based upon the percentage split in the year of the termination.
- c. This Agreement may be amended at any time by the mutual consent of the parties in writing, after the party desiring the amendment(s) gives the other party a minimum of ninety (90) days written notice of the proposed amendment(s).

**8. Township of South Frontenac – Special Provisions**

- a. The parties recognize that as of the date of commencement, SF will not be obligated to pay any costs related to this agreement.
- b. Moving forward SF recognizes that they will benefit by being a signatory to this agreement given that costs currently being apportioned to SF through the County levy will be transferred to benefiting parties over the phase in period.
- c. While it is explicitly understood that this agreement does not commit SF to participation, the parties agree to the following:
  - i. Subject to the Director’s determination of capacity, that the C.A.O. for SF (or designate) may request temporary P.S. assistance on a file by file basis. Where this option is exercised, SF will agree to pay the CofF an hourly as provided in the CofF’s fees and charges by-law for all hours required to complete the work under this provision.
  - ii. Become a full participant in this agreement by passing a By-law to move forward as a full participant. Should this option be exercised by SF, they will commence under the formula based upon the hiring date(s) of the employee(s) required to satisfy their need. It is recognized that should SF select this option, by virtue of the three year rolling average, they will see their costs phased in over a three year period. For the purposes of this option, SF and the CofF, with the support and guidance of the C.A.O.s and the Director, agree to negotiate specific timelines and resource requirements.

**9. Previous Agreements/By-laws**

- a. All previous agreement related to planning will remain in effect up to the commencement date of this agreement, including applicable fees.
- b. Upon the commencement date, all previous planning related agreements shall become null and void and all parties agree to take such steps as are necessary to invoke this provision.

**10. Disputes and Disagreements**

- a. If, during the term of this agreement, a dispute or disagreement arises between the parties that cannot be resolved by the Director, the five C.A.O.s will be charged with making a determination. Where the C.A.O.s cannot collectively come to a satisfactory resolution within thirty (30) days, the following dispute resolution procedure will be followed:
  - i. Within ninety (90) days or such timing as may be mutually agreeable, the parties will submit the dispute or disagreement to arbitration in accordance with the provision of the Municipal Arbitrations Act.
  - ii. The party wishing to commence arbitration shall give the other party a written notice describing the dispute or disagreement to be arbitrated. Any arbitration will be carried out by a single arbitrator, who has been

chosen jointly by the parties. The costs and expenses of arbitration will be allocated by the arbitrator between the parties, as the arbitrator determines in accordance with applicable law.

- iii. The parties agree to fully cooperate in any dispute or disagreement process, including the release of information and/or access to individuals.
- b. Except where clearly prevented by a dispute or disagreement that arises under this agreement, the parties shall continue performing their respective responsibilities under this agreement while the dispute or disagreement is being resolved in accordance with this Section, unless or until such responsibilities are lawfully terminated or expire in accordance with terms of this agreement.

**11. Confidentiality**

- a. Planning staff shall not at any time before, during or after the expiration or earlier termination of the Agreement, without prior written approval of the Township(s), divulge to any person (including its employees, officers, agents or representatives) or use for any other purpose any confidential information.

**12. Notice**

Any notice that is required to be given pursuant to this agreement shall be deemed to have been validly given if delivered the Attention of the Clerk to the following:

**Township of Frontenac Islands**  
Box 130, Road 96  
Wolfe Island, ON K0H 2Y0

**Township of South Frontenac**  
P.O. Box 100,  
Sydenham, Ontario K0H 2T0

**Township of Central Frontenac**  
1084 Elizabeth St, PO Box 89  
Sharbot Lake, ON K0H 2P0

**Township of North Frontenac**  
6648 Road 506  
Plevna, Ontario K0H 2M0

**County of Frontenac**  
2069 Battersea Road  
Glenburnie, Ontario, K0H 1S0

**13. Severability**

- a. In the event that any covenant, provision or term of this agreement should at any time be held by any competent tribunal to be void or unenforceable, then this agreement shall not fail but the covenant, provision or term shall be deemed to be severable from the remainder of this agreement which shall remain in full force and effect mutatis mutandis.

**14. Governing Law**

- a. This agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.

**In Witness Whereof** the said Corporations have hereto affixed their corporate seals as attested by the hands of their proper officer duly authorized in that regard.

**The Corporation of the Township of Frontenac Islands**

Per: \_\_\_\_\_  
Denis Doyle, Mayor

Per: \_\_\_\_\_  
Darlene Plumley, Clerk

**The Corporation Of The Township Of South Frontenac**

Per: \_\_\_\_\_  
Ron Vandewal, Mayor

Per: \_\_\_\_\_  
Wayne Orr, Clerk

**The Corporation of the Township of Central Frontenac**

Per: \_\_\_\_\_

Frances Smith, Mayor

Per: \_\_\_\_\_

Cathy MacMunn, Clerk

**The Corporation of the Township of North Frontenac**

Per: \_\_\_\_\_

Ron Higgins, Mayor

Per: \_\_\_\_\_

Tara Mieske, Clerk

**The Corporation of the County of Frontenac**

Per: \_\_\_\_\_

Ron Higgins, Warden

Per: \_\_\_\_\_

Jannette Amini, Clerk

**Schedule 'A' – Illustration of Phase In Cost Allocation**

**Three Year Rolling Average (2015-17)**

**Fixed Percentages For 2018**

| <b>Municipality</b> | <b>Pct</b>    |
|---------------------|---------------|
| County Levy         | 54.7%         |
| FI Contribution     | 8.3%          |
| SF Contribution     | 0.0%          |
| CF Contribution     | 19.7%         |
| NF Contribution     | 17.3%         |
| <b>Total</b>        | <b>100.0%</b> |

**Phase in  
Calculation**

**For illustration purposes - subject to changes in three year rolling average and costs**

|                                       | <b>2018</b>      | <b>2019</b>      | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>      |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>PCT Phase In County</b>            | 100%             | 100%             | 100%             | 100%             | 100%             | 100%             |
| County Levy                           | \$162,263        | \$193,661        | \$197,534        | \$201,485        | \$205,515        | \$209,625        |
| <b>PCT Phase In (For New Planner)</b> | 33.3%            | 33.3%            | 66.7%            | 100.0%           | 100.0%           | 100.0%           |
| FI Contribution                       | \$8,207.09       | \$9,795          | \$19,982         | \$30,573         | \$31,184         | \$31,808         |
| SF Contribution                       | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             |
| CF Contribution                       | \$19,479         | \$23,249         | \$47,427         | \$72,564         | \$74,015         | \$75,496         |
| NF Contribution                       | \$17,106         | \$20,416         | \$41,650         | \$63,724         | \$64,998         | \$66,298         |
| <b>Total</b>                          | <b>\$207,056</b> | <b>\$247,121</b> | <b>\$306,593</b> | <b>\$368,345</b> | <b>\$375,712</b> | <b>\$383,226</b> |
| <b>Shortfall</b>                      | <b>\$89,586</b>  | <b>\$106,921</b> | <b>\$54,530</b>  | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      |
| <b>Shortfall Total</b>                | <b>\$251,036</b> |                  |                  |                  |                  |                  |



**Report 2018-043**

**Recommend Report to Council**

**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:** March 21, 2018  
**Re:** **Planning and Economic Development – RED Program Update and Authorization to Amend Contribution Agreement**

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**Recommendation**

**Whereas** the Rural Economic Development program project “Advancing Economic Development in the Frontenacs through Collaboration” is entering its third and final year of funding,

**Be It Resolved That** the Council of the County Council receive the Planning and Economic Development – RED Program Update and Authorization to Amend Contribution Agreement report for information,

**And Further That** the Council of the County of Frontenac authorize the Warden and Clerk to execute an amending agreement with the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for the Rural Economic Development program.

**Background**

In June of 2016, the County of Frontenac was successful in its application to the provincial Rural Economic Development program. This application was supported by each of the four Frontenac townships and enabled three years of initiatives including:

- Brand Recognition Campaign
- Web-Based Portal (infrontenac.ca)
- Accommodation Study
- Uniform Signage Design
- Local Food & Agri-Business Awareness and Promotion
- Community Development Coordinator Position
- Ferry by Foot Program and Promotion

The program is now entering its third and final year of funding and staff are seeking authorization for the Warden and Clerk to execute an amended funding agreement to better reflect the scope of work for the remaining year.

**Comment**

“Advancing Economic Development in the Frontenacs through Collaboration” is a multi-year program developed in 2015 to establish wide-ranging impact through a suite of initiatives across the Frontenac region.

**Brand Recognition Campaign**

The regional brand was developed by Jon Allison of Red Train with strategic support from Kathleen Vollebregt of Avenue Strategy and was presented to County Council in 2016.

The regional brand has been promoted in multiple ways, most prominently through the development of the Frontenac Ambassador network. This network has led to numerous opportunities for collaboration for Frontenac and for local businesses. With over 121 businesses participating in the network, the County is able to develop initiatives that directly relate to our engaged businesses. [Report 2017-125](#) provides a detailed review of the first year of the program and its impact on local businesses.

