



Committee of the Whole Meeting
Wednesday, February 6, 2019 – 9:00 a.m.
and Thursday, February 7, 2019 – 9:00 a.m.
The Frontenac Room, County Administrative Building
2069 Batterssea Road, Glenburnie, ON

AGENDA

Page

1. **Call to Order**
2. **Adoption of Agenda**
 - a) **Resolved That** the agenda for the February 6 and 7, 2019 meeting of the Committee of the Whole be approved.
3. **Disclosure of Pecuniary Interest and General Nature Thereof**
4. **Deputations and/or Presentations**

5. **Reports**

- a) **2019-005**
Planning and Economic Development
Frontenac Renovates Reserve to offset 2018 K&P Trail Costs
Recommendation:

That the County of Frontenac allocate the remainder of the current Frontenac Renovates Reserve to the remaining costs associated with K&P Trail property acquisition.

- b) **2019-011**
Corporate Services
2019 DRAFT Budget – Business Plans and Project Proposals

Departmental Business Plans and Project Proposals can be found at <https://www.frontenacounty.ca/2019businessplans>

Wednesday, February 6

9:00 a.m. Introduction by CAO and Director of Corporate Services/Treasurer

9:45 a.m. Business Plan and Project Proposals by Legislative Services

4 - 7

8 - 26

and Human Resources
10:30 a.m. Break
10:45 a.m. Fairmount Home
12:00 p.m. Lunch
12:30 p.m. Emergency and Transportation Services, and FMIS

Thursday, February 7

9:00 a.m. Finance
9:15 a.m. Planning and Economic Development
10:00 a.m. Break

Recommendation:

That the Council of the County of Frontenac receive Report 2019-011 2019 Draft Budget - Business Plans and Project Proposals;

And Further That Council approve the 2019-2023 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2019 Draft Budget deliberations:

Fairmount Home

- Parking Lot and Laneway Repairs
- Personal Support Worker (PSW) Evening Float
- Recreationist – Part time

Frontenac Paramedic Services

- 10-Year Resources and Facilities Master Plan
- Paramedic Mental Wellness

Planning and Economic Development

- K&P Trail Projects
- Committee of Adjustment – LEAN Process Improvement Exercise
- Ongoing initiatives currently funded with RED Grant – Continuation of Community Development Officer
- VIA RAIL – Economic Impact Analysis
- **Innovation Ready Certification Program – New**

Corporate Services

- Human Resources Applicant Tracking System
- \$5,000 Increase to the Annual Accessibility Reserve Allocation

- c) **2019-012**
Office of the Chief Administrative Officer
Grants to Others – Funding Requests from Outside
Agencies/Member Municipalities

Thursday, February 7 - ETA 10:30 a.m.

Recommendation:

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

And Further That Council forward the funding requests from outside agencies/member municipalities for final budget consideration as follows:

Frontenac Transportation Services	\$
Southern Frontenac Community Services	\$
Central Frontenac Housing Corporation	\$
Township of North Frontenac request for 24hr FPS Service	\$
Township of North Frontenac Sewage Disposal Treatment Opportunities	\$

- 6. **Rise and Report**
- 7. **Other Business**
- 8. **Public Question Period**
- 9. **Adjournment**



Report 2019-005

Committee of the Whole Recommend Report

To: Warden and Council

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Richard Allen, Manager of Economic Development
Susan Brant, Director of Corporate Services/Treasurer

Date of meeting: February 6 and 7, 2019

Re: **Planning and Economic Development – Frontenac Renovates Reserve to Offset 2018 K&P Trail Costs**

Recommendation

That the County of Frontenac allocate the remainder of the current Frontenac Renovates Reserve to the remaining costs associated with K&P Trail property acquisition.

Background

At the May 18, 2016 Budget, Council was provided with an update on the status of County held reserves and reserve funds [Report 2016-061](#). At the September 21, 2016 meeting, Council considered [Report 2016-104](#) which provided the recommendation for 75% of the Frontenac Renovates Reserve to be used for costs associated with K&P Trail Land Acquisition and the Verona Trailhead clean up.

This report identifies additional acquisition expenses and recommends that the remaining 25% of the Frontenac Renovates Reserve be used for these costs.

As a result, Council passed the following resolution, which required the remaining 25% of the Frontenac Renovates Reserve to be reviewed no later than September 2017:

- f) **2016-104
Corporate Services
Reserve Account Decisions (Frontenac Renovates and Seniors
Issues)**

In anticipation that the Ontario Renovates program would be ended by the Province during their 2014/15 budget season. This amount would have allowed our service delivery manager (City of Kingston) to continue to deliver the program in Frontenac. The current City budget for this program is \$200,000 annually across both the County and the City. The Ontario Renovates program provides financial assistance to low income homeowners by way of a forgivable loan in order to repair their home while improving the energy-efficiency of the unit, and/or increase accessibility of their unit through modifications and adaptations. The current program is means tested and limited in scope to health and safety, accessibility, structural and energy efficiency. The full program description can be found at [Kingston Frontenac Renovates Program](#)

The current program is more popular in the County than in the City. We are advised that the Province has committed to funding the project through 2019 at which time it may or may not be renewed by the Province. Three options:

1. Program is renewed by the Province and funding continues
2. Program ends in 2019 and is ended by the City
3. Program ends in 2019 and the City/County agree to divert tax/reserve dollars to continue the program

Land Acquisition

The process of acquiring the rail bed between Tichborne and Sharbot Lake was a difficult and time consuming process. This 13.5 km stretch involved 31 parcels of land, each with a unique landowner and parcel of land being divided.

In many cases, a survey was required to separate the former rail bed parcels of land from the existing lot fabric, and easements were necessary to allow landowners to continue to access their entire property when intersected by the Trail route. Survey was also required when it has been necessary to divert the trail route from the rail bed due to constraints such as homes built directly on the former track.

Finally, in a few small cases, it was necessary to expropriate land to connect parcels already acquired by the County. This process resulted in more legal fees and survey costs than originally anticipated.

Total additional land acquisition costs amount to approximately \$458,129.

Staff are recommending that the remainder of the current Frontenac Renovates program be used to cover additional costs associated with land survey, negotiation, and expropriation of parcels for the K&P Trail.

Sustainability Implications

Prudent management of reserves is an important aspect of the County's long range financial plan. The timing and allocation of reserves is an important component of cash flow management and maximizes interest earned.

The completion of the K&P Trail has been a long-term goal for Frontenac County.

Financial Implications

Should Council support the recommendation from staff it would result in the depletion of the Frontenac Renovates Reserve.

Organizations, Departments and Individuals Consulted and/or Affected

Jannette Amini, Manager of Legislative Services/Clerk



Report 2019-011

Recommend Report to Committee of the Whole

To: Warden and Council
From: Kelly J. Pender, Chief Administrative Officer
Prepared by: Susan Brant, Director of Corporate Services/Treasurer
Date of meeting: February 6 and 7, 2019

Re: 2019 DRAFT Budget – Business Plans and Project Proposals

Recommendation

That the Council of the County of Frontenac receive 2019 DRAFT Budget - Business Plans and Project Proposals Report;

And Further That Council approve the 2019-2023 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2019 Draft Budget deliberations:

Fairmount Home

- Parking Lot and Laneway Repairs
- Personal Support Worker (PSW) Evening Float
- Recreationist – Part time

Frontenac Paramedic Services

- 10-Year Resources and Facilities Master Plan
- Paramedic Mental Wellness

Planning and Economic Development

- K&P Trail Projects
- Committee of Adjustment – LEAN Process Improvement Exercise
- Ongoing initiatives currently funded with RED Grant – Continuation of Community Development Officer
- VIA RAIL – Economic Impact Analysis
- **Innovation Ready Certification Program – New**

Corporate Services

- Human Resources Applicant Tracking System
- \$5,000 Increase to the Annual Accessibility Reserve Allocation

Background

The County has a number of high level planning documents including the Integrated Community Sustainability Plan, the Official Plan, the Strategic Plan and the Long Range Financial Plan. The Budget Policy, adopted in June 2015, identifies that business plans will be developed and approved by Council. The planning horizon will generally be five years. At a minimum, the business plans will identify anticipated changes in service level funding considerations, key performance indicators, risk and customer services objectives.

Comment

Business Plans: Staff have prepared the fourth iteration of departmental/unit business plans which have been updated since the 2018 budget deliberations. These will continue to be reviewed and revised, but set a general direction for the next five years. business plans include staff’s anticipation of future requirements based on analysis of industry trends, demographics, anticipated legislative changes, and other pressures.

Any increase in service level anticipated in future years is presented for Council information, as each service level change would be brought to Council for approval prior to implementation. However in approving these business plans, Council is endorsing the work plan and general staff direction for the next five years.

Key performance indicators are a critical component of the business plan on which staff will report annually. These indicators will also be reviewed and refined.

Project Proposals: Staff are providing Council with project proposals for 2019 that align with Council strategic directions and priorities.

In its review of project proposals it is suggested that Council:

1. accept the project proposal and move it to the next stage of budget deliberation,
2. request additional information from staff.
3. amend a project proposal and move the amended proposal to the next stage of the budget deliberation,
4. reject a project proposal

Departmental Business Plans, including presentations and project proposals may be found online [Frontenac County Business Plans](#). The 2019 draft budget is attached to this report as Appendix A.

Sustainability Implications

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

Financial Implications

The Budget Policy identifies the target operational levy increase as the Ontario CPI as calculated in August of the year prior to the budget, 3.1% in 2018. As identified in the policy, while the target levy is Ontario CPI, it is important to recognize that many parts of a municipal budget are composed of items that may fluctuate above or below CPI. Increases in service delivery should not be mitigated by stabilization reserve transfers unless it is used to phase increases on to the levy over time.


The cost of project proposals and proposed revenue sources are outlined in the attached **Schedule A**.


Organizations, Departments and Individuals Consulted and/or Affected


Senior Leadership Team
County of Frontenac Corporate Services Managers


Schedule A


2019 Project Proposals	Total	City	Province	Reserves	County
PSW Evening Float	76,508	52,025	-	-	24,483
Recreationist PT	46,272	31,465	-	-	14,807
Parking Lot Repairs	5,000	3,400	-	-	1,600
10-Year Resources and Facilities Master Plan	80,000	-	-	80,000	-
Paramedic Mental Wellness	40,000	31,586	-	-	8,414
K&P Trail Project	-	-	-	-	-
Community Development Officer	-	-	-	-	-
Via Rail Economic Impact Analysis	6,000	-	-	6,000	-
Innovation Ready Certification Program – New	5,000			5,000	
Accessibility Reserve Allocation	5,000	-	-	-	5,000
Applicant Tracking System	14,500	9,550	120	-	4,830
Total	273,280	128,026	120	91,000	59,134
External Agencies:					
Central Frontenac Housing Corporation	10,000				10,000
North Frontenac Township Land Ambulance Request	600,000				600,000
North Frontenac Sewage Treatment Review					
Frontenac Transportation Service	96,000				96,000
Total Project Proposals	979,280	128,026	120	91,000	765,134


 County of Frontenac County of Frontenac Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Taxation from Other Governments	70,000	70,000			70,000	70,000	70,000	70,000
User Charges	3,388,988	3,513,961	124,973	(3.69%)	3,576,396	3,637,133	3,700,381	3,762,429
Payments in Lieu of Taxes	42,897	42,897			42,897	42,897	42,897	42,897
Federal and Provincial	15,703,109	16,057,748	354,639	(2.26%)	16,635,130	16,998,507	17,378,597	17,751,254
Other Municipalities			(21,667)	100.00%				
Provincial Offences Net Revenue	127,195	133,211	6,016	(4.73%)	129,181	131,625	134,112	136,794
Investment Income	140,000	140,000			140,000	140,000	140,000	140,000
Other	582,373	629,046	46,673	(8.01%)	693,683	767,063	788,174	784,299
Transfers from Obligatory Reserve	801,884	801,884			801,884	801,884	801,884	801,884
Transfers from Reserve	421,761	244,427	(177,334)	42.05%	88,450	81,500	115,300	69,500
Total Operating Revenue	21,299,874	21,633,174	333,300	(1.56%)	22,177,621	22,670,609	23,171,345	23,559,057
Operating Expense								
Salaries & Benefits	27,019,294	28,439,118	1,419,824	5.25%	29,298,940	30,019,889	30,863,998	31,667,221
Materials	3,115,870	3,313,658	197,788	6.35%	3,272,389	3,322,575	3,380,350	3,411,786
Contracted Services	7,778,803	7,622,989	-155,814	(2.00%)	7,643,671	7,700,780	7,844,726	7,943,124
Rents & Financing	233,426	238,789	5,363	2.30%	240,866	244,698	244,698	244,698
External Transfers	181,361	55,361	-126,000	(69.47%)	55,361	55,361	55,361	55,361
Depreciation	1,452,373	1,658,628	206,255	14.20%	1,683,447	1,708,300	1,730,144	1,756,096
Reserve Transfers	1,505,204	1,693,312	188,108	12.50%	1,763,934	1,776,869	1,829,818	1,862,522
Total Operating Expense	41,286,331	43,021,855	1,735,524	4.20%	43,958,608	44,828,472	45,949,095	46,940,808
Net Municipal Contribution	19,986,457	21,388,681	1,402,224	7.02%	21,780,987	22,157,863	22,777,750	23,381,751
LESS: Depreciation	(1,452,373)	(1,658,628)	(206,255)	(14.20%)	(1,683,447)	(1,708,300)	(1,730,144)	(1,756,096)
Net Municipal Contribution LESS Depreciation	18,534,084	19,730,053	1,195,969	6.45%	20,097,540	20,449,563	21,047,606	21,625,655
City of Kingston	-9,007,538	-9,832,299	-824,761	9.16%	-10,148,701	-10,621,340	-11,082,654	-11,524,872
County Contribution - Operating	9,526,546	9,897,754	371,208	3.90%	9,948,839	9,828,223	9,964,952	10,100,783
Capital Revenue								
Trans Canada Trails	297,500		(297,500)	100.00%				
Capital Donations	297,500		(297,500)	100.00%				
Reserve Transfer	753,319	693,075	(60,244)	8.00%	542,823	797,728	968,946	2,198,084
Total Capital Revenue	1,348,319	693,075	(655,244)	48.60%	542,823	797,728	968,946	2,198,084
Capital Expense								
Major Improvements	662,000		-662,000	(100.00%)				
General Equipment	61,090	22,794	-38,296	(62.69%)	25,644			
Capital-Equipment Replacements	122,788	289,441	166,653	135.72%	115,902	75,372	291,036	1,724,366
Capital- IT New	15,000		-15,000	(100.00%)				
Capital-IT Replacement	120,100	47,136	-72,964	(60.75%)	62,013	162,056	59,929	34,965
Capital Vehicle Replacement	580,368	515,515	-64,853	(11.17%)	447,799	614,864	673,146	484,106
Major Building Project								
Gain/Loss-Sale of fixed Asset								
Other Municipal Contribution								
Total Capital Expense	1,561,346	874,886	-686,460	(43.97%)	651,358	852,292	1,024,111	2,243,437
Net Capital Expense	213,027	181,811	-31,216	(14.65%)	108,535	54,564	55,165	45,353
City of Kingston - Capital	-191,871	-177,016	14,855	(7.74%)	-103,287	-54,564	-55,165	-45,353
County Contribution - Capital	21,156	4,795	-16,361	(77.34%)	5,248			
County Contribution - Debenture								
County-Transfer to Long term Debt	1,172,313	1,246,176	73,863	6.30%	1,324,693	1,408,157	1,114,042	
Debt Charges	359,037	285,174	-73,863	(20.57%)	206,657	123,193	34,470	
City Contribution to LT Debt FMT	-712,503	-712,503			-712,503	-712,503	-534,377	
Provincial Contribution to Redevelopment	-483,552	-483,552			-483,552	-483,552	-362,664	
Transfer from FRO Reserve	-125,000	-125,000			-125,000	-125,000	-93,750	
Total County Contribution - Debenture	210,295	210,295			210,295	210,295	157,721	
Total Requisition	9,757,997	10,112,844	354,847	3.64%	10,164,382	10,038,518	10,122,673	10,100,783