The brand also features a unique “In Frontenac” tagline that has been handy for businesses and partners to adapt and change to suit their individual situations. This tagline has enabled online conversations using the hashtag [#infrontenac](#) which have helped to spread the word about our region and the stories we have to tell.

Merchandise has also played a significant role for Frontenac – whether as a giveaway (RED funded) or through consignment sales at several locations, the brand has been a popular one to wear. Total sales for 2017 amounted to almost \$7,700.00. This recovery is enough to ensure a continuous flow of new and interesting merchandise is available every year. The revenue generated will cover expenses associated with the production of more clothing, hats and other promotional items.

**Gateway Signage**

During the process of establishing the Area Profile Signs for the Frontenac region on Highway 401, it was discovered that gateway sign structures were not an approved activity by the province as part of the grant program. Understanding the importance of connecting the brand’s online and print presence to the physical region, staff sought clarification and an amendment to the agreement with the province to include these structures. The recommendation in this report will allow the Clerk and Warden to complete the required paperwork for this amendment.

**Web-Based Portal (infrontenac.ca)**

In the spring of 2017, the Frontenac Economic Development web portal went live, providing information to prospective residents, businesses and visitors to the Frontenac region. This site takes advantage of the regional brand and is a growing resource for information. As the site evolved for use over 2017, additional functionality was introduced including a robust business directory, an available properties module (awaiting MLS integration) and a stronger tourism component. The tourism component is in response to the loss of the Land O'Lakes Tourist association and can be reached directly via [www.visitfrontenac.ca](http://www.visitfrontenac.ca).

Through 2018 staff will be ensuring the site is rich in content, from ambassador success stories to tourism experiences and strengthening the business directory entries.

**Accommodation Study**

County Council approved the recommendations of the Accommodation Study completed by MDB Insight at their meeting in July of 2017.

The study recommended that the County and its member townships focus on the development of five key forms of accommodation: B&B, Rental Cottage Redevelopment, Upscale Camping, Pod-based accommodations and Niche Resort Developments.

The recommendations include the development of an accommodations task force, strengthening the tourism sector outside of the busy summer season, and a number of policy recommendations to implement across the County and Townships.

Staff plan to focus on implementation in 2019.

**Uniform Signage Design (Trail, Artisan, Farm Gate)**

Staff are currently working with BMDODO Strategic Design on consistent wayfinding signage with accessibility information for the K&P Trail. This will result in the installation of approximately 70 signs and 55 km markers, consistent with City of Kingston trail wayfinding signs and markers.

**Local Food & Agri-Business Awareness and Promotion**

Staff have engaged local farms and food businesses through County and Frontenac CFDC led events to gain traction on a suite of initiatives to strengthen Local Food Awareness. Many of these initiatives will launch in 2018:

- A food-focused “buy local” print & social media campaign
- An “Open Farms” harvest event to connect the community to their local farms

- A local food campaign using multiple mediums such as print, video, pop-up stores and social media to strengthen Frontenac as a local brand to consumers in Kingston and area
- Photo and blog content for use on infrontenac.ca
- “Locally Made In Frontenac” Product tags

### **Community Development Coordinator Position**

The Community Development Coordinator has been the key support mechanism to deliver the initiatives associated with this RED project, most notably the development of the Frontenac Ambassador Network, the Ferry by Foot Program, the Web Portal and Local Food Awareness initiatives.

This position has enabled the municipality and its community development efforts to be highly visible, engaged and responsive to the community.

While the program had initially included a \$60,000 budget for Community Development Coordinator’s travel costs, vehicle claims and mileage have repeatedly been rejected by the ministry. This is the main reason why the total grant amount has been reduced.

### **Ferry by Foot Program and Promotion**

In 2017 the Community Development Coordinator engaged with Wolfe Island businesses, municipal staff and the Ministry of Transportation to develop the framework for a robust Ferry by Foot Campaign, set to launch in late April. The program has five core elements:

- A content marketing campaign
  - Kingston ferry dock signs
  - Printed brochure
  - Enhance Wolfe Island’s cycle-friendly reputation
- Provide a Shuttle Bus to Big Sandy Bay (Pilot Project)

### **Sustainability Implications**

The suite of programs funded through the Rural Economic Development program each provide a number of Sustainability implications.

Brand Recognition efforts have strengthened community ties and sparked collaboration between local businesses, resulting in new products and experiences in the Frontenac region. The growth of the Frontenac regional brand has earned recognition across the province and increased community engagement, especially through social media.

The web-based portal represents a modernization of the economic development and tourism functions of the municipality. This portal provides both marketing information as well as links

to important aspects of our Frontenac communities. As the portal grows, it will become a hub of information relevant to prospective residents, businesses, and visitors to Frontenac.

The Accommodation Study and related recommendations provide data and recommendations that will support the continued health and long-term sustainability of tourism-based businesses and accommodations in Frontenac.

Uniform Trail Signs will strengthen the accessibility of recreation facilities in our community, and provide clear, connected information to trail users in regard to distance, nearby points of interest and other relevant route information. Recreation and leisure have been identified as focus areas within the Frontenac County Integrated Community Sustainability Plan, *Directions for Our Future*.

Local Food Awareness campaigns strengthen the connection between our community and the local farms that produce healthy, environmentally sensitive food options. While community members benefit from the nutritional aspects of local food, our local farms and producers benefit from sustaining or expanding their consumer markets.

The Ferry by Foot program supports active transportation options in regard to how people travel to and experience Wolfe Island. This may also result in a reduction of vehicles that idle in place in line waiting for the Wolfe Island ferry, thereby also creating a reduction in GHG gases.

**Financial Implications**

Council approved the use of \$500,000 for advancing economic development in the Frontenacs. The RED grant provides funding for 40% of eligible expenditures with the remaining 60% coming from the Strategic Projects Reserve and township contributions.

The contract amendment reduces the overall grant from \$300,000 to \$260,000 and the overall program budget from \$750,000 to \$650,000. It is anticipated that approximately \$60,000 will remain in reserves upon the completion of the RED program in 2019. Remaining funds from this program will be added to the Community Development reserve to fund future Community Development initiatives.

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

Susan Brant, Treasurer and Director of Corporate Services  
Alex Lemieux, Deputy Treasurer  
Central Frontenac Township  
South Frontenac Township  
North Frontenac Township  
Township of Frontenac Islands  
Frontenac CFDC

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Recommend Report to Council  
Planning and Economic Development – RED Program Update and Authorization to Amend Contribution  
Agreement Amendment  
March 21, 2018



**Report 2018-038**

**Council Information Report**

**To:** Warden and Members of County Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Barb McCulloch, Manager of Human Resources  
**Date of meeting:** February 21, 2018  
**Re:** **Corporate Services – Competency Based Framework Report Card**

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**Recommendation:**

This report is for information only.

**Background:**

Initially, the County of Frontenac commenced work on a competency based structure in 2014-2015. During 2017, additional research was conducted to establish and finalize the core competencies and the leadership competencies required for successful performance at the County.

**Comment:**

Using a competency based framework has many benefits for the County and its employees and is important in establishing role expectations, recruitment and selection, education and learning, performance management and succession management.



Competencies are a cluster of related and measurable knowledge, skills, abilities, commitments, behaviors and values that enable a person (or an organization) to effectively perform the duties of their job or respond appropriately in any given situation. Core competencies are those competencies that every employee of the County should demonstrate in the performance of their duties. Leadership competencies are those competencies that any employee in a leadership position should demonstrate in the performance of their duties. The benefits of using a competency based framework for the County include:

- Ensuring that we are hiring the best through competency based recruitment and selection processes
- Providing transparency of role expectations for all employees, thereby improving communication between the employee and the manager
- Ensuring County-funded training and professional development activities are cost-effective, goal-oriented and productive
- Enabling employees to achieve a higher level of competence
- Enabling managers to more effectively manage performance by providing a framework for constructive feedback by management
- Providing a structure for effective succession management by increasing internal bench strength, and providing the organization with greater ability for sustainable operations

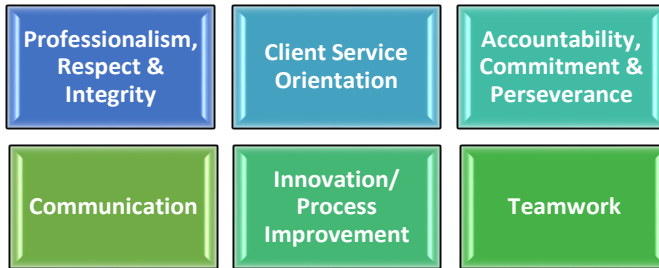
The benefits to our employees include:

- Having clear performance expectations, enabling them to make better decisions and work more effectively
- Providing employees with insight into the overall strategy of their team, department, and organization which leads to greater engagement and job satisfaction
- Enabling employees to be more proactive beyond their individual roles, by learning additional competencies that are valued by the organization
- Providing clear expectations for learning new competencies
- Providing the opportunity to be recognized for demonstrating the core competencies of the organization

- Providing a structure for individual professional development

The Human Resources department, in collaboration with the management team, has developed and finalized a Competency Based Framework. (Appendix A)

There are six (6) core competencies:



There are three (3) core leadership competencies and nine (9) sub-competencies:



The nine (9) sub-competencies include:

| Corporate Accountability | Leading People                         | Personal Effectiveness |
|--------------------------|----------------------------------------|------------------------|
| Leadership               | Developing and Nurturing Talent        | Emotional Intelligence |
| Vision                   | Relationship Building                  |                        |
| Decisiveness             | Managing/Leading Change and Transition |                        |
| Fiscal Accountability    | Engaging and Inspiring People          |                        |

**Results:**

During the second half of 2017, the following components of the framework were completed and are being introduced in the first quarter of 2018:

- Development of the competency based framework
- Development of the competency based job description templates

- Updating (and/or development) of sixty seven (67) unique job descriptions
- Development of competency based Performance and Learning Plan templates (6 unique and streamlined fillable forms)
- Development of the Performance and Learning Plan Manager User Guide
- Development of the Performance and Learning Plan Employee User Guide
- Development of a 360 Review for the Chief Administrative Officer (to be approved)
- Ongoing development of competency based interview booklets used in the selection process
- Development of the succession management framework and accompanying toolkit
  - Development of the Individual Development Plan (IDP)
  - Development of the Leadership Assessment Process
- Development of a recognition program designed to recognize employees/peers for going above and beyond in demonstrating one or more of the core competencies
- Development of a communications roll-out plan to introduce core competencies and their importance to employees

### **Sustainability Implications:**

The new framework is user friendly and ensures that employees are clear on performance expectations. The framework accomplishes the benefits of a competency based system. Updates can be made as necessary, in-house. During 2018, a Mentoring Program will be developed to support personal growth and development as well as education and learning that will be based on competency gaps.

### **Financial Implications:**

Council approved a temporary full time Human Resources Generalist position for six months in 2017 to assist with the competency based project.

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

Lisa Hirvi, Administrator of Fairmount Home  
Joe Gallivan, Director of Planning and Economic Development  
Paul Charbonneau, Chief Paramedic/Director of Emergency Transportation Services  
Susan Brant, Director of Corporate Services/Treasurer



**Report 2018-040**

**Council Information Report**

**To:** Warden and Council Members of the County of Frontenac  
**From:** Kelly J. Pender, Chief Administrative Officer  
**Prepared by:** Nancy Elliott, Finance Clerk, Corporate Services  
Meredith Staveley-Watson, Executive Assistant, Corporate Services  
**Date of meeting:** March 21, 2018

**Re: Corporate Services – 2017 Remuneration and Reimbursement of Expenses to Council Members and Non-Council Appointees Report**

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**Recommendation**

This Report is for information purposes only.

**Background**

Section 284 (1) of the *Municipal Act, 2001 S.O. 2001, Chapter 25*, states:

The treasurer of a municipality shall in each year on or before March 31 provide to the Council of the municipality an itemized statement on remuneration and expenses paid in the previous year to:

- (a) each member of Council in respect of his or her services as a member of the Council or any other body, including a local board, to which the member has been appointed by Council or on which the member holds office by virtue of being a member of Council;
- (b) each member of Council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and
- (c) each person, other than a member of Council, appointed by the municipality to serve as a member of any body, including

a local board, in respect of his or her services as a member of the body. 2001, c. 25, s. 284 (1).

**Comment**

By-law No. 2015-0042 outlines the remuneration to be paid to Councillors and Non-Council Appointees of the County as well as attendance at conferences and training opportunities.

The following charts provide an itemized statement on remuneration and expenses paid in 2017 to members of Council and persons appointed by Council to serve on Boards and Committees.

Compensation as Council Member or Appointee includes base remuneration plus all per diems/expenses for attendance at other Board and Committee meetings, miscellaneous meetings and conference attendance.

| <b>Council Members</b> | <b>Compensation as Council Member or Appointee</b><br>*Includes: Salary and Per Diems* | <b>Conference Training/Travel and Other Expenses</b><br>*Includes: Miscellaneous* | <b>Mileage HST included</b><br>*Includes: Committee Mileage* | <b>Total</b> |
|------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------|--------------|
|                        | \$                                                                                     | \$                                                                                | \$                                                           | \$           |
| Tom Dewey              | 9,224.28                                                                               | 0.00                                                                              | 1,949.30                                                     | 11,173.58    |
| Denis Doyle            | 12,824.28                                                                              | 1,445.88                                                                          | 1,618.81                                                     | 15,888.97    |
| Ron Higgins            | 11,677.56                                                                              | 3,407.64                                                                          | 2,905.20                                                     | 17,990.40    |
| John Inglis            | 9,224.28                                                                               | 0.00                                                                              | 3,017.42                                                     | 12,241.70    |
| John McDougall         | 10,424.28                                                                              | 1,858.56                                                                          | 2,508.90                                                     | 14,791.74    |
| Natalie Nossal         | 9,224.28                                                                               | 0.00                                                                              | 360.36                                                       | 9,584.64     |
| Frances Smith          | 9,224.28                                                                               | 2,895.49                                                                          | 1,861.30                                                     | 13,981.07    |
| Ron Vandewal           | 24,233.76                                                                              | 1,562.18                                                                          | 2,356.42                                                     | 28,152.36    |

\* Includes 2016 expenses that were submitted and reimbursed in 2017.

Council remuneration includes representation on the following Boards and Committees:

|                |                                                                                                                                                                                                                                   |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Frances Smith  | Planning Advisory Committee<br>Mississippi Rideau Tay Rural Health Hub Organizing Committee<br>Seniors Housing Task Force – Central Frontenac                                                                                     |
| Tom Dewey      | Joint Accessibility Advisory Committee<br>Seniors Housing Task Force                                                                                                                                                              |
| Ron Higgins    | Community Development Advisory Committee<br>Planning Advisory Committee<br>RULAC                                                                                                                                                  |
| John Inglis    | Administrative Building Design Task Force<br>Algonquin Land Claim Municipal Advisory Committee                                                                                                                                    |
| John McDougall | Joint Accessibility Advisory Committee<br>Community Development Advisory Committee<br>Seniors Housing Task Force<br>Housing and Homelessness Advisory Committee<br>Rideau Corridor Landscape Strategy Steering Committee<br>RULAC |
| Natalie Nossal | Frontenac County Youth Justice Advisory Committee<br>Administrative Building Design Task Force                                                                                                                                    |
| Ron Vandewal   | Administrative Building Design Task Force<br>Planning Advisory Committee<br>Seniors Housing Task Force – South Frontenac<br>Kingston Frontenac Public Library Board<br>RULAC                                                      |
| Denis Doyle    | Planning Advisory Committee<br>KFL&A Public Health Board<br>Food Policy Council of Kingston, Frontenac, Lennox and Addington                                                                                                      |

Person, other than a member of Council, appointed by the County to serve as a member of any body, including a local board:

| <b>Joint Accessibility Advisory Committee</b> | <b>Per Diem</b> | <b>Mileage HST included</b> | <b>Total</b> |
|-----------------------------------------------|-----------------|-----------------------------|--------------|
|                                               | \$              | \$                          | \$           |
| Neil Allen                                    | 150.00          | 10.80                       | 160.80       |
| David Yerxa                                   | 150.00          | 115.78                      | 265.78       |
| Margaret Knott                                | 225.00          | 43.20                       | 268.20       |
| Kurt Halliday                                 | 225.00          | 20.52                       | 245.52       |
| Ed Schlievert                                 | 150.00          | 200.88                      | 350.88       |

| <b>Community Development Advisory Committee</b> | <b>Mileage HST included</b> |
|-------------------------------------------------|-----------------------------|
|                                                 | \$                          |
| Robert Clinton                                  | 162.00                      |
| Barrie Gilbert                                  | 189.00                      |
| Betty Hunter                                    | 922.32                      |
| Tracy John                                      | 162.00                      |
| Wilma Kenny                                     | 122.04                      |
| Darwyn Sproule                                  | 521.64                      |

| <b>Library Board</b> | <b>Per Diem</b> | <b>Mileage HST included</b> | <b>Total</b> |
|----------------------|-----------------|-----------------------------|--------------|
|                      | \$              | \$                          | \$           |
| John Purdon          | 900.00          | 948.06                      | 1,848.06     |
| Annie Peace-Fast     | 225.00          | 136.40                      | 361.40       |

| <b>Planning Advisory Committee</b> | <b>Per Diem</b> | <b>Mileage HST included</b> | <b>Total</b> |
|------------------------------------|-----------------|-----------------------------|--------------|
|                                    | \$              | \$                          | \$           |
| Phil Leonard                       | 375.00          | 264.60                      | 639.60       |
| Jim McIntosh                       | 600.00          | 622.62                      | 1,222.62     |
| Darwin Sproule                     | 300.00          | 483.84                      | 783.84       |

**Sustainability Implications**

Governance – appropriate stewardship of County resources.

**Financial Implications**

Amounts paid to County Council and other Board and Committee members were within budget.