 County of Frontenac General Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Taxation from Other Governments	70,000	70,000			70,000	70,000	70,000	70,000
User Charges	45,000	45,000			45,000	45,000	45,000	45,000
Payments in Lieu of Taxes	42,897	42,897			42,897	42,897	42,897	42,897
Provincial Offences Net Revenue	127,195	133,211	6,016	(4.73%)	129,181	131,625	134,112	136,794
Investment Income	140,000	140,000			140,000	140,000	140,000	140,000
Transfers from Reserve	6,510		(6,510)	100.00%				
Total Operating Revenue	431,602	431,108	(494)	0.11%	427,078	429,522	432,009	434,691
Operating Expense								
Materials								
Contracted Services	1,600	1,600			1,600	1,600	1,600	1,600
Rents & Financing	250	250			250	250	250	250
Reserve Transfers	419,876	500,518	80,642	19.21%	512,604	525,021	537,778	550,884
Total Operating Expense	421,726	502,368	80,642	19.12%	514,454	526,871	539,628	552,734
Net Municipal Contribution	-9,876	71,260	81,136	(821.55%)	87,376	97,349	107,619	118,043
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	-9,876	71,260	81,136	(821.55%)	87,376	97,349	107,619	118,043
County Contribution - Operating	-9,876	71,260	81,136	(821.55%)	87,376	97,349	107,619	118,043
Total Requisition	-9,876	71,260	81,136	(821.55%)	87,376	97,349	107,619	118,043


 County of Frontenac Governance Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Other	2,920		(2,920)	100.00%				
Transfers from Reserve								
Total Operating Revenue	2,920		(2,920)	100.00%				
Operating Expense								
Salaries & Benefits	109,744	134,249	24,505	22.33%	136,663	139,343	142,019	144,753
Materials	75,718	70,092	-5,626	(7.43%)	69,533	69,590	69,590	69,590
Contracted Services	36,460	40,806	4,346	11.92%	41,788	42,677	43,576	44,504
Reserve Transfers	10,000	10,000			10,000	10,000	10,000	10,000
Total Operating Expense	231,922	255,147	23,225	10.01%	257,984	261,610	265,185	268,847
Net Municipal Contribution	229,002	255,147	26,145	11.42%	257,984	261,610	265,185	268,847
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	229,002	255,147	26,145	11.42%	257,984	261,610	265,185	268,847
County Contribution - Operating	229,002	255,147	26,145	11.42%	257,984	261,610	265,185	268,847
Total Requisition	229,002	255,147	26,145	11.42%	257,984	261,610	265,185	268,847


 County of Frontenac Corporate Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Federal and Provincial								
Other	374,315	375,824	1,509	(0.40%)	375,166	383,184	403,348	398,507
Transfers from Reserve	6,018	5,000	(1,018)	16.92%	5,000	5,000	5,000	5,000
Total Operating Revenue	380,333	380,824	491	(0.13%)	380,166	388,184	408,348	403,507
Operating Expense								
Salaries & Benefits	1,189,755	1,259,558	69,803	5.87%	1,314,817	1,358,030	1,396,632	1,432,390
Materials	173,831	212,365	38,534	22.17%	189,351	192,026	206,720	195,629
Contracted Services	987,183	952,867	-34,316	(3.48%)	972,204	984,378	1,004,858	1,022,322
Depreciation	291,949	323,094	31,145	10.67%	327,941	332,860	337,853	342,920
Reserve Transfers	14,000	14,000			14,000	14,000	14,000	14,000
Total Operating Expense	2,656,718	2,761,884	105,166	3.96%	2,818,313	2,881,294	2,960,063	3,007,261
Net Municipal Contribution	2,276,385	2,381,060	104,675	4.60%	2,438,147	2,493,110	2,551,715	2,603,754
LESS: Depreciation	(291,949)	(323,094)	(31,145)	(10.67%)	(327,941)	(332,860)	(337,853)	(342,920)
Net Municipal Contribution LESS Depreciation	1,984,436	2,057,966	73,530	3.71%	2,110,206	2,160,250	2,213,862	2,260,834
County Contribution - Operating	1,984,436	2,057,966	73,530	3.71%	2,110,206	2,160,250	2,213,862	2,260,834
Capital Revenue								
Reserve Transfer	13,300		(13,300)	100.00%				
Total Capital Revenue	13,300		(13,300)	100.00%				
Capital Expense								
Capital- IT New	1,018		-1,018	(100.00%)				
Capital-IT Replacement	13,300		-13,300	(100.00%)				
Total Capital Expense	14,318		-14,318	(100.00%)				
Net Capital Expense	1,018		-1,018	(100.00%)				
County Contribution - Capital	1,018		-1,018	(100.00%)				
Total Requisition	1,985,454	2,057,966	72,512	3.65%	2,110,206	2,160,250	2,213,862	2,260,834


 County of Frontenac Continuous Improvement/GIS Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Operating Expense								
Salaries & Benefits	14,640	13,881	-759	(5.18%)	14,082	14,261	14,495	14,607
Materials	1,050	4,455	3,405	324.29%	1,455	1,455	1,455	1,455
Total Operating Expense	15,690	18,336	2,646	16.86%	15,537	15,716	15,950	16,062
Net Municipal Contribution	15,690	18,336	2,646	16.86%	15,537	15,716	15,950	16,062
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	15,690	18,336	2,646	16.86%	15,537	15,716	15,950	16,062
County Contribution - Operating	15,690	18,336	2,646	16.86%	15,537	15,716	15,950	16,062
Total Requisition	15,690	18,336	2,646	16.86%	15,537	15,716	15,950	16,062


 County of Frontenac Fairmount - County Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
User Charges	3,120,586	3,236,808	116,222	(3.72%)	3,288,581	3,341,182	3,394,625	3,448,923
Federal and Provincial	6,012,360	6,214,320	201,960	(3.36%)	6,330,282	6,448,560	6,569,202	6,692,254
Other	198,838	183,063	(15,775)	7.93%	184,501	186,004	186,951	187,917
Transfers from Reserve	81,923	19,000	(62,923)	76.81%	25,000	25,000	25,000	25,000
Total Operating Revenue	9,413,707	9,653,191	239,484	(2.54%)	9,828,364	10,000,746	10,175,778	10,354,094
Operating Expense								
Salaries & Benefits	9,896,287	10,400,778	504,491	5.10%	10,740,329	10,943,692	11,249,184	11,536,051
Materials	1,064,399	1,145,568	81,169	7.63%	1,131,638	1,147,610	1,165,671	1,184,507
Contracted Services	1,349,084	1,329,459	-19,625	(1.45%)	1,299,038	1,327,273	1,358,371	1,393,236
Depreciation	545,199	574,219	29,020	5.32%	582,832	591,575	600,448	609,455
Reserve Transfers	122,941	135,880	12,939	10.52%	137,036	138,209	129,400	130,609
Total Operating Expense	12,977,910	13,585,904	607,994	4.68%	13,890,873	14,148,359	14,503,074	14,853,858
Net Municipal Contribution	3,564,203	3,932,713	368,510	10.34%	4,062,509	4,147,613	4,327,296	4,499,764
LESS: Depreciation	(545,199)	(574,219)	(29,020)	(5.32%)	(582,832)	(591,575)	(600,448)	(609,455)
Net Municipal Contribution LESS Depreciation	3,019,004	3,358,494	339,490	11.25%	3,479,677	3,556,038	3,726,848	3,890,309
City of Kingston	-2,007,207	-2,239,975	-232,768	11.60%	-2,562,908	-2,791,382	-3,074,749	-3,200,612
County Contribution - Operating	1,011,797	1,118,519	106,722	10.55%	916,769	764,656	652,099	689,697
Capital Revenue								
Reserve Transfer	66,163	99,832	33,669	(50.89%)	39,007	25,677	25,960	21,342
Total Capital Revenue	66,163	99,832	33,669	(50.89%)	39,007	25,677	25,960	21,342
Capital Expense								
Major Improvements	67,000		-67,000	(100.00%)				
General Equipment	29,959		-29,959	(100.00%)				
Capital-Equipment Replacements	99,800	243,550	143,750	144.04%	106,292	64,323	64,889	50,459
Capital- IT New	7,123		-7,123	(100.00%)				
Capital-IT Replacement	35,000	15,300	-19,700	(56.29%)	15,606	15,918	16,236	16,236
Other Municipal Contribution								
Total Capital Expense	238,882	258,850	19,968	8.36%	121,898	80,241	81,125	66,695
Net Capital Expense	172,719	159,018	-13,701	(7.93%)	82,891	54,564	55,165	45,353
City of Kingston - Capital	-162,440	-159,018	3,422	(2.11%)	-82,891	-54,564	-55,165	-45,353
County Contribution - Capital	10,279		-10,279	(100.00%)				
County Contribution - Debenture								
County-Transfer to Long term Debt	1,172,313	1,246,176	73,863	6.30%	1,324,693	1,408,157	1,114,042	
Debt Charges	359,037	285,174	-73,863	(20.57%)	206,657	123,193	34,470	
City Contribution to LT Debt FMT	-712,503	-712,503			-712,503	-712,503	-534,377	
Provincial Contribution to Redevelopment	-483,552	-483,552			-483,552	-483,552	-362,664	
Transfer from FRO Reserve	-125,000	-125,000			-125,000	-125,000	-93,750	
Total County Contribution - Debenture	210,295	210,295			210,295	210,295	157,721	
Total Requisition	1,232,371	1,328,814	96,443	7.83%	1,127,064	974,951	809,820	689,697


 County of Frontenac FPS - County Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
User Charges								
Federal and Provincial	8,722,429	8,942,229	219,800	(2.52%)	9,429,929	9,657,529	9,899,129	10,130,529
Investment Income								
Other								
Transfers from Reserve	2,950		(2,950)	100.00%				
Total Operating Revenue	8,725,379	8,942,229	216,850	(2.49%)	9,429,929	9,657,529	9,899,129	10,130,529
Operating Expense								
Salaries & Benefits	14,332,305	15,033,808	701,503	4.89%	15,446,532	15,868,459	16,313,737	16,740,419
Materials	901,565	972,534	70,969	7.87%	978,737	1,005,494	1,029,914	1,053,535
Contracted Services	1,352,771	1,413,006	60,235	4.45%	1,426,855	1,442,693	1,420,973	1,433,847
Rents & Financing	233,176	238,539	5,363	2.30%	240,616	244,448	244,448	244,448
Depreciation	611,163	757,253	146,090	23.90%	768,612	780,141	791,843	803,721
Reserve Transfers	847,175	886,465	39,290	4.64%	903,794	901,470	919,499	937,888
Total Operating Expense	18,278,155	19,301,605	1,023,450	5.60%	19,765,146	20,242,705	20,720,414	21,213,858
Net Municipal Contribution	9,552,776	10,359,376	806,600	8.44%	10,335,217	10,585,176	10,821,285	11,083,329
LESS: Depreciation	(611,163)	(757,253)	(146,090)	(23.90%)	(768,612)	(780,141)	(791,843)	(803,721)
Net Municipal Contribution LESS Depreciation	8,941,613	9,602,123	660,510	7.39%	9,566,605	9,805,035	10,029,442	10,279,608
City of Kingston	-7,000,331	-7,592,324	-591,993	8.46%	-7,585,793	-7,829,958	-8,007,905	-8,324,260
County Contribution - Operating	1,941,282	2,009,799	68,517	3.53%	1,980,812	1,975,077	2,021,537	1,955,348
Capital Revenue								
Reserve Transfer	673,856	593,243	(80,613)	11.96%	503,816	772,051	942,986	2,176,742
Total Capital Revenue	673,856	593,243	(80,613)	11.96%	503,816	772,051	942,986	2,176,742
Capital Expense								
General Equipment	31,131	22,794	-8,337	(26.78%)	25,644			
Capital-Equipment Replacements	22,988	45,891	22,903	99.63%	9,610	11,049	226,147	1,673,907
Capital- IT New	6,549		-6,549	(100.00%)				
Capital-IT Replacement	70,500	31,836	-38,664	(54.84%)	46,407	146,138	43,693	18,729
Capital Vehicle Replacement	580,368	515,515	-64,853	(11.17%)	447,799	614,864	673,146	484,106
Gain/Loss-Sale of fixed Asset								
Other Municipal Contribution								
Total Capital Expense	711,536	616,036	-95,500	(13.42%)	529,460	772,051	942,986	2,176,742
Net Capital Expense	37,680	22,793	-14,887	(39.51%)	25,644			
City of Kingston - Capital	-29,431	-17,998	11,433	(38.85%)	-20,396			
County Contribution - Capital	8,249	4,795	-3,454	(41.87%)	5,248			
Total Requisition	1,949,531	2,014,594	65,063	3.34%	1,986,060	1,975,077	2,021,537	1,955,348


 County of Frontenac Transport Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
User Charges	204,402	212,513	8,111	(3.97%)	225,315	233,451	243,256	251,006
Federal and Provincial	817,603	856,728	39,125	(4.79%)	874,919	892,418	910,266	928,471
Transfers from Reserve	1,610	2,000	390	(24.22%)				1,000
Total Operating Revenue	1,023,615	1,071,241	47,626	(4.65%)	1,100,234	1,125,869	1,153,522	1,180,477
Operating Expense								
Salaries & Benefits	921,321	964,896	43,575	4.73%	991,438	1,017,973	1,045,318	1,072,124
Materials	35,101	37,469	2,368	6.75%	36,143	36,828	36,898	36,968
Contracted Services	65,583	68,876	3,293	5.02%	69,653	71,068	71,306	71,385
Depreciation	4,062	4,062			4,062	3,724		
Reserve Transfers					3,000			
Total Operating Expense	1,026,067	1,075,303	49,236	4.80%	1,104,296	1,129,593	1,153,522	1,180,477
Net Municipal Contribution	2,452	4,062	1,610	65.66%	4,062	3,724		
LESS: Depreciation	(4,062)	(4,062)			(4,062)	(3,724)		
Net Municipal Contribution LESS Depreciation	-1,610		1,610	(100.00%)				
County Contribution - Operating	-1,610		1,610	(100.00%)				
Capital Revenue								
Capital Expense	1,610		-1,610	(100.00%)				
Net Capital Expense	1,610		-1,610	(100.00%)				
County Contribution - Capital	1,610		-1,610	(100.00%)				
Total Requisition								


 County of Frontenac Protection to Person and Property Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Operating Expense								
Materials	2,000	3,840	1,840	92.00%	4,041	4,123	4,123	4,123
Contracted Services	4,900	4,900			3,290	3,356	3,356	3,356
Total Operating Expense	6,900	8,740	1,840	26.67%	7,331	7,479	7,479	7,479
Net Municipal Contribution	6,900	8,740	1,840	26.67%	7,331	7,479	7,479	7,479
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	6,900	8,740	1,840	26.67%	7,331	7,479	7,479	7,479
County Contribution - Operating	6,900	8,740	1,840	26.67%	7,331	7,479	7,479	7,479
Total Requisition	6,900	8,740	1,840	26.67%	7,331	7,479	7,479	7,479


 County of Frontenac Planning & Development Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
User Charges	19,000	19,500	500	(2.63%)	17,500	17,500	17,500	17,500
Federal and Provincial	150,717	43,915	(106,802)	70.86%				
Other Municipalities	21,667		(21,667)	100.00%				
Other	6,000	69,859	63,859	(1,064.32%)	133,716	197,575	197,575	197,575
Transfers from Obligatory Reserve								
Transfers from Reserve	256,950	187,077	(69,873)	27.19%	5,000			
Total Operating Revenue	454,334	320,351	(133,983)	29.49%	156,216	215,075	215,075	215,075
Operating Expense								
Salaries & Benefits	555,242	631,948	76,706	13.81%	655,079	678,131	702,613	726,877
Materials	60,322	65,451	5,129	8.50%	59,607	63,565	64,095	64,095
Contracted Services	425,890	222,069	-203,821	(47.86%)	154,415	73,203	73,765	73,909
Reserve Transfers	66,212	121,449	55,237	83.42%	158,500	163,169	194,141	194,141
Total Operating Expense	1,107,666	1,040,917	-66,749	(6.03%)	1,027,601	978,068	1,034,614	1,059,022
Net Municipal Contribution	653,332	720,566	67,234	10.29%	871,385	762,993	819,539	843,947
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	653,332	720,566	67,234	10.29%	871,385	762,993	819,539	843,947
County Contribution - Operating	653,332	720,566	67,234	10.29%	871,385	762,993	819,539	843,947
Capital Revenue								
Trans Canada Trails	297,500		(297,500)	100.00%				
Capital Donations	297,500		(297,500)	100.00%				
Reserve Transfer								
Total Capital Revenue	595,000		(595,000)	100.00%				
Capital Expense								
Major Improvements	595,000		-595,000	(100.00%)				
Major Building Project								
Total Capital Expense	595,000		-595,000	(100.00%)				
Net Capital Expense								
Total Requisition	653,332	720,566	67,234	10.29%	871,385	762,993	819,539	843,947

 County of Frontenac OW FB Child Care Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Operating Expense								
Contracted Services	1,205,982	1,181,853	-24,129	(2.00%)	1,199,107	1,222,650	1,246,676	1,271,285
Total Operating Expense	1,205,982	1,181,853	-24,129	(2.00%)	1,199,107	1,222,650	1,246,676	1,271,285
Net Municipal Contribution	1,205,982	1,181,853	-24,129	(2.00%)	1,199,107	1,222,650	1,246,676	1,271,285
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	1,205,982	1,181,853	-24,129	(2.00%)	1,199,107	1,222,650	1,246,676	1,271,285
County Contribution - Operating	1,205,982	1,181,853	-24,129	(2.00%)	1,199,107	1,222,650	1,246,676	1,271,285
Total Requisition	1,205,982	1,181,853	-24,129	(2.00%)	1,199,107	1,222,650	1,246,676	1,271,285

 County of Frontenac Social Housing Segmented 5 Year Budget									
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023	
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected	
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget	
Operating Revenue									
Transfers from Reserve	15,000	12,500	(2,500)	16.67%	12,500	12,500	12,500	12,500	
Total Operating Revenue	15,000	12,500	(2,500)	16.67%	12,500	12,500	12,500	12,500	
Operating Expense									
Contracted Services	739,154	767,106	27,952	3.78%	777,948	800,284	819,838	839,520	
Reserve Transfers	25,000	25,000			25,000	25,000	25,000	25,000	
Total Operating Expense	764,154	792,106	27,952	3.66%	802,948	825,284	844,838	864,520	
Net Municipal Contribution	749,154	779,606	30,452	4.06%	790,448	812,784	832,338	852,020	
LESS: Depreciation									
Net Municipal Contribution LESS Depreciation	749,154	779,606	30,452	4.06%	790,448	812,784	832,338	852,020	
County Contribution - Operating	749,154	779,606	30,452	4.06%	790,448	812,784	832,338	852,020	
Total Requisition	749,154	779,606	30,452	4.06%	790,448	812,784	832,338	852,020	

 County of Frontenac General Segmented 5 Year Budget								
Health Unit	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Operating Expense								
Contracted Services	758,049	771,315	13,266	1.75%	786,741	802,476	818,526	834,897
Total Operating Expense	758,049	771,315	13,266	1.75%	786,741	802,476	818,526	834,897
Net Municipal Contribution	758,049	771,315	13,266	1.75%	786,741	802,476	818,526	834,897
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	758,049	771,315	13,266	1.75%	786,741	802,476	818,526	834,897
County Contribution - Operating	758,049	771,315	13,266	1.75%	786,741	802,476	818,526	834,897
Total Requisition	758,049	771,315	13,266	1.75%	786,741	802,476	818,526	834,897

 County of Frontenac Recreation & Culture Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Transfers from Reserve	20,800	18,850	(1,950)	9.38%	40,950	39,000	72,800	26,000
Total Operating Revenue	20,800	18,850	(1,950)	9.38%	40,950	39,000	72,800	26,000
Operating Expense								
Contracted Services	852,147	869,132	16,985	1.99%	911,032	929,122	981,881	953,263
Total Operating Expense	852,147	869,132	16,985	1.99%	911,032	929,122	981,881	953,263
Net Municipal Contribution	831,347	850,282	18,935	2.28%	870,082	890,122	909,081	927,263
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	831,347	850,282	18,935	2.28%	870,082	890,122	909,081	927,263
City of Kingston								
County Contribution - Operating	831,347	850,282	18,935	2.28%	870,082	890,122	909,081	927,263
Total Requisition	831,347	850,282	18,935	2.28%	870,082	890,122	909,081	927,263

 County of Frontenac Other Segmented 5 Year Budget								
	2018	2019	2018-2019	2018-2019	2020	2021	2022	2023
	Budget	Budget	Budget	Budget	Projected	Projected	Projected	Projected
	\$	\$	Variance \$	Variance (%)	Budget	Budget	Budget	Budget
Operating Revenue								
Other	300	300			300	300	300	300
Transfers from Obligatory Reserve	801,884	801,884			801,884	801,884	801,884	801,884
Transfers from Reserve	30,000		(30,000)	100.00%				
Total Operating Revenue	832,184	802,184	(30,000)	3.60%	802,184	802,184	802,184	802,184
Operating Expense								
Salaries & Benefits								
Materials	801,884	801,884			801,884	801,884	801,884	801,884
External Transfers	181,361	55,361	-126,000	(69.47%)	55,361	55,361	55,361	55,361
Total Operating Expense	983,245	857,245	-126,000	(12.81%)	857,245	857,245	857,245	857,245
Net Municipal Contribution	151,061	55,061	-96,000	(63.55%)	55,061	55,061	55,061	55,061
LESS: Depreciation								
Net Municipal Contribution LESS Depreciation	151,061	55,061	-96,000	(63.55%)	55,061	55,061	55,061	55,061
County Contribution - Operating	151,061	55,061	-96,000	(63.55%)	55,061	55,061	55,061	55,061
Total Requisition	151,061	55,061	-96,000	(63.55%)	55,061	55,061	55,061	55,061



Report 2019-012

Committee of the Whole Recommend 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: February 6 and 7, 2019

Re: **Office of the Chief Administrative Officer – Grants to Others – Funding Requests from Outside Agencies/Member Municipalities**

Recommendation

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

And Further That Council forward the funding requests from outside agencies/member municipalities for final budget consideration as follows:

Frontenac Transportation Services (FTS)	\$ _____
Southern Frontenac Community Services	\$ _____
Central Frontenac Housing Corporation	\$ _____
Township of North Frontenac request for 24hr FPS Service	\$ _____
Township of North Frontenac Sewage Disposal Treatment Opportunities	\$ _____

Background

At the January 16, 2019 Council meeting, two presentations were provided to Council regarding requests for funding in the 2019 budget. At that same meeting, as a result of a request by the Township of North Frontenac, Council passed a resolution directing staff to assess and prepare reports on Sewage Disposal Treatment Opportunities and 24 hour Ambulance Services for the Township of North Frontenac for inclusion at the February 6, 7 and 13, 2019 budget deliberations. In addition, staff has received a funding request from Southern Frontenac Community Services with respect to a

Transportation Proposal. This report is a summary of these requests. A spreadsheet will be reviewed with Council during the meeting which will provide a range of options that can be selected/amended. Staff are able to quickly calculate the impact of those options.

Comment

The Municipal Act, S. 224 (c) established that one of the roles of Council is “to determine which services the municipality provides”. As none of these requests are mandatory in nature, Council may set the funding level at any level determined by Council.

For Council’s ease of reference, a copy of the presentations and requests made by these outside agencies at the January 16, 2019 Council meeting are attached to this report as Appendix C.

Summary of Requests

Transportation Services for the County of Frontenac

- 1. **Frontenac Transportation Services (FTS)** is requesting funding in the same amount as was granted in 2018, that being \$96,000 to be disbursed as follows:

North/Central subsidy	\$25,640
South subsidy	\$25,640 (If another service provider provides rides in South Frontenac the subsidy will be shared to ensure that all residents in Frontenac County have access to transportation)
Operations/Staffing:	
Office/phones/internet	\$10,000
Staffing	\$34,720 (includes two part time staff. A Program Administrator and Dispatcher)

During the 2018 Budget deliberations, FTS requested an additional \$44,385 in funding as follows:

- \$20,000 to cover the reduction in third party rides projected for 2017/2018.
- \$5,000 increase in subsidy to assist seniors to get to medical appointments in 2017/18.
- \$10,000 to fund a one year pilot project to provide accessible transportation for seniors requiring an accessible ride and for individuals requiring a wheel chair to non-medical rides.
- \$9,389 to reimburse the \$10,000 fund it had established to cover a deficit.

As a result of the shortfalls experienced by FTS, Council granted an additional \$20,000 for 2018 only along with \$10,000 for a one year pilot for Accessible transportation; however required that FTS provide the County of Frontenac with a Business Plan prior to the 2019 Budget, including a sustainability plan moving forward. A copy of the FTS Business Plan is attached to this report as Appendix A. In total, the County of Frontenac provided FTS with funding in the amount of \$116,000 in 2018. FTS has yet to disperse the full additional \$20,000 that was granted, with \$4,077 being used to cover the shortfall in third party revenue for its fiscal year in 2018. FTS has not yet advised the County how the remaining \$15,923 will be used. It should be noted that through conversations with FTS, none of the \$10,000 for Accessible transportation was required and as such, this funding was not provided to FTS. The \$10,000 for the pilot program and the \$20,000 in additional funding (in part to cover a prior year deficit) was secured from the reserve established to support senior's transportation. The balance remaining in the reserve is \$80,000.

2. **Southern Frontenac Community Services (SFCS)** has advised that they are opposed to the proposal of FTS and has indicated that it is terminating its Memorandum of Understanding with Rural Frontenac Community Services (RFCS) as it pertains to FTS. This is due to challenges in the provision of consistent application of ridership qualifications and administration for seniors' rides. As a result, SFCS has submitted its own transportation proposal to the County of Frontenac that would see SFCS and RFCS provide rides in their respective catchment areas with RFCS coordinating rides for seniors in Central and North Frontenac and SFCS coordinating rides for seniors in South Frontenac, rural Kingston and Frontenac Islands if required. A copy of the SFCS Transportation Proposal is attached to this report as Appendix B. SFCS is requesting 65% of the current annual funding of \$96,000 provided to FTS for transportation services to the entire County based upon percentage of rides provided to seniors as well as the percentage of seniors in South Frontenac compared to the total in Central and North Frontenac.