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

Susan Brant, Director of Corporate Services/ Treasurer

Alex Lemieux, Deputy Treasurer

Nancy Elliott, Finance Clerk - Payables

Jannette Amini, Manager of Legislative Services/Clerk

Meredith Staveley-Watson, Executive Assistant to the CAO and Corporate Services



**Report 2018-041**

**Information Report to Council**

**To:** Warden and Members of County Council

**From:** Kelly J. Pender, Chief Administrative Officer

**Prepared by:** Kathie Shaw, Senior Financial Analyst  
Alex Lemieux, Deputy Treasurer

**Date of meeting:** March 21, 2018

**Re:** **Corporate Services – Four Month Attendance Management Report Card**

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**Recommendation**

This report is for information purposes only.

**Background**

The County of Frontenac expects regular attendance at work from all employees. Since June 2013 when staff identified the challenge of increasing sick time, regular reports have been provided to Council. Improving attendance has been a key priority for County staff and Council. The revised Employee Attendance Awareness Program (EAAP) was implemented at Fairmount in 2014 and in 2015 for the Frontenac Paramedic Service, due to an outstanding group grievance. The County has encountered ongoing resistance from the unions in consistently and effectively implementing the program.

**Comment**

We previously reported that changes in leadership at the County, Fairmount Home and Human Resources has brought a renewed commitment to consistent monitoring and implementation of the EAAP with the goal of improving attendance and reducing the costs of absenteeism. Generally, these efforts have begun to show a positive impact, as we are starting to see reduced costs associated with absenteeism when comparing 2017 to 2016.

This report reflects the benchmark information provided to Council in previous reports.

**Key Performance Indicator (KPI)**

Given the lack of directly comparable absenteeism statistics from Statistics Canada and other organizations, the County established its own statistics for KPIs.

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

**Attendance Targets**

|                                          |         |
|------------------------------------------|---------|
| Paramedics (OPSEU 462)                   | 12 days |
| Nursing (CUPE 2290)                      | 10 days |
| Non-Nursing/ Marine Services / Non-union | 7 days  |

The detail found in the table below reveals that the Corporate Services CUPE 2290 and Non-union, as well as ETS Non-union, and Fairmount Non-Union departments are meeting the departmental KPI.

Although the absenteeism as a whole has improved for Fairmount CUPE 2290 with fewer days being taken, a larger number of employees have not met the attendance target. For the Nursing and Non-nursing groups, the percentage of staff meeting the attendance target in the current period declined when compared to the previous period (Period 2 - 2017). However, when the current period is compared to the same period in the previous year (Period 3 – 2016), the results for the Nursing group has improved slightly and improved significantly for the Non-nursing group.

Frontenac Paramedic Services OPSEU 462 and Fairmount CUPE 2290 Nursing group continue to lag behind the KPI target but show a small improvement in attendance from the same period in the prior year (Period 3 – 2016).

**Table 1: Percentage of staff meeting attendance targets – 2017 Period Comparison**

|                                 | <b>Period 3 - 2016</b> | <b>Period 1 - 2017</b> | <b>Period 2 - 2017</b> | <b>Period 3 - 2017</b> |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| *Corporate Services – CUPE 2290 | <b>84.6%</b>           | <b>84.6%</b>           | <b>83.3%</b>           | <b>91.0%</b>           |
| *Corporate Services – Non-union | <b>76.9%</b>           | <b>84.6%</b>           | <b>78.6%</b>           | <b>93.0%</b>           |
| ETS OPSEU                       | <b>57.7%</b>           | <b>65.4%</b>           | <b>58.8%</b>           | <b>59.0%</b>           |
| *ETS Non- union                 | <b>82.3%</b>           | <b>82.3%</b>           | <b>76.5%</b>           | <b>81.0%</b>           |
| *Fairmount CUPE 2290 Nursing    | <b>58.2%</b>           | <b>60.7%</b>           | <b>62.0%</b>           | <b>59.5%</b>           |
| Fairmount CUPE 2290 Non-Nursing | <b>64.7%</b>           | <b>67.6%</b>           | <b>79.4%</b>           | <b>73.5%</b>           |
| *Fairmount Non-union            | <b>100.0%</b>          | <b>100.0%</b>          | <b>100.0%</b>          | <b>100.0%</b>          |
| *Marine Services CUPE109        | <b>55.5%</b>           | <b>55.5%</b>           | <b>55.6%</b>           | <b>44.4%</b>           |

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

**Alternate Work**

Alternate work is an additional component of the attendance statistic, which is provided to employees who can be accommodated in the workplace and if not accommodated, would continue to be accounted for in the attendance statistics.

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

Alternate work is only provided if and when there is sufficient meaningful and purposeful work for the employee to perform. Factors considered are the individual's precautions/limitations and the number of other employees on accommodated work who may have similar precautions, which causes the volume of available suitable work to be scarce.

Those employees on alternate work are not reflected in the absenteeism statistics. The year-to-date cost of alternate work in Frontenac Paramedic Services through December is \$207,604.

**Mitigation**

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

Fairmount management staff continue to monitor and meet with employees who have repeat absences, and if patterns are apparent, a medical certificate is required for any sick leave. In accordance with the EAAP, employees who receive EAAP Step 2 or 3 letters are required to meet with the Occupational Health Nurse, and management meets with employees at EAAP Step 4 or 5. Furthermore, employees who have been at Step 5 for more than one four-month period are now moved from the EAAP to the discipline process. The attendance for these employees is monitored on a more frequent basis and addressed, as appropriate.

Frontenac Paramedic Services has implemented the process agreed to at the arbitration/mediation meeting on August 1, 2017. The following questions are now being asked consistently when staff are booking off sick:

1. Is this work related?
2. Is this absence due to a documented chronic illness on file with the Occupational Health Nurse?
3. How long do you think you will be off work?

4. Is this the first day off of your block?

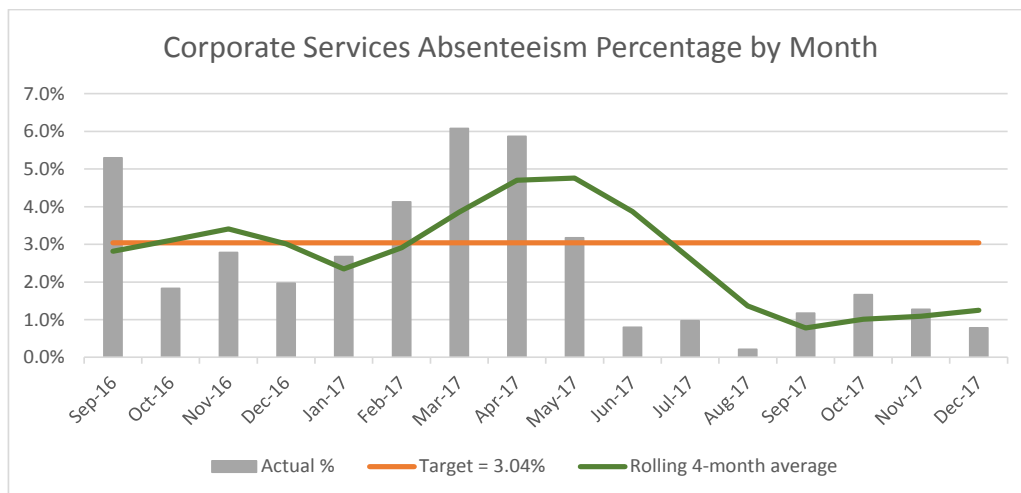
Meetings with those staff not meeting the goals are continuing and are more structured with the presence of Human Resources staff.

Staff are currently working with a third party disability management company to actively manage the more complex absenteeism cases for which managers and directors have neither the skill or time to properly manage these cases.

**Corporate Services (Union and Non-Union)**

| Year                       | 2016        |                 | 2017        |             |
|----------------------------|-------------|-----------------|-------------|-------------|
| Quarter                    | Sep-Dec     | Jan-Apr         | May-Aug     | Sep-Dec     |
| Total Employees            | 25          | 25              | 25          | 26          |
| Employees Meeting Target   | 20          | 21              | 20          | 24          |
| Percentage Meeting Target  | 80%         | 84%             | 80%         | 92%         |
| <b>Variance</b>            | <b>0%</b>   | <b>4%</b>       | <b>0%</b>   | <b>12%</b>  |
| <b>Cost of Absenteeism</b> | <b>\$ -</b> | <b>\$ 3,039</b> | <b>\$ -</b> | <b>\$ -</b> |

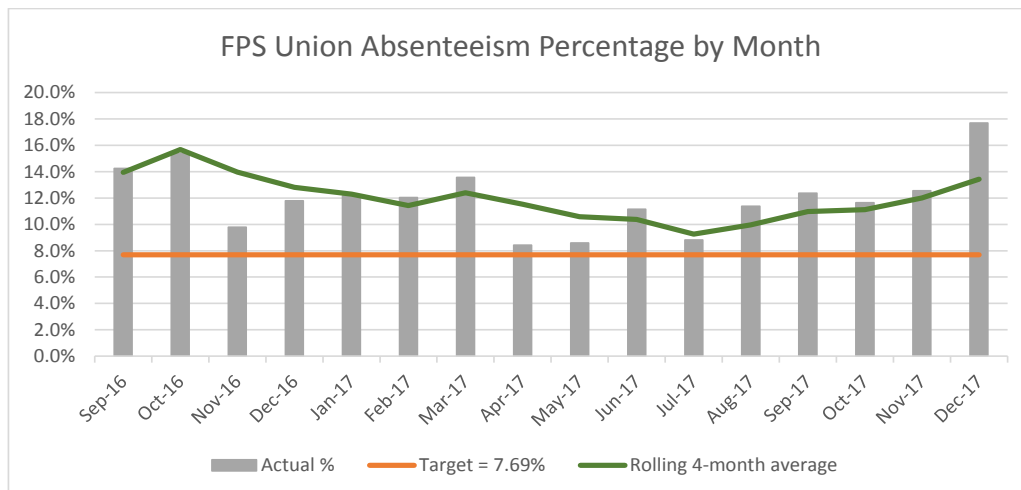
- At least 80% of corporate services staff have met the attendance target for the past four quarters. The majority of Corporate Services staff's absence periods are of a low frequency and low duration.
- The cost of absenteeism is minimal for Corporate Services since most absences are not replaced outside of longer-term absences. There has been one instance in early 2017 where a temporary employee was brought in for three weeks.



**Frontenac Paramedic Services (Union, OPSEU 462)**

| Year                       | 2016              |                   | 2017              |                   |
|----------------------------|-------------------|-------------------|-------------------|-------------------|
| Quarter                    | Sept-Dec          | Jan-Apr           | May-Aug           | Sep-Dec           |
| Total Employees            | 78                | 78                | 78                | 78                |
| Employees Meeting Target   | 45                | 51                | 45                | 46                |
| Percentage Meeting Target  | 57.7%             | 65.4%             | 57.7%             | 59.0%             |
| <b>Variance</b>            | <b>-22%</b>       | <b>-15%</b>       | <b>-22%</b>       | <b>-21%</b>       |
| <b>Cost of Absenteeism</b> | <b>\$ 251,417</b> | <b>\$ 244,878</b> | <b>\$ 210,573</b> | <b>\$ 303,310</b> |

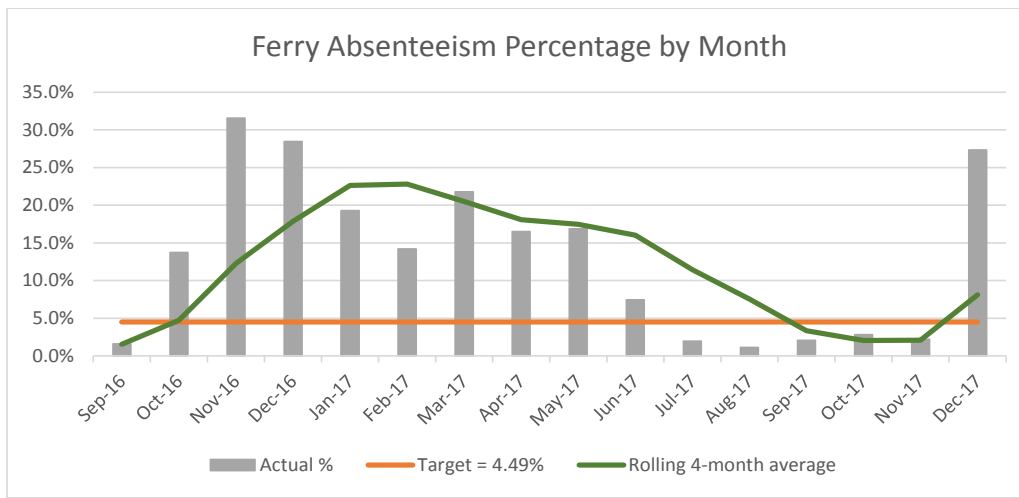
- The cost of employee absenteeism has increased as we enter the winter months of the year for Frontenac Paramedic Services. December alone shows an increase of 52.7% over December of 2016. When taken in context of the last 4-month period of the calendar year, there was only a small increase of 0.6% in the hours as compared to the same period of 2016.
- Although the Cost of Absenteeism shows a 20.6% increase over the 4-month period of September to December as compared to 2016, as a whole, the cost of absenteeism in 2017 at \$758,761 was only 5% higher than the \$723,629 cost in 2016.
  - Year over year, as a percentage of working hours, fewer hours were taken in sick time in 2017 over 2016 with an average of 11.7% sick hours taken to hours worked in 2017, and 12.7% in 2016.
- Improvement to Collective Agreement language, a decline in musculoskeletal injuries due to the power load stretchers and progressive management of attendance will continue to be monitored to effectively manage the issue. However, a focus on paramedic mental wellness will continue to be supported and monitored.



**Marine Services (Union, CUPE 109)**

| Year                       | 2016             |                  | 2017            |                  |
|----------------------------|------------------|------------------|-----------------|------------------|
| Quarter                    | Sept-Dec         | Jan-Apr          | May-Aug         | Sep-Dec          |
| Total Employees            | 9                | 9                | 9               | 9                |
| Employees Meeting Target   | 5                | 5                | 5               | 4                |
| Percentage Meeting Target  | 55.6%            | 55.6%            | 55.6%           | 44.4%            |
| <b>Variance</b>            | <b>-24%</b>      | <b>-24%</b>      | <b>-24%</b>     | <b>-36%</b>      |
| <b>Cost of Absenteeism</b> | <b>\$ 27,866</b> | <b>\$ 31,825</b> | <b>\$ 9,238</b> | <b>\$ 10,743</b> |

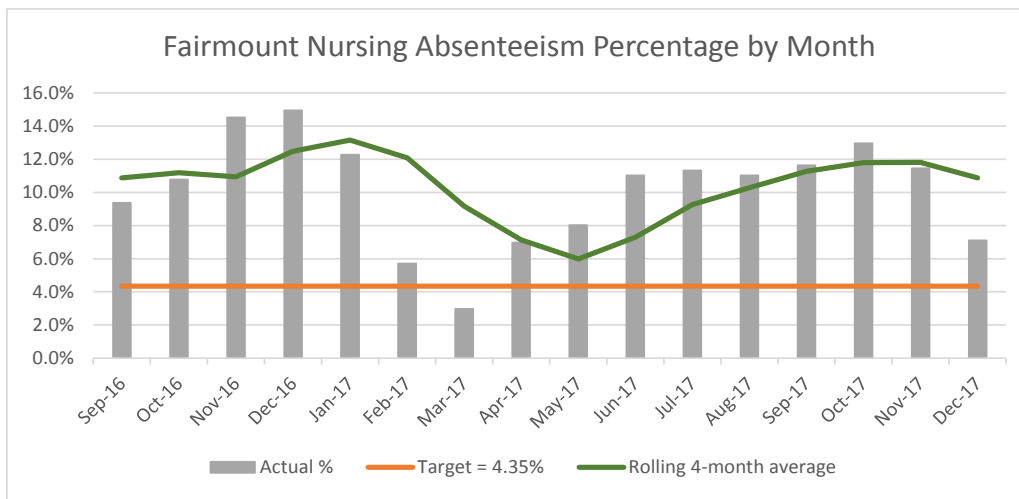
- While we saw a significant decrease in Cost of Absenteeism attributed to an employee moving to LTD benefits in the previous period, the September to December cost has risen by 16% as the number of employees meeting the attendance target has decreased for the Marine Services.
- It has been a difficult time for the Ferry Workers in 2017 with the Cost of Absenteeism showing a 42.7% increase over 2016. The cost of absenteeism in 2017 is \$51,805 and was \$36,305 in 2016. Of interest is that 77% of the 2016 costs came in during the last 4-month period of the year. June to November of 2017 showed a marked decrease in absenteeism but December 2017 hit hard as you see in the graph below.