Five options are provided for Committee consideration:

1. Reject the proposals from FTS and SFCS and apply a savings of \$96,000 to the 2019 budget;
2. Reject both proposals and release a request for proposals (RFP) for the provision of transportation services with a targeted start date of July 1, 2019. The RFP can stipulate that the total maximum cost to the County is \$96,000 and apply a savings of \$48,000 to the 2019 budget;
3. Accept the proposal of Rural Frontenac Community Services which would see its annual funding of \$96,000 reduced in order to share a portion of the \$25,640 it allocates to South Frontenac to SFCS to ensure that all residents in Frontenac County have access to transportation. Negotiate the terms and conditions of the offer and sign a one (1) year contract for services with both agencies;

4. Accept the proposal from SFCS and split the \$96,000 expenditure between FTS and Southern Frontenac Community Services based on 65% to SFCS and 35% to FTS. The \$96,000 expense would carry forward in the 2019 budget. Negotiate the terms and conditions of the offer with both agencies and sign a one (1) year contract for services;
5. **Recommended Option:** Split the \$96,000 expenditure evenly between Rural Frontenac Community Services and Southern Frontenac Community Services. The \$96,000 expense would carry forward in the 2019 budget. Negotiate the terms and conditions of the offer with both agencies and sign a one (1) year contract for services. It is anticipated that healthcare/LHIN restructuring may result in clearer lines of responsibility.

Central Frontenac Housing Corporation is requesting \$10,000 to assist the Central Frontenac Housing Corporation with improvements for accessibility and safety at its Sharbot Lake Seniors Complex. Improvements include the removal of a large rock in the parking area, increase the size of the parking area, construct an additional sidewalk from the parking lot to the building, and install 2 accessible door buttons to the common room.

In the past, funding provided by the County to external agencies and organizations has always provided benefit to a broad sector of County residents. The request from the Central Frontenac Housing Corporation is organization specific and would only benefit the Central Frontenac Housing Corporation. This would set a precedence should Council chose to support this request.

That being said, this type of request fits within the County's strategic goal of Seniors Housing and funds could be taken from the \$1.4M Seniors Housing reserve by reducing the amount of funding allocated to the Central Frontenac Townships Seniors Housing Project.

Other options available to the Central Frontenac Housing Corporation include applying to the Enabling Accessibility Fund (EAF) which provides funding for eligible capital projects that increase accessibility for people with disabilities in Canadian communities and workplaces. Eligible recipients include not-for-profit organizations who can apply for funding through periodic funding processes, where eligibility criteria are further defined, under three program components:

- The small projects component provides grant funding, up to \$100,000 per project, to support small scale construction, renovation or retrofit projects that increase accessibility in communities or workplaces. Examples of types of projects are: installing screen reader devices and hearing induction loop systems, building accessible pathways and ramps, creating a controlled multisensory environment (Snoezelen room), and constructing a universally designed office.
- The mid-sized projects component provides contributions of up to \$3 million to support larger retrofit, renovation or construction projects of facilities or venues that house or will house programs and services geared towards addressing the social and/or labour market integration needs of people with disabilities in a

holistic manner. Eligible projects may include the creation or expansion of existing centres or hubs which offer centralized programming and services for people with disabilities in their communities.

- The youth innovation component empowers youth to identify accessibility barriers within their communities and work with local organizations to develop solutions to increase accessibility and safety in community spaces and workplaces. Funding of up to \$10,000 is available to support capital costs of eligible projects, which may include initiatives like installing automatic door openers, constructing raised garden beds in a community garden, or acquiring specialized wheelchairs to access sandy beaches.

The Township of North Frontenac has requested that the County consider a 24 hour paramedic services in North Frontenac Township. This equates to the addition of a 12 hour shift in Robertsville. It should be noted that a Project Proposal is being presented for Council's consideration to carry out a Paramedic Services 10-Year Resources and Facilities Master Plan for analysis to evaluate the response time performance and station facility needs in the City of Kingston. Should Council support this project proposal the analysis could include the Robertsville station. For Council's consideration, staff provide the following options:

1. Decline the request
2. Include the potential for having the Robertsville Station be a 24 hour service in the Paramedic Services 10-Year Resources and Facilities Master Plan for analysis
3. Start July 1st with a two year budget phase in
4. Start July 1st with a three year budget phase in

Note a two year phase in is actually six months, July 1, 2019 and January 1, 2020 and a three year phase in would be 18 months, July 1, 2019, January 1, 2020 and January 1, 2020.

The estimated cost of the Robertsville station becoming a 24 hour paramedic service is yet to be confirmed; however staff estimate this cost to be approximately \$600,000.

Staff will review call volume/response information during the meeting. The additional shift would respond to approximately 120 calls per year at a cost of \$5,000/call.

Township of North Frontenac has requested that the County investigate Sewage Disposal Treatment Opportunities. Staff have contacted Cambium Consulting and Engineer, who is currently doing the Waste Management Study for the Frontenac's Public Works Managers. A project scope and cost estimate is pending.

Sustainability Implications

The organizations requesting funding provide meaningful services to residents of Frontenac County designed to enhance the quality of life of our residents.

Financial Implications

Should Council approval all the requests, the levy impact would be \$232,210 or 2.38%. In addition to the 2.38% levy increase, support of the request by North Frontenac for 24 hour ambulance service would place an additional cost on the City of Kingston in the amount of \$473,790.

Organizations, Departments and Individuals Consulted and/or Affected

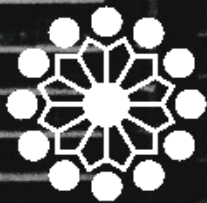
Susan Brant, Director of Corporate Services/Treasurer
Alex Lemieux, Deputy Treasurer
Gale Chevalier, Acting Chief/Director of Emergency and Transportation Services
Requesting organizations

Appendix A to Report 2019-012

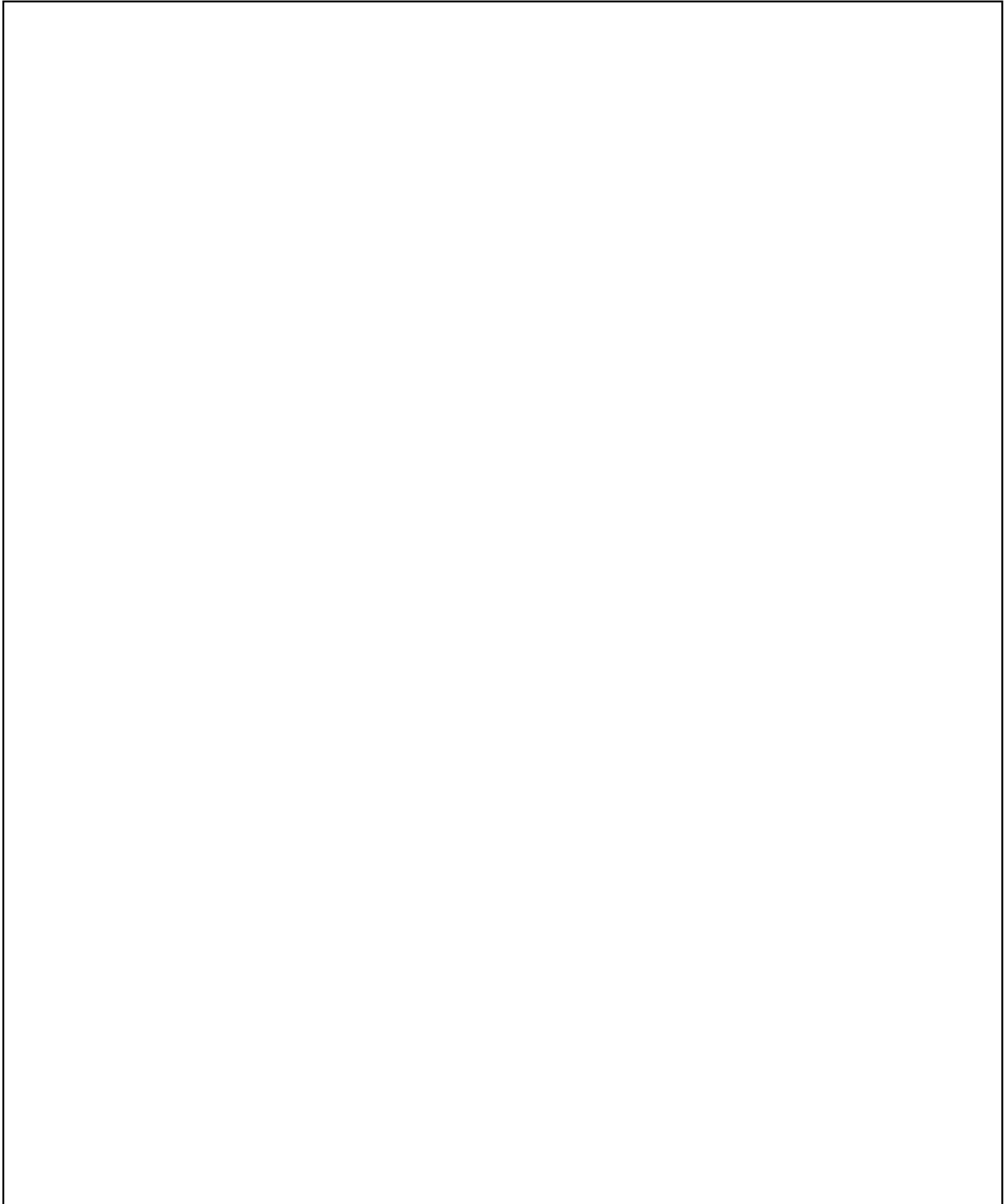
FRONTENAC TRANSPORTATION SERVICES

Business Plan

January 2019



Created by FreshSight Queen's



www.freshsightqueens.ca

Table of Contents

The Freshsight Team	4
Executive Summary	5
Governance Model	6
Driver Remuneration Model	7
Client Pricing Model	9
Operational Forecast Model	12
Volunteer Base Retention Strategy	13
Works Cited	15
Appendices.....	16

The Freshsight Team

FreshSight Queen’s Consulting is a student-run, pro-bono consultancy serving clients across North America. Our diverse backgrounds and skill sets allow our consultants to tackle a wide range of problems from cutting edge technological advancements to multi-national donor retention plans, to industry and financial analysis. We invest in delivering the greatest impact to our clients while developing Canada’s top future consultants. We are proud to present Frontenac Transportation Services with the best and the brightest student consultants at Queen’s.



Rohan Gandhi - Senior Consultant

Rohan is in his fourth year in the commerce program at Queen’s University. He brings extensive consulting and case competition experience to Freshsight, having completed summer internships in Ernst & Young’s (EY) consulting service line and in a strategic planning role at a not-for-profit organization. Rohan has also co-chaired the DECA Queen’s case competition and been a consultant with Queen’s Business Consulting. He will join EY as a management consultant upon graduation.



Nicole Praysner - Consultant

Nicole is in her second year in the commerce program at Queen’s University. She has worked in a business development role at Timbercreek Asset Management, where she was involved with acquiring investors for the real asset funds managed by the firm. Nicole brings strong marketing and case competition experience to FreshSight, having directed marketing at FreshSight Queens’ and Queen’s DECA case competition.



Richard Chu - Consultant

Richard is in his fourth year in the commerce program at the Queen’s University. He brings diverse sales and consulting experience to FreshSight, having completed a sales analyst role at PlayStation and a market research intern position at Self Care Catalysts. After graduating, he will be joining Ernst & Young’s technology advisory team in as a staff consultant.



Stella Calderhead - Consultant

Stella is a second-year commerce student at Queen’s University. Stella has founded a 60-member not-for profit organization in which she led the coordination of clothing drives and fundraisers through correspondence with external stakeholders, ultimately raising over \$2000. Stella is also on the Queen’s Consulting Association executive committee and is an aspiring management consultant.



Niki Hamkens - Consultant

Niki is in his fourth year in the commerce program at Queen’s University. His passion for helping people stems from his work experiences and leadership roles at YMCA Camp Kitchikewana, Niki brings strong financial and technical skills to FreshSight, having completed an analyst position at Bank of Montreal’s Technology and Operations group. Upon graduation, he will be joining Ernst & Young as a staff accountant and will be pursuing his CPA designation.

Executive Summary

Frontenac County is a county and census division of the province of Ontario. Within the county, there is currently no public transit system or taxi service. As a result, there is strong demand for a low-cost rural transportation model to assist residents who require transportation for medical appointments, shopping, social activities and events, workshops, playgroups, and daycare. Frontenac Transportation Services (FTS) offers this service, with two part-time staff, 25+ volunteers and over 2,000 clients. The drivers are volunteers but are given nominal remuneration to help offset the cost of operating their vehicle. Frontenac County has provided FTS with funding for a portion of the operations and subsidies for rides since 2011. The County of Frontenac's official plan includes the goal "to provide a safe, convenient, effective transportation system for all citizens of Frontenac County, including those citizens who do not have access to a personal vehicle."

On June 20, 2014 the County of Frontenac approved a strategic goal regarding transportation: *addressing the existing gap in transportation for seniors by ensuring 100% of seniors receive a timely, affordable ride to scheduled medical appointments (when requests received in a timely fashion)* - to be accomplished by the end of the 2015-18 term of County Council. This goal has been met by FTS

The Rural Frontenac Community Services (RFCS) was started in 1975, by community members living in rural Frontenac. Their vision was to deliver services that are community based and locally controlled. Their offices are located in Sharbot Lake and they provide a range of programs to residents in villages and hamlets throughout the County of Frontenac, with the goal of improving the quality of living for residents in rural areas by providing a cost-effective and sustainable transportation solution. RFCS oversees FTS. In 2018, FTS contracted with FreshSight to prepare a business plan. Based on our analysis, the following recommendations have been made:

1. Governance Model:
 - A. Form an advisory committee to gain insights from a diverse range of stakeholders
 - B. Maintain the organizational structure
 - C. Offer rides to clients not covered by the SFCS new mandate to ensure no one is left without a ride
2. Driver Remuneration Model
 - A. Keep the In KM rate at 42 cents and raise the Out KM rate to 30 cents, costing FTS an additional ~\$5,500.
 - B. Remuneration should be reviewed periodically (every 2-3 years) to account for increasing vehicle costs.
3. Client Pricing Model
 - A. Implement a fixed base rate in conjunction with standing KM rates, with a \$1.50 base fee for both seniors and third parties, leading to additional revenue of ~\$9000.
4. Operational Forecast Model
 - A. FTS's goal is to breakeven and to use any profit during the year to subsidize additional rides. Attention should be paid to keeping the expenses down and ensuring that expenses are managed effectively and efficiently.
 - B. Demand may decrease slightly as a result of increased client fees. FTS should focus on investing in alternative funding and fundraising programs to offset this potential decrease.
5. Volunteer Base Retention Strategy
 - A. Focus advertising efforts on newspaper inserts and word-of-mouth marketing, as these have shown to be the most effective
 - B. Regular feedback from volunteers should be collected in order to address their needs and concerns
 - C. Staff continue to recognize and reward the volunteers to ensure the service remains a positive and valuable experience for the volunteers

Governance Model

Background

FTS was established in 2010 when Rural Routes (operated by Northern Frontenac Community Services NFCS) and Rural Visions (operated by Southern Frontenac Community Services Corporation SFCSC) came together to become one centralized transportation service. The governance model was a result of a report by Queen's Business Consulting in 2010.

The advantages of this collaborative included:

- Providing coordinated scheduling between clients and drivers by centralizing dispatch services at one call centre
- Reducing the administrative overhead by eliminating overlapping services
- Harmonizing the pricing and reimbursement model to help stabilize the volunteer base
- Improving interactions with external agencies that provide funding to the organization
- Ease of application for external funding such as grant applications and increasing the efficiency of marketing expenditure to increase awareness of the rural transportation system amongst the communities

To ensure that RFCS and SFCSC understood their role in the new governance model, a memorandum of understanding (MOU) was drafted, which outlined the operational agreements between the two organizations. However, this partnership was terminated in early 2018 when SFCSC withdrew from the collaboration. Although disappointed by the termination of the collaborative partnership, FTS continues to be committed to providing a transportation service to all the residents in Frontenac County.

Recently SFCSC has taken responsibility for driving seniors aged 60+ and other adults with physical disabilities within South Frontenac and rural Kingston who fit their mandate. They will drive seniors to their Adult Day Service, Diners Club, Grace Social Activity Centre Programs as well as all rides for seniors requiring medical, shopping and social trips. FTS will continue to provide rides for all others not serviced by SFCSC.

Recommendations

- A. In order to inform and support the operation of FTS and discuss transportation challenges in the County, FTS should form an advisory committee. The purpose of the committee is to give the community and those affected by the service, the opportunity to be involved and offer solutions to improve efficiencies with the service. The membership of the committee would include agencies and clients using the services along with volunteer drivers and staff from FTS and RFCS. A "terms of reference" would need to be developed with an initial group of interested parties.
- B. With regards to the structure of the operation, it is recommended that FTS continue to operate the way they do presently. FTS' service satisfies both clients and drivers: drivers are comfortable with the system in place and would like to continue with an old-fashioned "face to face" service model to enhance interaction.
- C. FTS should continue to offer rides to those clients living in the South who are not covered by Southern Frontenac Community Services. It is important to keep the goal of the transportation services intact and ensure all those needing affordable rides (who do not have the ability to drive themselves) are not left without help.

Driver Remuneration Model

Description of Current Model

The remuneration model provides volunteer drivers compensation for the money spent operating their car while driving for FTS. The current method of remunerating the volunteer drivers is a hybrid model, which provides drivers \$0.27 for kilometers between their door and the client's door (Out KMs), and \$0.42 for kilometers between the client's house and the appointment (In KMs). FTS currently remunerates drivers at \$.3825 per kilometer based on 75% of each ride being In KMs. In addition, drivers are provided a \$12 escort fee if they stay with the client at their appointment, and a \$10 wait time fee if they must wait at an appointment for more than four hours.

Issues with Current Model

In examining the effectiveness of the current model, it was important to understand its perception by the volunteers along with how it enables FTS to profit on each ride. Freshsight Queen's developed a volunteer survey (see Appendix 1), in which drivers were asked to what extent they feel their compensation covers the cost of operating their vehicle. The majority of the volunteers felt that the current model was appropriate. However, more than 1/3 of those surveyed felt that the amount they received was not enough. Thus, it is evident that changes should be made to the model to ensure that volunteer drivers are adequately remunerated by volunteering with our program.

Approach

To investigate this issue further, the first step was to estimate the actual cost of operating a vehicle on a per-kilometer basis. The purpose of this research was to determine if the current model meets the operating costs of a vehicle. If it was found that remuneration from the current model is not sufficient, the researched cost/KM figure would be used as a benchmark to help develop three viable alternatives that could better meet the rising costs of operating vehicles while simultaneously attempting to minimize costs for FTS. Next, total remuneration from each alternative would be calculated and compared to the current model to see how much they would increase the costs for FTS. This would be done by using the variable *In/Out KM* rates that each alternative proposed, and multiplying it by the total number of kilometres driven in the North, South and Central Frontenac regions on a weighted average basis (75% weight for *In KM* and 25% for *Out KM*). Finally, the cost impacts, risk and volatility of each alternative would be considered to propose an initial remuneration increase as well as a growth rate FTS can use to increase remuneration for its volunteers in the future. To ensure accuracy, each alternative would be analyzed three times using data from 2018, 2017 and 2016.

Assumptions

In determining the operating costs of a vehicle*, the following assumptions were made:

1. Average cost for 4 tires (replaced every 50,000 KM) = \$637¹
2. Gas price = \$1.12/L
3. Repairs = \$1,600/year² (adjusted to reflect poor road conditions)
4. Insurance = \$1,023/year³
5. Depreciation = \$2,230/year⁴ (assuming cars are 4-8 years old)
6. Average of 16,000 KMs driven/year⁵

Total remuneration for each alternative was calculated based on a 75% and 25% allocation between *In/Out KM*, respectively. Given historic data and motivations to reduce *Out KM*, this split seemed most reasonable with respect to FTS' current operations. It is important to note that actual remuneration may vary greatly depending on the real breakdown of *In/Out KM* on a year-over-year basis. As such, total remuneration from the current model was re-calculated using the same assumptions to ensure accuracy and comparability between the current state and the proposed alternatives.

* CAA does have a driving cost calculator that provides the cost for operating vehicles that could be used in future to determine costs

Analysis

Research on the average operating costs of a vehicle indicates that the current remuneration offered to volunteers is indeed too low; the current cost per kilometer is closer to \$0.47 (see appendix 2). Based on these findings, three alternatives were developed to the current model:

1. Eliminate the hybrid model and keep both *In KM* and *Out Km* rates at \$0.40/KM
2. Increase the *In KM* rate to \$0.43/KM, while keeping the *Out KM* rate consistent at \$0.27/KM
3. Keep the *In KM* rate consistent at \$0.42, while increasing the *Out KM* rate to \$0.30

In the analysis of these alternatives, we not only considered the financial impact that each would have, but also anticipated the expected perception of change that drivers may have to the new models.

Alternative 1: 40 cents per KM, driver house to driver house (see appendix 3)

Under this alternative, we would move towards a remuneration model that pays drivers the same amount for *In KMs* as *Out KMs*. Doing so could have a positive impact on drivers, as they would be indifferent between driving clients who live close to them and drivers who live far away. This is especially important in the North, where clients are typically further from drivers. However, this alternative could also create some negative perceptions among drivers. Given that the survey results mention that some drivers already feel compensation is too low, there may be pushback from drivers if the *In KM* rates are lowered, as these typically make up the majority of the ride. Furthermore, this alternative would be the most expensive to implement, increasing remuneration costs for FTS by approximately 12-13 thousand dollars (based on data from 2018, 2017 and 2016) from the current model.

Alternative 2: 43 cents per *In KM*, 27 cents per *Out KM* (see appendix 3)

Under this alternative, the *In KM* rate would be raised to 43 cents and while keeping the *Out KM* rate consistent at 27 cents. This has the potential to be appealing to all drivers, as they would receive more total remuneration due to a greater portion of their ride being *In KMs*. However, this alternative may continue the preference of trips close to the driver's house and does not increase compensation for drivers who have to travel further to pick up clients. In terms of financial impact, this alternative would cost FTS an additional 5.3-5.5 thousand dollars (based on data from 2018, 2017 and 2016) from the current model.

Alternative 3: 42 cents per *In KM*, 30 per *Out KM* (see appendix 3)

The third alternative keeps the *In KM* rate at 42 cents and increases the *Out KM* rate from 27 cents to 30 cents. Similar to the first alternative, this would help alleviate financial pressures for drivers whose clients live far from their house. FTS drivers in Central and North Frontenac typically have to drive further to pick up their clients. The downside to this alternative is that not all funders who assist with the cost for rides pay for *Out KMs*; for seniors, FTS covers this cost. That said, the fact that *Out KMs* only make up 1/4 of total *KMs* driven, along with FTS' motivation to minimize *Out KMs* could be a strategic motivation for FTS to implement this alternative to further incentivize drivers to volunteer. This alternative has the same financial impact as alternative 2 (as long as the breakdown between *In* and *Out KMs* remains at 75% and 25% respectively). This alternative would cost FTS an additional 5.3-5.5 thousand dollars (based on data from 2018, 2017 and 2016) from the current model. If *Out KMs* go beyond 25% in a given year, this alternative will be more expensive than alternative 2. That being said, if *Out KMs* are less than 25% of the *KMs* driven, then this alternative will be the cheapest for FTS to implement. As such, this alternative is slightly riskier than alternative 2 but could lead to lower costs if FTS manages to minimize its *Out KMs*.

Recommendations

- A. We recommend that FTS implement the third alternative, costing FTS an additional ~\$5500 (conservative estimate). By keeping the *In KMs* rate consistent while raising the *Out KM* rate, this alternative aligns with FTS' volunteer retention strategy by further incentivizing drivers to pick up clients that are further away. Although this alternative puts pressure on FTS to minimize its *Out KMs* to keep costs down, it fits with the organization's pre-existing goal of attempting to connect clients to drivers that are closest in distance to them.
- B. Remuneration should be reviewed periodically (at least every 2-3 years) at the discretion of FTS to account for increasing vehicle costs.

Client Pricing Model

Description of current model

Currently, Frontenac Transportation Services (FTS) charges two rates - one for Seniors and one for Third Party Rides (such as OW, ODSP, Triboard, Connections Adult Learning Centre, GREC, Children and Family Services). The rate that the Third-Party users pay is \$0.60 per KM, from driver's door back to driver's door. The rate that Seniors pay is \$0.50 when they are in the car and \$0.30 when they are not in the car. On top of this, clients are charged a \$10 wait time fee if their driver must wait at an appointment for more than four hours, and a \$12 escort fee if the driver must be present with the client during their appointment.

Issues with current model

FTS has historically been relatively successful with its goal of breaking even. However, previous deficits and unexpected expenses have led to the depletion of the organization's reserve fund. Given this, FTS needs to increase the price of their services by an appropriate amount to not only augment its reserve fund, but also offset the increased costs FTS will face if they increase remuneration. However, the increase in pricing must be balanced with the needs of low-income clients who are often unable to afford expensive rides.

Approach

Using the proposed increased cost from the remuneration model as a benchmark, three alternatives were developed that FTS could replace the current pricing model with. Total expected revenue and net increase in revenue were calculated from each alternative and compared to revenue from the current model. This was done by multiplying the proposed pricing from each alternative by the total number of KM driven in Central, North and South Frontenac or the total number of rides in the county (depending on the nature of the alternative) on a weighted average basis (75% weight for *In KM* and 25% for *Out KM*). This analysis was repeated three times using data from 2018, 2017 and 2016 to ensure accuracy. Finally, the expected net increases in revenue from the pricing model were compared to the net increases in cost from the remuneration model to propose a recommendation that offsets the proposed increase in remuneration, helps FTS augment its reserve fund, and keeps rides affordable for clients.

Assumptions

Similar to the remuneration model, total revenue for each alternative in the pricing model was calculated based on a 75% and 25% allocation between In/Out KM, respectively. It is important to note that actual revenue may vary greatly depending on the real breakdown of In/Out KM on a year-over-year basis. As such, total revenue from the current model was re-calculated using the same assumption to ensure accuracy and comparability between the current state and the proposed alternatives.

Analysis

Based on the increased cost from the remuneration model, three viable alternatives (and several options within each) were analyzed:

1. Fixed Standard Rate for all trips (\$60.00, \$63.00 or \$65.00)
2. Increase in the per KM rate for seniors and third parties (by \$0.01, \$0.03 or \$0.05)
3. Implement a fixed base rate in conjunction with the standing per KM rates (base fee of \$1.00, \$1.25, \$1.50, \$2.00 or \$3.00)

Alternative 1: Fixed Standard Rate (see appendix 4)

This alternative assessed the financial viability of charging a flat, fixed fee to the customer for each ride. The total revenue was dependent on the total number of rides across North, South and Central Frontenac. The impact of \$60.00, \$63.00 and \$65.00 standard rates were analyzed, as these rates were closest to matching/slightly increasing revenue from the current model. The advantage of this model is the enhanced predictability of costs for clients who can be certain how much transportation will cost them. However, due

to the nature of the geographic spread of rural Frontenac, the average distance (in and out) per ride was quite high and thus the fixed rate necessary to cover costs was high. We found that total increase/decrease in revenue from the current state for each rate was quite volatile:

Exhibit 1: Net increases/decreases in total revenue from current state for alternative 1

	2015-2016	2016-2017	2017-2018
\$60.00	\$(27,797.34)	\$(31,439.38)	\$(1603.16)
\$63.00	\$(9,686.66)	\$(13,013.38)	\$16,651.84
\$65.00	\$2387.66	\$(729.38)	\$28,821.84

From our analysis it was evident that total revenue from a standard rate was extremely unpredictable and largely influenced by the number of rides. For instance, a \$60.00 rate would result in a decrease in revenue for FTS by ~\$1600 in 2017/2018, but an enormous ~\$31000 just the year prior to that. Another disadvantage to this alternative is the high perceived cost for clients, who expressed in a customer survey released by FTS that they were only willing to pay \$10-\$25 per ride on average. Finally, this alternative may be unfair for clients who travel shorter distances but are expected to pay the same rate as a client who travels further.