**Fairmount Full-Time and Part-Time (Union, Nursing)**

| Year                       | 2016             |                  | 2017             |                  |
|----------------------------|------------------|------------------|------------------|------------------|
| Quarter                    | Sept-Dec         | Jan-Apr          | May-Aug          | Sep-Dec          |
| Total Employees            | 79               | 79               | 79               | 79               |
| Employees Meeting Target   | 46               | 51               | 49               | 47               |
| Percentage Meeting Target  | 58.2%            | 64.6%            | 62.0%            | 59.5%            |
| <b>Variance</b>            | <b>-22%</b>      | <b>-15%</b>      | <b>-18%</b>      | <b>-21%</b>      |
| <b>Cost of Absenteeism</b> | <b>\$ 94,927</b> | <b>\$ 37,581</b> | <b>\$ 64,722</b> | <b>\$ 80,298</b> |

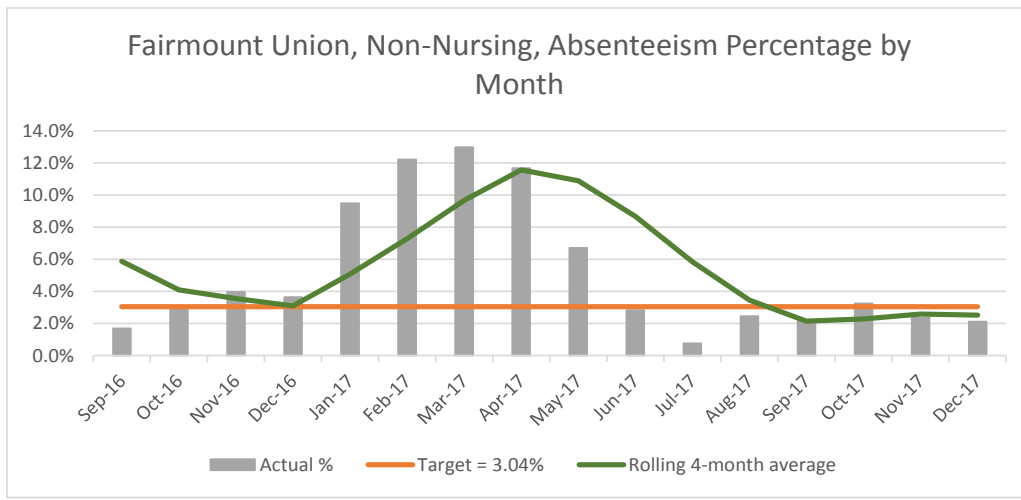
- The percentage of staff meeting the attendance target has dropped slightly for the last period of 2017 but overall Fairmount Nursing has seen a marked drop in absentee hours, 18.6% lower in 2017 than in 2016.
- The Cost of Absenteeism has had an even larger decrease over the 2 year period, totaling \$252,208 in 2016 and \$182,601 in 2017, a 27.6% reduction. This may be the result of management actively managing sick time since 2016. Also, the implementation of the permanent Personal Support Worker (PSW) shift effective January 1, 2017 may have contributed to the reduction in sick time usage.
- There is criteria in place to determine whether nursing staff are replaced for sick leave, which is different for nursing staff on day, evening and night shifts and for registered nursing staff. This is not a new practice.
- The decrease in the cost of absenteeism in the first period in 2017 may be due to management actively managing absenteeism that includes issuing letters, meetings with applicable employees and escalating employees to the disciplinary process as appropriate.



**Fairmount Full-Time and Part-Time (Union, Non-Nursing)**

| Year                       | 2016             |                  | 2017            |                 |
|----------------------------|------------------|------------------|-----------------|-----------------|
| Quarter                    | Sept-Dec         | Jan-Apr          | May-Aug         | Sep-Dec         |
| Total Employees            | 34               | 34               | 34              | 34              |
| Employees Meeting Target   | 22               | 23               | 27              | 25              |
| Percentage Meeting Target  | 64.7%            | 67.6%            | 79.4%           | 73.5%           |
| <b>Variance</b>            | <b>-15%</b>      | <b>-12%</b>      | <b>-1%</b>      | <b>-6%</b>      |
| <b>Cost of Absenteeism</b> | <b>\$ 11,204</b> | <b>\$ 45,808</b> | <b>\$ 7,822</b> | <b>\$ 8,013</b> |

- The Non-Nursing staff has seen a marked decrease in absenteeism hours in 2017 – a 22% decrease over 2016.
- Similarly, the Cost of Absenteeism has dropped from \$85,993 in 2016 to \$61,642 in 2017, a 28.3% decrease.
- Although the number of staff meeting the attendance target has fallen slightly in this last 4-month period, 2017 shows better attendance than in all of 2016.



**Table 2: Occupational Health from September to December 2017**

| <b>Number of Cases</b>                         | <b>Corporate Services</b> | <b>ETS</b> | <b>Fairmount</b> |
|------------------------------------------------|---------------------------|------------|------------------|
| <b>Chronic Conditions</b>                      | 0                         | 2          | 2                |
| <b>Non Occupational Injury/Hospitalization</b> | 0                         | 4          | 3                |

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

**Hospitalization** is any illness or condition that requires hospitalization such as surgery

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

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

**Sustainability Implications**

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

**Financial Implications**

Absenteeism has a direct impact on the County’s budget and staffing levels. With ongoing attendance management, it is the expectation of managers to regularly monitor employee attendance in order to reduce costs, increase productivity and morale.

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

- Susan Brant, Director of Corporate Services/Treasurer
- Lisa Hirvi, Administrator of Fairmount Home
- Paul Charbonneau, Chief Paramedic/Director of Emergency Transportation Services
- Bonnie Carter, Occupational Health Nurse



**Report 2018-044**

**Council Recommend Information Report**

**To:** Warden and Council  
**From:** Kelly Pender, Chief Administrative Officer  
**Prepared by:** Meredith Staveley-Watson, Executive Assistant to the CAO and Corporate Services  
Jannette Amini, Manager of Legislative Services/Clerk  
**Date of meeting:** March 21, 2018  
**Re:** **Office of the Chief Administrative Officer – Annual Complaints Handling Report**

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**Recommendation**

This report is for information purposes only.

**Background**

In 2014, amendments made to the *Ombudsman Act* through the *Public Sector and MPP Accountability and Transparency Act, 2014* (Bill 8), saw the Ontario Ombudsman become the default Ombudsman if a municipality had not appointed its own ombudsman. In a letter dated November 30, 2015 to all Ontario Municipalities, the Ombudsman's Office strongly encouraged municipalities to resolve local issues at the local level, and to create their own complaint resolution mechanisms.

As a result, at its regular meeting held October 19, 2016, County Council passed the following resolution, being Recommend Reports from the Chief Administrative Officer, clause c):

- c) **2016-114**  
**Corporate Services**  
**Complaints Handling Policy**

**Resolved That** the Council of the County of Frontenac receive the Corporate Services –Complaints Handling Policy and Procedures report;

**And Further That** the Clerk be authorized to bring forward a by-law later in the meeting to establish a formal Complaints Handling Policy attached to this report as Appendix A.

**Comment**

The County of Frontenac aims to deliver exceptional, equitable, and accessible customer service. If customers are dissatisfied with the service they receive, the County's goal is to make it easy for customers to make a complaint.

As noted in the Complaint Policy, attached to this report as Appendix A, an annual report will be provided to Council indicating the number of complaints received during the year, the number of complaints meeting service standards, the number of complaints outstanding and the number of complaints not meeting service standards. The Service Standards, with respect to complaints, as noted in the policy, are as follows

**Service Standards**

The following Service Standards will be adhered to in the handling of all complaints received.

- Complainants must receive an acknowledgement of receipt of their complaint and an assigned tracking number within three business days. This acknowledgement must identify who will be following up on the complaint as well as their contact information.
- A final response or update must be sent to the complainant within 20 business days, barring exceptional circumstances.

10 complaints were received in 2017, with 7 being directed to Fairmount Home and 3 being directed to the Frontenac Paramedic Services. The following table provides a snapshot of those complaints in terms of meeting the Service Standards set out in the policy:

| Number of Complaints | Acknowledgement of receipt within three business days. | final response or update within 20 business days |
|----------------------|--------------------------------------------------------|--------------------------------------------------|
| 10                   | 8                                                      | 10                                               |

Of the 10 complaints, 8 met the service standard of acknowledgement of receipt of their complaint within 3 business days and all met the service standard of final response or update sent to the complainant within 20 business days. It should be noted that Fairmount Home is mandated by the Ministry to resolved complaints within 10 business days. This standard is aimed for with all complaints and not just those that require mandatory reporting to the Ministry. As such, this is also reflected in the below Public Complaints 2017 spreadsheet which provides in detail the nature of each complaint along with its disposition.