Alternative 2: Increase in the Per KM rate (see appendix 4)

Due to the high distance per ride, we decided to assess the effect on revenue of increasing the per kilometer rate by increments of \$0.01, \$0.03, and \$0.05 for both seniors and third parties. These rates would be an additional charge on the In and Out KM charges already established for each established pay group. This alternative differs from #1 in that its revenue depends on the total number of KM driven, and not the total number of rides per year. We found that with alternative 2, the expected increase in total revenue was relatively similar as the number of KM change year-over-year:

Exhibit 2: Net increases in total revenue from current state for alternative 2

	2015-2016	2016-2017	2017-2018
\$0.01 increase	\$7,278.48	\$7,486.84	\$7,023.61
\$0.03 increase	\$21,835.43	\$22,460.51	\$21,070.82
\$0.05 increase	\$36,392.38	\$37,434.18	\$35,118.04

The advantage of this model is that FTS will have more accurate forecasts regarding its total revenues in the future and will not have to worry about their revenues dropping/increasing exponentially if demand (i.e. the number of KM driven) shifts by a small margin. The disadvantage of this model is that the increases in total revenue that will result if FTS decides to increase its pricing by an additional \$0.01 or \$0.02 cents in the future could create a significant hardship for those who require longer rides at the increased rates which could reduce the number of KM driven, reducing the forecasted revenue.

Alternative 3: Implement a fixed base rate in conjunction with the standing per KM rates (see appendix 4)

This alternative assessed the effect on revenue if FTS implemented a base fee of \$1.00, \$1.25 or \$1.50, \$2.00 and \$3.00. These base fee rates were determined through analyzing competitors' base fees: taxi cabs in Kingston that come into the county charge a \$3.45 base fee and Uber charges a \$3.00 base fee and a \$2.55 booking fee. FTS's base fees needed to be equal to or lower than these alternative providers.

The net increases/decreases in total revenue were the following:

Exhibit 3: Net increases in total revenue from current state for alternative 3

	2015-2016	2016-2017	2017-2018
\$1.00 base fee	\$6,037.00	\$6,142.00	\$6,085.00
\$1.25 base fee	\$7,546.25	\$7,677.00	\$7,606.25
\$1.50 base fee	\$9,055.50	\$9,213.00	\$9,127.50
\$2.00 base fee	\$12,074.00	\$12,284.00	\$12,170.00
\$3.00 base fee	\$18,111.00	\$18,426.00	\$18,255.00

Based on the analysis, for every \$0.25 increase in the base fee, FTS can anticipate an additional ~\$1500 in revenue. The advantage with this model is that it provides FTS with great flexibility in choosing how much additional revenue it wishes to receive. For instance, if costs increase in the future and the organization determines it needs an additional \$3000 in revenue to meet costs, it can simply increase the fee by \$0.50. Ultimately, this model increases revenue on a linear basis which enhances FTS' flexibility to adjust rates based on its needs. This alternative brings the advantages of alternative 1 and 2 together by allowing clients to predict a part of their rides while simultaneously improving revenue forecasting for FTS.

Recommendation

- A. Relying on the models we developed, our team has reached the conclusion that Alternative #3, the fixed base rate would allow FTS to generate the highest revenue per ride, while still remaining affordable for seniors and third parties. In implementing this alternative, we recommend charging a \$1.50 base fee for both Seniors and Third Parties, bringing in an additional ~\$9,000 in revenue for FTS (conservative estimate). Although this surpasses the additional cost of \$5500 proposed in the driver remuneration model section, the extra \$3500 surplus will allow FTS to augment its reserve fund while minimizing costs for clients. Furthermore, the surplus will give FTS room to increase remuneration for drivers in the future without having to simultaneously adjust the pricing.

Operational Forecast Model

Description of current state

Currently, FTS is in a stable financial position. It is breaking even. Revenue has grown a significant -11% over 2017 whereas expenses have only grown -8% (see Appendix 5). Overhead expenses and other administrative costs have been reduced while spending in priority areas like volunteer appreciation has increased.

Approach and financial analysis of current state

Before determining the impact of the pricing and remuneration recommendations on the forecast, we first conducted forecasting analysis based on the growth trends from the current state. Revenue, expenses, and net income were forecasted for the next 3 years based on the data provided for the last 3 years, without regard to the new proposed changes from the pricing/remuneration models. This was predicted using Excel's forecast function and displays an upper and lower confidence bound that details the best and worst case scenarios.

Based on current trends, revenue is projected to follow the same positive trend upwards - as the demand increases, so will revenue. The main revenue driver is client fees, which is flexible depending on the amount charged. Assuming 17/18 revenue numbers hold, breakeven is calculated as \$56, with 6033 rides per year. The number of rides was calculated after taking the average of the Northern, Central, and South Frontenac numbers (see appendix 6).

Expenses are projected to continue increasing as they are also tied to the size of the business. Expenses fall into five categories: staff, programming, volunteer reimbursement, occupancy, and administrative (see appendix 7). If net income were to trend downward, FTS will have to reduce expenses or pursue grants to sustain the program. However, this data is not entirely reliable because of the limited amount of data available. Further analysis on income is provided in recommendations and a variance analysis for client fees is also included below (see appendix 8).

A variance analysis was conducted to analyze conservative, moderate, and aggressive estimates for the next year (18/19). Based on information gathered in the client interview, expenses and revenues are projected to remain consistent and not change next year. Year over year growth rates in revenue for the past two years were -11% and -3% respectively. As a result, a moderate growth rate of 8% to an aggressive growth of -11% based on a 10% or 15% year over year increase in clients fees can be expected.

The impact of the pricing model and remuneration model on operations

As shown in our excel spreadsheet, implementing our recommendations for client pricing and driver remuneration yields increased net income which can help FTS augment its reserve fund. The organization has indicated that its reserve fund should hold ~\$10,000. By implementing the \$1.50 base fee for senior and third-party rides (additional revenue of ~\$9000) and increasing the Out KM rate from \$0.27 to \$0.30 (additional cost of ~\$5500), FTS should have a surplus of ~\$3500 (see appendix 5) in 2018-2019 and thereafter if current trends continue.

Recommendations

- A. FTS has a goal to breakeven and to use any profit during the year to subsidize additional rides. Attention should be paid to keeping the expenses down and ensuring that expenses are managed effectively and efficiently.
- B. We anticipate that demand may decrease slightly as a result of increased client fees. FTS should focus on investing in alternative funding and fundraising programs to offset this potential decrease.

Volunteer Base Retention Strategy

To analyze the satisfaction of volunteers of the FTS service, FreshSight has conducted a survey for drivers to report their experiences with the service and offer their feedback.

In the survey conducted for this project, it was found the main motivation of drivers of FTS is the interaction with members of the community.

1. The volunteers working for the service currently have been driving for FTS for many years, with 78% of drivers volunteering for over 4+ years. Currently, 93% of volunteers have reported a positive experience driving for the service and 88% see themselves continuing to volunteer in the future.
2. Many of these individuals enjoy assisting clients and meeting new people. Volunteers dedicate many hours a week to the service with the majority of drivers working 6-8 or 8+ hours a week. Many drivers enjoy conversing and developing close relationships with their clients.
3. What attracted these volunteers to the organization was the ability to help out others in the community and make a positive change in someone's life.
4. Drivers have also reported in the past they enjoyed their duties as it is a therapeutic activity for them.
5. Many volunteers are aged 50+ and are retired individuals who dedicate all days of the week to service the rides and aid whenever possible. The volunteers take the program very seriously and treat their duties as full time jobs, willing to help whenever possible. Several drivers have complained if they do not receive many rides in the week as they highly enjoy the volunteering as part of their weekly routine.

To maintain accessible and available volunteer based driving, FTS needs to maintain and sustain the volunteer workforce to continue to run this needed service. Overall the experiences with the service have been positive for the volunteers and the operative has fostered strong feelings of community and closer bonds with community members. On average, a volunteer for FTS has been with the service for 4+ years and see themselves continuing to do so.

Volunteers further partake in driving clients to aid those in need and have reported they do not care about the compensation, but simply request to be compensated for driving expenses.

Recognition events for volunteers are planned by staff to thank drivers for their dedication to the service. There is a volunteer appreciation event yearly and one volunteer at this event is thanked for stellar performance. During the year, volunteers receive gift cards at Christmas to thank them for their work. These recognition-based events should continue to be a priority for staff, as many volunteers reported in the survey that they were pleased with their time working for FTS and that the appreciation from the staff and clients is what drives their motivation to continue volunteering.

Issues

Recruiting volunteers is a continuing mission for FTS. They are the backbone of the operation. They have sufficient drivers to serve clients in the community, so an aggressive recruiting strategy is not necessary at this time. However, it is important to ensure volunteers are actively recognized for their contribution in order to motivate their continued volunteerism as a valued and fulfilling activity.

Volunteers further offered specific feedback in the survey when asked what improvements they recommend.

1. One volunteer in the survey noted in the general feedback section it may be easier to set a system up online for drivers to schedule their rides. This program could be set up by the dispatcher who receives calls from clients, uploads the times and details to the online system and the drivers would individually access the site to choose selected trips to drive. By having a pick-and-choose scheduling model, drivers may choose their desired number of rides and times rather than being assigned their tasks. While a potential option, it is important to keep in mind advances in efficiencies related to the

integration of technology may not have a positive effect on volunteer retention. Many drivers are retirees who have expressed they prefer the old-fashioned face to face method of communication with staff calling them to set up rides.

2. Some drivers have asked for changes with scheduling processes. Many volunteers in the survey requested they are assigned a certain number of rides, which differed quite significantly for each volunteer. 30% of volunteers surveyed said they are willing to offer 0-3 rides a week, 26% said 4-6 rides, 11% said 9-12 rides and 26% said 12+ rides. The services could be improved by better distribution of rides, as many volunteers communicated they drive too few hours on the survey while others said they drive too many. The dispatcher distributes the rides evenly when booking ahead, however, for last minute bookings, the location for the rides and driver availability inform how the rides are dispatched.
3. Planning in advance is preferred so volunteers can plan out their weeks, receive the details of their drives, and prepare accordingly. Early bookings also allows FTS staff time to distribute the rides equitably. Therefore, clients need to book trips 72 hours in advance and cancel rides 24 hours in advance if possible as per the policy. This will ensure drivers are well organized and will allow all clients to find a suitable ride without any last minute scramble.
4. The community is well connected, word of mouth from community members, drivers in the area and from family members are all reasons drivers have been motivated in the past to begin as volunteers for the service. With outreach and recruitment, newspaper articles and word of mouth are the most effective forms of advertising for the services.
5. A newsletter is sent out twice a year, once in the Fall and in the Spring. These newsletters are not deemed necessary to providing drivers with information. Interactions between volunteers and head office are done in person typically daily or weekly, when drivers come in with their mileage sheets. These visits are important to communicate information to drivers but also ensure they feel connected to the service and develop a personal relationship with staff. This time allows them to share their stories and feel good about their duties.

Recommendations

- A. It is recommended that the RFCS newspaper insert, published three times a year, continues to include FTS advertisements and articles about the service. We recognize that since the community is well connected, word of mouth promotion by community members and family members have been an effective means of volunteer driver recruitment and promotion.
- B. Volunteer based feedback should continue with surveys conducted on Survey Monkey or in person/on the phone to allow volunteers to have a platform to offer feedback and input on the operations of the service. To support volunteer retention, FTS must ensure those involved in the operation have their voices and input heard.
- C. The treatment of volunteers is the reason they stay with the service for so long as they enjoy working with staff members, Nicki and Gail. The hospitality of the staff is important and should continue as they do currently to ensure the service remains a positive and valuable experience for the volunteers.

Works Cited

¹ <https://www.angieslist.com/articles/how-much-do-tires-cost.htm>

² <https://newsroom.aaa.com/tag/cost-to-own-a-vehicle/>

³ Ibid

⁴ <https://www.trustedchoice.com/insurance-articles/wheels-wings-motors/car-depreciation/>

⁵ <https://www.tc.gc.ca/eng/policy/anre-menu-3042.htm>

Appendices

Appendix 1 - Volunteer Driver Survey

This survey is aimed at collecting feedback from drivers about their experiences while volunteering with the transportation program. Your responses also serve to give Frontenac transportation services the opportunity to collect data in order to make improvements moving forward. Please note that your answers may remain anonymous if you so wish.

We thank you in advance for your participation!

1. Name (Optional): _____
2. How long have you been volunteering with Frontenac transportation services?
 - a. 1 year
 - b. 2 years
 - c. 3 years
 - d. 4+ years
3. How did you first hear about the transportation program?
 - a. Newspaper advertisement
 - b. Frontenac Community Services website
 - c. Third party websites
 - d. Posters/Flyers
 - e. Agency meetings
 - f. Word of mouth
 - g. Other (please specify): _____
4. On average, how many hours per week do you volunteer?
 - a. 0-2 hours
 - b. 2-4 hours
 - c. 4-6 hours
 - d. 6-8 hours
 - e. 8+ hours
5. On average, how many rides are you willing to volunteer per week?
 - a. 0-3 rides
 - b. 4-6 rides
 - c. 7-9 rides
 - d. 9-12 rides
 - e. 12+ rides

6. To what extent do you feel your compensation covers the cost of operating your vehicle (i.e. gas, insurance, maintenance, etc.)?