## PUBLIC COMPLAINTS 2017

| Date Complaint was Received/ Method (email/phone/letter) | Addressed to                                        | Subject                      | Complaint Owner  | Staff complaint was actioned to for response        | Date that the complaint was acknowledged | Due Date for response to complaint |               | Disposition / Resolution                                                                                                                                        |
|----------------------------------------------------------|-----------------------------------------------------|------------------------------|------------------|-----------------------------------------------------|------------------------------------------|------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jan. 18/17                                               | L. Hirvi                                            | Parking Lot slippery         | Staff            | T. Mercer                                           | Jan. 18/17                               | Jan. 28/17                         | Jan. 18/17    | Contractor called to plow/salt                                                                                                                                  |
| Feb. 6/17                                                | K. Lasher                                           | Resident Laundry             | Resident         | K. Lasher                                           | Feb. 6/17                                | Feb. 16/17                         | Feb. 6/17     | Resident advised the home is not financially responsible for damaged clothing                                                                                   |
| Feb. 24/17                                               | H. Sands                                            | Resident medication          | Family           | E. Shoniker                                         | Feb. 24/17                               | Mar. 5/17                          | Feb. 24/17    | RPN and NP consulted                                                                                                                                            |
| April 25/17                                              | N. Shillington                                      | Resident Care                | Resident         | K. Lasher                                           | May 2/17                                 | May 4/17                           | May 2/17      | Different PSW assigned to this resident                                                                                                                         |
| Aug. 8/17                                                | L. Hirvi                                            | Meal Service                 | Resident         | S. Saunders                                         | Aug. 14/17                               | Aug. 18/17                         | Aug. 14/17    | Met with resident-invited her to attend the next Food Committee meeting                                                                                         |
| Oct. 24/17                                               | E. Shoniker                                         | Dressing of resident         | Family           | E. Shoniker                                         | Oct. 25/17                               | Nov. 2/17                          | Oct. 25/17    | Family purchased clothing for staff to dress resident in                                                                                                        |
| Nov. 2/17                                                | E. Shoniker                                         | Meal Service                 | Family           | E. Shoniker                                         | Nov. 2/17                                | Nov. 12/17                         | Nov. 2/17     | Communication sent to staff to ensure resident's snacks are monitored                                                                                           |
| May 23, 2017 (phone)                                     | J. Burgess, Superintendent                          | Multiple issues              | Patient's Mother | R. Russell, Superintendent                          | May 23, 2017                             | June 20, 2017                      | May 24, 2017  | Superintendent spoke with staff to understand the situation. Call was made to complainant, to explain paramedic decisions, but complainant never returned call. |
| May 19, 2017 (phone)                                     | J. Burgess                                          | Paramedic attitude           | Patient          | J. Burgess                                          | May 19, 2017                             | 16-Jun-17                          | May 19, 2017  | Crew made aware of patient concerns.                                                                                                                            |
| June 29, 2017 (phone)                                    | G. Chevalier, Deputy Chief of Performance Standards | Patient sent to waiting room | Patient's wife   | G. Chevalier, Deputy Chief of Performance Standards | June 29, 2017                            | July 27, 2017                      | July 13, 2017 | Advised complainant that Patient Care standards were followed and decision to put patient in waiting room is made by KGH                                        |

**Sustainability Implications**

Complaints will be consistently documented and will be reported to council on a yearly basis in accordance with the adopted policy. Addressing complaints in a timely manner provides for good governance which is critical to the sustainability of a community.

**Financial Implications**

At this time, there are no financial implications associated with this report.

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

Lisa Hirvi, Administrator of Fairmount Home  
Deb Crawford, Executive Assistant, Fairmount Home  
Joe Gallivan, Director of Planning and Economic Development  
Paul Charbonneau, Chief Paramedic/Director of Emergency Transportation Services  
Jennifer Dawson, Executive Assistant, Emergency and Transportation Services  
Susan Brant, Director of Corporate Services/Treasurer



**Corporate Policy & Procedure Manual**

**Revision Date:**

**Subject: County of Frontenac Complaints Handling Policy**

**Index Number A09-ADM-005**

**Page 1 of 6**

**Approved: October 19, 2016**

**Effective Date: October 19, 2016**

**Policy Statement**

Integrity is the foundation of public service and our shared values are the pillars that support it. As County employees, we are proud to perform our work with: Transparency, Impartiality, Respect, Trust and Accountability.

The County of Frontenac is committed to a consistent and uniform process to respond to complaints received from members of the public regarding its services, staff or operational procedures. This policy will outline the process to be followed and service standards for the handling of public complaints.

**Purpose**

The County of Frontenac recognises the importance of public feedback and welcomes complaints as a valuable form of feedback regarding its services, operations and staff. The information gained from complaints helps improve the quality of the services provided by the County and the client experience of those who reside in it.

**Application**

This policy **applies to:**

County employees, with the following exceptions:

This policy **does not** apply to:

- a) Members of County Council, who are governed by the County of Frontenac Code of Conduct for Members of County Council and Committees. Any complaints against a Member of County Council should be directed to the County of Frontenac's Integrity Commissioner. Information on how to make a complaint to the County's Integrity Commissioner may be found on the County's website at: [www.frontenacounty.ca](http://www.frontenacounty.ca)
- b) Staff, when working on behalf of the County's member municipalities, including shared services and contracted services. Such complaints should be directed to the member municipality that the service is being performed on behalf of. Contact information for the County's member municipalities can be found below under Complaints about the County's member municipalities.



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The following types of complaints are outside of the County's jurisdiction and should be directed as follows:

- Complaints about the County's member municipalities:
  - [Township of North Frontenac](#)
  - [Township of Central Frontenac](#)
  - [Township of South Frontenac](#)
  - [Township of Frontenac Islands](#)
- Complaints regarding the City of Kingston in terms of its role as the Consolidated Service Manager responsible for providing social programs and services such as the Ontario Works Social Assistance Program, Provincial Child Care services, social housing, and Provincial Offences Court on behalf of the County of Frontenac should be directed to the [City of Kingston](#)

**Policy Requirements**

The County of Frontenac will deal with all complaints promptly, courteously, impartially and professionally. All complainants will be treated with respect and will not receive adverse treatment or any form of reprisal.

All complaints will be dealt with in accordance with *the Municipal Freedom of Information and Protection of Privacy Act* and other applicable legislation. The identity of the complainant will be made known only to those who need to know in order to consider the complaint. All participants in the complaints process shall keep the details of the complaint confidential except as may be required by law. If the matter goes beyond the Chief Administrative Officer, it may be necessary to release the complainant's name and contact information during the resolution process.

**Definitions**

**Complaint** – any expression of dissatisfaction about the action or lack of action taken regarding operations or services provided by the County of Frontenac or by a person or body acting on behalf of the County of Frontenac. Complaints imply that the complainant is unhappy with the service and that they require a follow-up response in regards to the issue.

All complaints filed necessitate a response.



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**Complainant** – the person who is dissatisfied and filing the complaint. Anyone who uses or is affected by County services can make a complaint including: residents, people who work in or visit the County, local businesses or community groups.

**What is not a formal complaint?**

Regular feedback is encouraged and an important part of quality customer service. Regular feedback includes the following:

- **Feedback:** If you would like to provide feedback or ideas about the County's programs and services you may contact us [via email](#) or visit us in person.
- **Compliment** – an expression of appreciation for satisfactory or above-satisfactory service.
- **Request for accommodations:** If you require accommodations, you can visit our website [accessibility](#) page or call us at 613-548-9400.

**Privacy**

Complaints will be processed in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* and other applicable legislation. The identity of the complainant and any associated personal information that could lead the complainant to be identified will be made known only to those who require the information to assess the complaint effectively. All participants in the complaints process will keep the personal information of the complainant confidential except where required by law.

**Complaints can be submitted:**

Complaints of a general nature may be submitted online via the County website at:

[www.frontenacounty.ca](http://www.frontenacounty.ca);

By telephone at: 613-548-9400;

By email: [info@frontenacounty.ca](mailto:info@frontenacounty.ca);

By mail: 2069 Battersea Road, Glenburnie, ON K0H 1S0;

By fax at: 613-580-2567;

In person at the County Administrative Offices, 2069 Battersea Road, Glenburnie.



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If your complaint is regarding the **Frontenac Paramedic Service** it may contain personal health information and should be directed to the, Deputy Chief of Performance Standards, 613-548-9400, ext. 420 or via email at: [FPScomplaints@frontenacounty.ca](mailto:FPScomplaints@frontenacounty.ca)

If your complaint is regarding the **Fairmount Home** it may contain personal health information and should be directed to the Director of Care, 613-548-9400, ext. 510 or via email at [fmtcomplaints@frontenacounty.ca](mailto:fmtcomplaints@frontenacounty.ca)

**Ontario Ombudsman**

The Ombudsman encourages municipalities to have local mechanisms for resolution of complaints. Accordingly, prior to submitting a complaint to the Ombudsman, a formal written complaint should be submitted to the County of Frontenac for review.

**Service Standards**

The following Service Standards will be adhered to in the handling of all complaints received.

- Complainants must receive an acknowledgement of receipt of their complaint and an assigned tracking number within three business days. This acknowledgement must identify who will be following up on the complaint as well as their contact information.
- A final response or update must be sent to the complainant within 20 business days, barring exceptional circumstances.

**Compliance**

Senior Leadership is responsible for implementation and ongoing compliance with the Corporate Complaints Handling Policy.

An annual report will be provided to Council indicating the number of complaints received during the year, the number of complaints meeting service standards, the number of complaints outstanding and the number of complaints not meeting service standards.



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**Responsibilities**

*Employees:* All employees are to have knowledge and awareness of the County's requirement to receive complaints, the process through which a complaint can be made and the service standards that apply to complaints.

*Managers:* Managers are responsible for the receipt and response of all complaints according to the service standards set out.

*Senior Leaders:* Senior Leaders hold responsibility for departmental compliance to the Corporate Complaints Handling Policy.

**Legislative and Administrative Authorities**

[Bill 8, the Public Sector and MPP Accountability and Transparency Act](#)  
[Municipal Freedom of Information and Protection of Privacy Act \(MFIPPA\)](#)

**Complaint Handling Principles:**

**What are our values?** The Employee Code of Conduct

The County of Frontenac acknowledges each member of our community our staff and clients, including residents, family members, auxiliary, volunteers, and other members of our extended community is unique and must be treated with respect, dignity and compassion. Each employee must carry out his/her duties and responsibilities in a manner that recognizes a fundamental commitment to the betterment of the community and the wellbeing of its residents and the public he/she serves.