Compensation is too low Compensation is more than needed



7. On average, how long do you find yourself waiting in your car for clients during their appointments?

- a. 0-30 minutes
- b. 30-90 minutes
- c. 90-120 minutes
- d. 120+ minutes

8. How positive has your experience been with volunteering with Frontenac's transportation program?

Not positive at all Very positive



9. How likely are you to continue volunteering with Frontenac's transportation program in the future?

Not likely at all Very likely



10. What is your favourite part about being a volunteer?

11. What improvements would you recommend in order to improve the program for the future?

Appendix 2 - Vehicle Operating Cost Breakdown

Operating Costs of a vehicle			
Gas			
Assumed Litres/100KM	Litres/KM	Gas price/lit	Cost/KM
8	0.08	1.12	\$0.09
12	0.12	1.12	\$0.13
14	0.14	1.12	\$0.16
Average			\$0.13
Other costs			
	Annual Cost	Average KM/Year	Cost/KM
Tires	637	50000	\$0.01
Repairs	1600	15000	\$0.11
Insurance	1023	15000	\$0.07
Depreciation	2230	15000	\$0.15
Total			\$0.34
Gas		\$0.13	
Other costs		\$0.34	
Total cost/km		\$0.47	

Appendix 3 - Remuneration Models from 2017-2018, 2016-2017 and 2015-2016

2017-2018 Remuneration Models - Current vs Alternatives	
Current remuneration model - .42 cents In KM and .27 cents out KM	
In KM Rate	\$0.42
Out KM Rate	\$0.27
Total KM Driven (North, South, Central) in 2017-2018	702360.7
Proportion of In KM	75.00%
Proportion of Out KM	25.00%
Total Remuneration	\$268,652.97
Alternative 1 - 40 cents In KM and 40 cents out KM	
In KM Rate	\$0.40
Out KM Rate	\$0.40
Total KM Driven (North, South, Central) in 2017-2018	702360.7
Proportion of In KM	75.00%
Proportion of Out KM	25.00%
Total Remuneration	\$280,944.28
Net Dollar Change from Current	\$12,291.31
Alternative 2 - 43 Cents in KM and 27 cents out KM	
In KM Rate	\$0.43
Out KM Rate	\$0.27
Total KM Driven (North, South, Central) in 2017-2018	702360.7
Proportion of In KM	75.00%
Proportion of Out KM	25.00%
Total Remuneration	\$273,920.67
Net Dollar Change from Current	\$5,267.71
Alternative 3 - 42 Cents in KM and 30 cents out KM	
In KM Rate	\$0.42
Out KM Rate	\$0.30
Total KM Driven (North, South, Central) in 2017-2018	702360.7
Proportion of In KM	75.00%
Proportion of Out KM	25.00%
Total Remuneration	\$273,920.67
Net Dollar Change from Current	\$5,267.71

2016-2017 Remuneration Models - Current vs Alternatives

Current remuneration model - .42 cents in KM and .27 cents out KM			
In KM Rate	\$0.42		
Out KM Rate	\$0.27		
Total KM Driven (North, South, Central) in 2016-2017	748683.53		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$286,371.45		
Alternative 1 - 40 cents in KM and 40 cents out KM			
In KM Rate	\$0.40		
Out KM Rate	\$0.40		
Total KM Driven (North, South, Central) in 2016-2017	748683.53		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$299,473.41		
Net Dollar Change from Current	\$13,101.96		
Alternative 2 - 43 Cents in KM and 27 cents out KM			
In KM Rate	\$0.43		
Out KM Rate	\$0.27		
Total KM Driven (North, South, Central) in 2016-2017	748683.53		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$291,986.58		
Net Dollar Change from Current	\$5,615.13		
Alternative 3 - 42 Cents in KM and 30 cents out KM			
In KM Rate	\$0.42		
Out KM Rate	\$0.30		
Total KM Driven (North, South, Central) in 2016-2017	748683.53		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$291,986.58		
Net Dollar Change from Current	\$5,615.13		

2015-2016 Remuneration Models - Current vs Alternatives

Current remuneration model - .42 cents in KM and .27 cents out KM			
In KM Rate	\$0.42		
Out KM Rate	\$0.27		
Total KM Driven (North, South, Central) in 2015-2016	727847.64		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$278,401.72		
Alternative 1 - 40 cents in KM and 40 cents out KM			
In KM Rate	\$0.40		
Out KM Rate	\$0.40		
Total KM Driven (North, South, Central) in 2015-2016	727847.64		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$291,139.06		
Net Dollar Change from Current	\$12,737.33		
Alternative 2 - 43 Cents in KM and 27 cents out KM			
In KM Rate	\$0.43		
Out KM Rate	\$0.27		
Total KM Driven (North, South, Central) in 2015-2016	727847.64		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$283,860.58		
Net Dollar Change from Current	\$5,458.86		
Alternative 3 - 42 Cents in KM and 30 cents out KM			
In KM Rate	\$0.42		
Out KM Rate	\$0.30		
Total KM Driven (North, South, Central) in 2015-2016	727847.64		
Proportion of In KM	75.00%		
Proportion of Out KM	25.00%		
Total Remuneration	\$283,860.58		
Net Dollar Change from Current	\$5,458.86		

Appendix 4 - Pricing Models from 2017-2018, 2016-2017 and 2015-2016

2017-2018 Pricing Models - Current vs Alternatives

Current Model (50 cents in KM and 30 cents Out KM for seniors and 60 cents in/out for third parties)

Seniors		Third parties			
In KM Rate	\$0.50	In KM Rate	\$0.60		
Out KM Rate	\$0.30	Out KM Rate	\$0.60		
Total KM Driven (North, South, Central) in 2017-2018	364755.1	Total KM Driven (North, South, Central) in 2018	337605.6		
Proportion of in KM	75.00%	Proportion of in KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$164,139.80	Total amount billed (revenue)	\$202,563.36	Total revenue (seniors and third parties)	\$366,703.16

Alternative 1 (fixed standard rate for seniors and third parties)

Total # of rides (North, South, Central) in 2017-2018 6085

Proposed Base Rate	Total Revenue	Net Change from Current total revenue	
\$60.00	\$ 365,100.00	\$ (1,603.16)	
\$63.00	\$ 383,355.00	\$ 16,651.84	
\$65.00	\$ 395,525.00	\$ 28,821.84	
\$60.27	\$ 366,742.95	\$ 39.79	← Approximate rate to match revenue from current model

Alternative 2 (increase in the per KM rate by \$0.01, \$0.03 and \$0.05)

\$0.01 Increase in current rate (seniors)

In KM Rate	\$0.51	Out KM Rate	\$0.31	Total KM Driven (North, South, Central) in 2017-2018	364755.1	Proportion of in KM	75.00%	Proportion of Out KM	25.00%	Total amount billed (revenue)	\$167,787.35
------------	--------	-------------	--------	--	----------	---------------------	--------	----------------------	--------	--------------------------------------	---------------------

\$0.01 Increase in current rate (third parties)

In KM Rate	\$0.61	Out KM Rate	\$0.61	Total KM Driven (North, South, Central) in 2018	337605.6	Proportion of in KM	75.00%	Proportion of Out KM	25.00%	Total amount billed (revenue)	\$205,939.42	Total revenue (seniors and third parties)	\$373,726.76	Net Change from current total revenue	\$7,023.61
------------	--------	-------------	--------	---	----------	---------------------	--------	----------------------	--------	--------------------------------------	---------------------	--	---------------------	--	-------------------

\$0.03 Increase in current rate (seniors)

In KM Rate	\$0.53	Out KM Rate	\$0.33	Total KM Driven (North, South, Central) in 2017-2018	364755.1	Proportion of in KM	75.00%	Proportion of Out KM	25.00%	Total amount billed (revenue)	\$175,082.45
------------	--------	-------------	--------	--	----------	---------------------	--------	----------------------	--------	--------------------------------------	---------------------

\$0.03 Increase in current rate (third parties)

In KM Rate	\$0.63	Out KM Rate	\$0.63	Total KM Driven (North, South, Central) in 2018	337605.6	Proportion of in KM	75.00%	Proportion of Out KM	25.00%	Total amount billed (revenue)	\$212,691.53	Total revenue (seniors and third parties)	\$387,773.98	Net Change from current total revenue	\$21,070.82
------------	--------	-------------	--------	---	----------	---------------------	--------	----------------------	--------	--------------------------------------	---------------------	--	---------------------	--	--------------------

\$0.05 Increase in current rate (seniors)

In KM Rate	\$0.55	Out KM Rate	\$0.35	Total KM Driven (North, South, Central) in 2017-2018	364755.1	Proportion of in KM	75.00%	Proportion of Out KM	25.00%	Total amount billed (revenue)	\$182,377.55
------------	--------	-------------	--------	--	----------	---------------------	--------	----------------------	--------	--------------------------------------	---------------------

\$0.05 Increase in current rate (third parties)

In KM Rate	\$0.65	Out KM Rate	\$0.65	Total KM Driven (North, South, Central) in 2018	337605.6	Proportion of in KM	75.00%	Proportion of Out KM	25.00%	Total amount billed (revenue)	\$219,443.64	Total revenue (seniors and third parties)	\$401,821.19	Net Change from current total revenue	\$35,118.04
------------	--------	-------------	--------	---	----------	---------------------	--------	----------------------	--------	--------------------------------------	---------------------	--	---------------------	--	--------------------

Alternative 3 - Current Model + Base Rate

\$1.00 Base fee (seniors)

Current total amount billed (seniors)	\$164,139.80	Base Fee	\$1.00	Total # of rides (North, South, Central) in 2017-2018	3633	New total amount billed (revenue)	\$167,772.80
---------------------------------------	--------------	----------	--------	---	------	-----------------------------------	--------------

\$1.00 Base fee (third parties)

Current total amount billed (third parties)	\$202,563.36	Base Fee	\$1.00	Total # of rides (North, South, Central) in 2017-20	2452	New total amount billed (revenue)	\$205,015.36	Total revenue (seniors and third parties)	\$372,788.16	Net Change from current total revenue	\$6,085.00
---	--------------	----------	--------	---	------	-----------------------------------	--------------	--	---------------------	--	-------------------

\$1.25 Base fee (seniors)

Current total amount billed (seniors)	\$164,139.80	Base Fee	\$1.25	Total # of rides (North, South, Central) in 2017-2018	3633	New total amount billed (revenue)	\$168,681.05
---------------------------------------	--------------	----------	--------	---	------	-----------------------------------	--------------

\$1.25 Base fee (third parties)

Current total amount billed (seniors)	\$202,563.36	Base Fee	\$1.25	Total # of rides (North, South, Central) in 2017-20	2452	New total amount billed (revenue)	\$205,628.36	Total revenue (seniors and third parties)	\$374,309.41	Net Change from current total revenue	\$7,606.25
---------------------------------------	--------------	----------	--------	---	------	-----------------------------------	--------------	--	---------------------	--	-------------------

\$1.50 Base fee (seniors)

Current total amount billed (seniors)	\$164,139.80	Base Fee	\$1.50	Total # of rides (North, South, Central) in 2017-2018	3633	New total amount billed (revenue)	\$169,589.30
---------------------------------------	--------------	----------	--------	---	------	-----------------------------------	--------------

\$1.50 Base fee (third parties)

Current total amount billed (third parties)	\$202,563.36	Base Fee	\$1.50	Total # of rides (North, South, Central) in 2017-20	2452	New total amount billed (revenue)	\$206,241.36	Total revenue (seniors and third parties)	\$375,830.66	Net Change from current total revenue	\$9,127.50
---	--------------	----------	--------	---	------	-----------------------------------	--------------	--	---------------------	--	-------------------

\$2.00 Base fee (seniors)

Current total amount billed (seniors)	\$164,139.80	Base Fee	\$2.00	Total # of rides (North, South, Central) in 2017-2018	3633	New total amount billed (revenue)	\$171,405.80
---------------------------------------	--------------	----------	--------	---	------	-----------------------------------	--------------

\$2.00 Base fee (third parties)

Current total amount billed (third parties)	\$202,563.36	Base Fee	\$2.00	Total # of rides (North, South, Central) in 2017-20	2452	New total amount billed (revenue)	\$207,467.36	Total revenue (seniors and third parties)	\$378,873.16	Net Change from current total revenue	\$12,170.00
---	--------------	----------	--------	---	------	-----------------------------------	--------------	--	---------------------	--	--------------------

\$3.00 Base fee (seniors)

Current total amount billed (seniors)	\$164,139.80	Base Fee	\$3.00	Total # of rides (North, South, Central) in 2017-2018	3633	New total amount billed (revenue)	\$175,038.80
---------------------------------------	--------------	----------	--------	---	------	-----------------------------------	--------------

\$3.00 Base fee (third parties)

Current total amount billed (third parties)	\$202,563.36	Base Fee	\$3.00	Total # of rides (North, South, Central) in 2017-20	2452	New total amount billed (revenue)	\$209,919.36	Total revenue (seniors and third parties)	\$384,958.16	Net Change from current total revenue	\$18,255.00
---	--------------	----------	--------	---	------	-----------------------------------	--------------	--	---------------------	--	--------------------

2016-2017 Pricing Models - Current vs Alternatives

Current Model (50 cents in KM and 30 cents Out KM for seniors and 60 cents in/out for third parties)

Seniors		Third parties			
In KM Rate	\$0.50	In KM Rate	\$0.60		
Out KM Rate	\$0.30	Out KM Rate	\$0.60		
Total KM Driven (North, South, Central) in 2016-2017	328338.27	Total KM Driven (North, South, Central) in 2016-2017	420345.26		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$147,752.22	Total amount billed (revenue)	\$252,207.16	Total revenue (seniors and third parties)	\$399,959.38

Alternative 1 (fixed standard rate for seniors and third parties)

Total # of rides (North, South, Central) in 2017-2018		6142			
Proposed Base Rate		Total Revenue	Net Change from Current total revenue		
\$60.00	\$ 368,520.00	\$ (31,439.38)			
\$63.00	\$ 386,946.00	\$ (15,013.38)			
\$65.00	\$ 399,230.00	\$ (729.38)			
\$65.12	\$ 399,967.04	\$ 7.66	<--- Approximate rate to match revenue from current model		

Alternative 2 (increase in the per KM rate by \$0.01, \$0.03 and \$0.05)

\$0.01 Increase in current rate (seniors)		\$0.01 Increase in current rate (third parties)			
In KM Rate	\$0.51	In KM Rate	\$0.61		
Out KM Rate	\$0.31	Out KM Rate	\$0.61		
Total KM Driven (North, South, Central) in 2016-2017	328338.27	Total KM Driven (North, South, Central) in 2016-2017	420345.26		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$151,035.60	Total amount billed (revenue)	\$256,410.61	Total revenue (seniors and third parties)	\$407,446.21
				Net Change from current total revenue	\$7,486.84