**What guides the County in its complaint handling?**

- Customer-focus: We are committed to continuous improvement in service delivery.
- Accountability: Complaints are handled in a fair, respectful and transparent manner, as quickly as possible.
- Responsiveness: Complaints are tracked and the Complainant is informed of each step.
- Accessibility: Information on how to submit a complaint is easily found on the County's website and through other County outreach mechanisms.
- Simplicity: The process must be simple to understand and easy to use. Complainants are guided on what to include in the complaint.



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- Confidentiality: Complaints will be dealt with in a confidential manner according to MFIPPA. Information will be collected, used and disclosed in accordance with the Act.

**Formal complaint process:**

Formal complaints should be in writing. A form is provided and available on the website as well as in alternative formats. Include information such as:

- Details of what happened.
- Where did this happen? Is it within the County's areas of responsibility?
- When?
- Who was involved?
- What was said or done?
- What kind of resolution is being sought?
- Contact details of the Complainant.

**Anonymous complaints:** The County of Frontenac will not investigate anonymous complaints.

**Note:** Early and informal resolution is encouraged. Staff must have clear delegation and authority to resolve complaints in an informal manner at first contact, without the necessity of engaging this formal process. These types of complaints resolution should be saved in the complaints folder so that they can be included in annual statistical reports to Council.

**Monitoring/Contraventions**

The Chief Administrative Officer (CAO) will monitor compliance with this policy and will follow up with appropriate departments as required.

**Enquiries**

For more information on this policy please contact:

Jannette Amini, Dipl.M.M., CMO  
Manager of Legislative Services/Clerk  
County of Frontenac - Corporate Services  
2069 Battersea Road  
Glenburnie ON K0H 1S0  
Phone: 613-548-9400 x 302

## Seniors get a free grip on winter walking with new GET A GRIP program

The new Get A Grip program, led by Mills Community Support and Community and Primary Health Care (CPHC), will help Lanark County seniors get a grip on slippery winter walking conditions, for free. This program will give a pair of anti-slip and easy to use ice grippers into the hands – and onto the boots – of any resident of Lanark County over the age of 65.



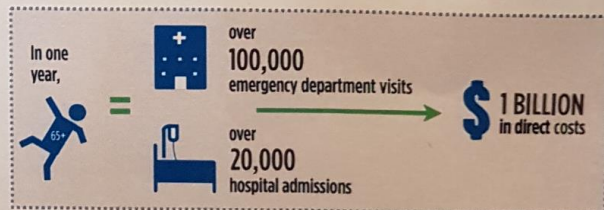
Anyone under the age of 65 can get a grip while helping a senior in their community, by buying a pair of ice grippers at \$25, which is well under retail cost. A portion of this purchase helps fund the free-to-seniors distribution program in an ingenious “pay it forward” model. Anyone who can afford to participate by paying it forward is encouraged to help with the program.

Community members can also support the program by making donations to the Get A Grip for Christmas campaign, either online via the Mills Community Support website, or by cash or cheque at any distribution point.

### Where can you Get A Grip?

Grippers are available to buy - or for seniors, for free pickup - at any library in Lanark County, through Mills Community Support at 67 Industrial Drive in Almonte, or through Community and Primary Health Care at 15 Bates Drive in Carleton Place, or any Home Support provider in Lanark County.

With climate change leading to more days of icy conditions per year than ever before, there is an increasing urgency to help seniors stay safe as well as active and connected in winter. Unintentional falls are the leading cause of injury for Ontarians 65 and over, and directly result in costs of \$1billion across the province.



The Get a Grip premium ice grippers are manufactured by an Ontario company specializing in safety equipment. Designed to be easy to wear and use even in extreme environments like construction sites, the grippers are slipped over a boot and held in place by a wide and secure stretch band. When indoors, the band easily allows the grippers to slide around to the top of the boot for safe walking on interior surfaces.

For further information, contact Jeff Mills at [jmills@themills.on.ca](mailto:jmills@themills.on.ca) (613) 256 1031 ext 263, or Patti Lennox at [plennox@cphcare.ca](mailto:plennox@cphcare.ca) (613) 257-3296 ext 2303.

**By-Law Number 2018-0012**

**of**

**The Corporation of the County of Frontenac**

being a by-law to amend By-law No. 2014-0051 (Removal of The Rideau Corridor Landscape Strategy Steering Committee The Mississippi Rideau Tay Rural Health Hub Organizing Committee and The Frontenac County Youth Justice Advisory Committee)

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**Whereas** Section 5 of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council and by by-law, unless the municipality is specifically authorized to do otherwise;

**And Whereas** Council passed By-law 2014-0051, on December 17, 2014 being a by-law to appoint Members of Council and Members of the Community to External Boards and Committees for the Term of Council;

**And Whereas** Council deems it expedient to amend By-law 2014-0051 as it relates to the removal of the Rideau Corridor Landscape Strategy Steering Committee, the Mississippi Rideau Tay Rural Health Hub Organizing Committee and the Frontenac County Youth Justice Advisory Committee;

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

1. **That** By-law 2014-0051 as amended, be further amended as follows:
  - i. **That** the Rideau Corridor Landscape Strategy Steering Committee be deleted;
  - ii. **That** the Mississippi Rideau Tay Rural Health Hub Organizing Committee be deleted;
  - iii. **That** the Frontenac County Youth Justice Advisory Committee be deleted;

**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 21<sup>st</sup> day of March, 2018.

Read a Third Time, Signed, Sealed and Finally Passed this 21<sup>st</sup> day of March, 2018.

**The Corporation of the County of Frontenac**

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Ron Higgins, Warden

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Jannette Amini, Clerk

**By-Law Number 2018-0013**

**of**

**The Corporation of the County of Frontenac**

being a by-law to authorize the execution of an agreement with the Township of North Frontenac, the Township of Central Frontenac, the Township of South Frontenac and the Township of Frontenac Islands for Shared Planning Services

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**Whereas** Sections 5 of the *Municipal Act, 2001*, as amended (hereinafter the Act) provides that a municipal power, including a municipality's capacity, rights, powers and privileges, shall be exercised by its council by by-law, unless the municipality is specifically authorized to do otherwise; and,

**Whereas** a cooperative approach to providing shared planning services will result in reduced costs, provide service redundancy and allow municipalities to benefit from work completed in other jurisdictions; and,

**Whereas** a shared planning service model provides significant qualitative benefits to the region as all local planning work is closely tied to the economic development plans being advanced and ensures that new planning policies and regulations are aligned with the regional economic development vision; and,

**Whereas** the Corporation of the County of Frontenac wishes to enter into an agreement with the Township of North Frontenac, the Township of Central Frontenac, the Township of South Frontenac and the Township of Frontenac Islands for Shared Planning Services;

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

1. **That** the Warden and Clerk are hereby authorized to execute an Agreement with the Township of North Frontenac, the Township of Central Frontenac, the Township of South Frontenac and the Township of Frontenac Islands for Shared Planning Services;
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 21<sup>st</sup> day of March, 2018.

Read a Third Time, Signed, Sealed and Finally Passed this 21<sup>st</sup> day of March, 2018.

**The Corporation of the County of Frontenac**

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Ron Higgins, Warden

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Jannette Amini Clerk

**By-Law Number 2018-0014**

of

**The Corporation of the County of Frontenac**

being a by-law to authorize the Warden and Clerk to enter into an amending agreement with the Province of Ontario through the Ministry of Agriculture, Food and Rural Affairs for Rural Economic Development (RED) Program Funding

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**Whereas** the Province of Ontario provides grants through the Rural Economic Development (RED) Program; and,

**Whereas** the County of Frontenac entered into an Agreement with the Province of Ontario through the Ministry of Agriculture, Food and Rural Affairs for the Rural Economic Development (RED) Program in 2016; and,

**Whereas** the Rural Economic Development (RED) Program Agreement does not support certain expenditures that were initially included as part of the proposed application, therefore reducing the original grant amount; and,

**Whereas** the Ministry of Agriculture, Food and Rural Affairs has advised that the reduction in the grant amount requires an amendment to be made to the original Agreement;

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

1. **That** the Warden and Clerk be authorized to execute an amending agreement with the Province of Ontario for the Rural Economic Development (RED) Program.
2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 21<sup>st</sup> day of March, 2018.

Read a Third Time, Signed, Sealed and Finally Passed this 21<sup>st</sup> day of March, 2018.

**The Corporation of the County of Frontenac**

\_\_\_\_\_  
Ron Higgins, Warden

\_\_\_\_\_  
Jannette Amini, County Clerk

**By-Law No. 2018-0015**

**of**

**The Corporation of the County OF Frontenac**

being a by-law to confirm all actions and proceedings of County Council on  
March 21, 2018

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

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

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

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

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

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on March 21, 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 March 21, 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 March 21, 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 21<sup>st</sup> day of March 2018.

Read a Third Time and Finally Passed, Signed and Sealed this 21<sup>st</sup> day of March 2018.

**The Corporation of the County Of Frontenac**

\_\_\_\_\_  
Ron Higgins, Warden

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Jannette Amini, Clerk