\$0.03 Increase in current rate (seniors)		\$0.03 Increase in current rate (third parties)			
In KM Rate	\$0.53	In KM Rate	\$0.63		
Out KM Rate	\$0.33	Out KM Rate	\$0.63		
Total KM Driven (North, South, Central) in 2016-2017	328338.27	Total KM Driven (North, South, Central) in 2016-2017	420345.26		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$157,602.37	Total amount billed (revenue)	\$264,817.51	Total revenue (seniors and third parties)	\$422,419.88
				Net Change from current total revenue	\$22,460.51

\$0.05 Increase in current rate (seniors)		\$0.05 Increase in current rate (third parties)			
In KM Rate	\$0.55	In KM Rate	\$0.65		
Out KM Rate	\$0.35	Out KM Rate	\$0.65		
Total KM Driven (North, South, Central) in 2016-2017	328338.27	Total KM Driven (North, South, Central) in 2016-2017	420345.26		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$164,169.14	Total amount billed (revenue)	\$273,224.42	Total revenue (seniors and third parties)	\$437,393.55
				Net Change from current total revenue	\$37,434.18

Alternative 3 - Current Model + Base Rate

\$1.00 Base fee (seniors)		\$1.00 Base fee (third parties)			
Current total amount billed (seniors)	\$147,752.22	Current total amount billed (third parties)	\$252,207.16		
Base Fee	\$1.00	Base Fee	\$1.00		
Total # of rides (North, South, Central) in 2016-2017	3193	Total # of rides (North, South, Central) in 2016-2017	2949		
New total amount billed (revenue)	\$150,945.22	New total amount billed (revenue)	\$255,156.16	Total revenue (seniors and third parties)	\$406,101.38
				Net Change from current total revenue	\$6,142.00
\$1.25 Base fee (seniors)		\$1.25 Base fee (third parties)			
Current total amount billed (seniors)	\$147,752.22	Current total amount billed (seniors)	\$252,207.16		
Base Fee	\$1.25	Base Fee	\$1.25		
Total # of rides (North, South, Central) in 2016-2017	3193	Total # of rides (North, South, Central) in 2016-2017	2949		
New total amount billed (revenue)	\$151,743.47	New total amount billed (revenue)	\$255,893.41	Total revenue (seniors and third parties)	\$407,636.88
				Net Change from current total revenue	\$7,677.50
\$1.50 Base fee (seniors)		\$1.50 Base fee (third parties)			
Current total amount billed (seniors)	\$147,752.22	Current total amount billed (third parties)	\$252,207.16		
Base Fee	\$1.50	Base Fee	\$1.50		
Total # of rides (North, South, Central) in 2016-2017	3193	Total # of rides (North, South, Central) in 2016-2017	2949		
New total amount billed (revenue)	\$152,541.72	New total amount billed (revenue)	\$256,630.66	Total revenue (seniors and third parties)	\$409,172.38
				Net Change from current total revenue	\$9,213.00
\$2.00 Base fee (seniors)		\$2.00 Base fee (third parties)			
Current total amount billed (seniors)	\$147,752.22	Current total amount billed (third parties)	\$252,207.16		
Base Fee	\$2.00	Base Fee	\$2.00		
Total # of rides (North, South, Central) in 2016-2017	3193	Total # of rides (North, South, Central) in 2016-2017	2949		
New total amount billed (revenue)	\$154,138.22	New total amount billed (revenue)	\$258,105.16	Total revenue (seniors and third parties)	\$412,243.38
				Net Change from current total revenue	\$12,284.00
\$3.00 Base fee (seniors)		\$3.00 Base fee (third parties)			
Current total amount billed (seniors)	\$147,752.22	Current total amount billed (third parties)	\$252,207.16		
Base Fee	\$3.00	Base Fee	\$3.00		
Total # of rides (North, South, Central) in 2016-2017	3193	Total # of rides (North, South, Central) in 2016-2017	2949		
New total amount billed (revenue)	\$157,331.22	New total amount billed (revenue)	\$261,054.16	Total revenue (seniors and third parties)	\$418,385.38
				Net Change from current total revenue	\$18,426.00

2015-2016 Pricing Models - Current vs Alternatives

Current Model (50 cents in KM and 30 cents Out KM for seniors and 60 cents in/out for third parties)

Seniors		Third parties			
In KM Rate	\$0.50	In KM Rate	\$0.60		
Out KM Rate	\$0.30	Out KM Rate	\$0.60		
Total KM Driven (North, South, Central) in 2015-2016	311274.96	Total KM Driven (North, South, Central) in 2015-2016	416572.68		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$140,073.73	Total amount billed (revenue)	\$249,943.61	Total revenue (seniors and third parties)	\$399,017.34

Alternative 1 (fixed standard rate for seniors and third parties)

Total # of rides (North, South, Central) in 2015-2016	6037				
Proposed Base Rate	Total Revenue	Net Change from Current total revenue			
\$60.00	\$ 362,220.00	\$ (27,797.34)			
\$63.00	\$ 380,851.00	\$ (9,666.34)			
\$65.00	\$ 392,405.00	\$ 2,387.66			
\$64.61	\$ 390,050.57	\$ 33.25	<--- Approximate rate to match revenue from current model		

Alternative 2 (increase in the per km rate by \$0.01, \$0.03 and \$0.05)

\$0.01 Increase in current rate (seniors)		\$0.01 Increase in current rate (third parties)			
In KM Rate	\$0.51	In KM Rate	\$0.61		
Out KM Rate	\$0.31	Out KM Rate	\$0.61		
Total KM Driven (North, South, Central) in 2015-2016	311274.96	Total KM Driven (North, South, Central) in 2015-2016	416572.68		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$143,186.48	Total amount billed (revenue)	\$254,109.33	Total revenue (seniors and third parties)	\$397,295.82
				Net Change from current total revenue	\$7,278.48
\$0.03 Increase in current rate (seniors)		\$0.03 Increase in current rate (third parties)			
In KM Rate	\$0.53	In KM Rate	\$0.63		
Out KM Rate	\$0.33	Out KM Rate	\$0.63		
Total KM Driven (North, South, Central) in 2015-2016	311274.96	Total KM Driven (North, South, Central) in 2015-2016	416572.68		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$149,411.98	Total amount billed (revenue)	\$262,440.79	Total revenue (seniors and third parties)	\$411,852.77
				Net Change from current total revenue	\$21,835.43
\$0.05 Increase in current rate (seniors)		\$0.05 Increase in current rate (third parties)			
In KM Rate	\$0.55	In KM Rate	\$0.65		
Out KM Rate	\$0.35	Out KM Rate	\$0.65		
Total KM Driven (North, South, Central) in 2015-2016	311274.96	Total KM Driven (North, South, Central) in 2015-2016	416572.68		
Proportion of In KM	75.00%	Proportion of In KM	75.00%		
Proportion of Out KM	25.00%	Proportion of Out KM	25.00%		
Total amount billed (revenue)	\$155,637.48	Total amount billed (revenue)	\$270,772.24	Total revenue (seniors and third parties)	\$426,409.72
				Net Change from current total revenue	\$36,392.38

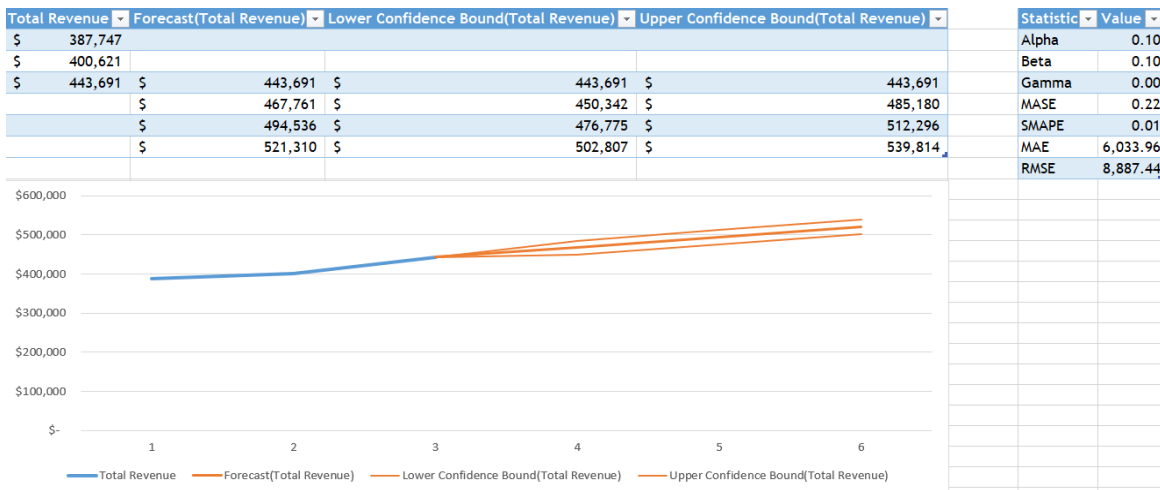
Alternative 3 - Current Model + Base Rate

\$1.00 Base fee (seniors)		\$1.00 Base fee (third parties)			
Current total amount billed (seniors)	\$140,073.73	Current total amount billed (third parties)	\$249,943.61		
Base Fee	\$1.00	Base Fee	\$1.00		
Total # of rides (North, South, Central) in 2015-2016	3173	Total # of rides (North, South, Central) in 2016-20	2864	Total revenue (seniors and third parties)	\$396,054.34
New total amount billed (revenue)	\$143,246.73	New total amount billed (revenue)	\$252,807.61	Net Change from current total revenue	\$6,037.00
\$1.25 Base fee (seniors)		\$1.25 Base fee (third parties)			
Current total amount billed (seniors)	\$140,073.73	Current total amount billed (seniors)	\$249,943.61		
Base Fee	\$1.25	Base Fee	\$1.25		
Total # of rides (North, South, Central) in 2015-2016	3173	Total # of rides (North, South, Central) in 2016-20	2864	Total revenue (seniors and third parties)	\$397,563.59
New total amount billed (revenue)	\$144,039.98	New total amount billed (revenue)	\$253,523.61	Net Change from current total revenue	\$7,546.25
\$1.50 Base fee (seniors)		\$1.50 Base fee (third parties)			
Current total amount billed (seniors)	\$140,073.73	Current total amount billed (third parties)	\$249,943.61		
Base Fee	\$1.50	Base Fee	\$1.50		
Total # of rides (North, South, Central) in 2015-2016	3173	Total # of rides (North, South, Central) in 2016-20	2864	Total revenue (seniors and third parties)	\$399,072.84
New total amount billed (revenue)	\$144,833.23	New total amount billed (revenue)	\$254,239.61	Net Change from current total revenue	\$9,055.50
\$2.00 Base fee (seniors)		\$2.00 Base fee (third parties)			
Current total amount billed (seniors)	\$140,073.73	Current total amount billed (third parties)	\$249,943.61		
Base Fee	\$2.00	Base Fee	\$2.00		
Total # of rides (North, South, Central) in 2015-2016	3173	Total # of rides (North, South, Central) in 2016-20	2864	Total revenue (seniors and third parties)	\$402,091.34
New total amount billed (revenue)	\$146,419.73	New total amount billed (revenue)	\$255,671.61	Net Change from current total revenue	\$12,074.00
\$3.00 Base fee (seniors)		\$3.00 Base fee (third parties)			
Current total amount billed (seniors)	\$140,073.73	Current total amount billed (third parties)	\$249,943.61		
Base Fee	\$3.00	Base Fee	\$3.00		
Total # of rides (North, South, Central) in 2015-2016	3173	Total # of rides (North, South, Central) in 2016-20	2864	Total revenue (seniors and third parties)	\$408,128.34
New total amount billed (revenue)	\$149,592.73	New total amount billed (revenue)	\$258,535.61	Net Change from current total revenue	\$18,111.00

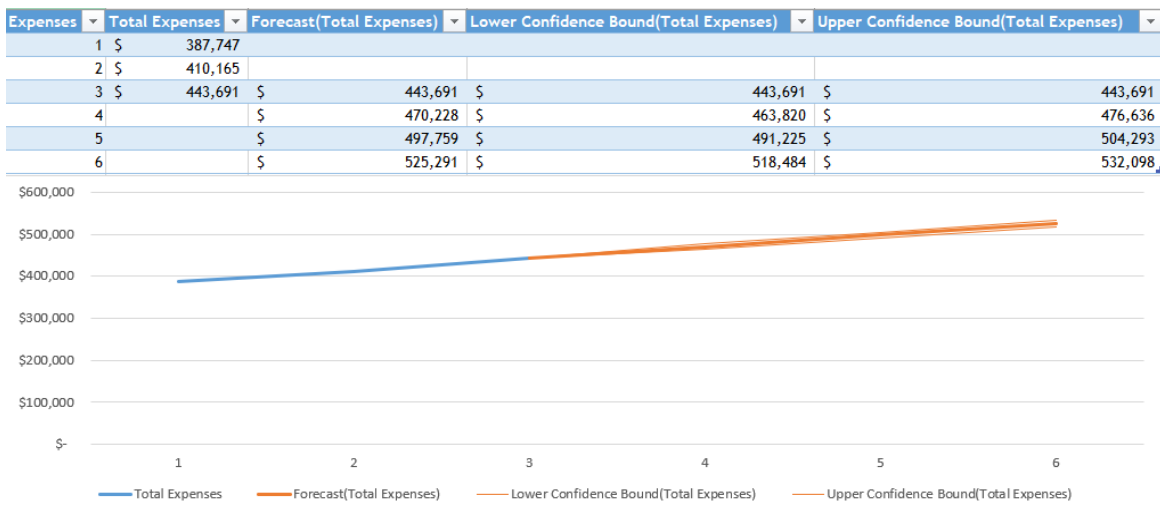
Appendix 5 - FTS Financial Forecast

Frontenac Transportation Services Financial Forecast				
	After implementing pricing/remuneration recommendations	Current State		
Revenue	18/19	17/18	16/17	15/16
11040 Municipal Funding	\$ 50,508	\$ 50,508	\$ 43,466	\$ 43,655
RFCS subsidy	\$ 25,640	\$ 25,640		
SFCS subsidy	\$ 25,640	\$ 25,640		
County funding for 17/18 deficit	\$ 4,077	\$ 4,077		
11090 Client Fees	\$ 337,826	\$ 337,826	\$ 357,156	\$ 344,092
Base Fee (\$150 for Seniors and Third Parties)	\$ 3,000			
Total Revenue	\$ 452,691	\$ 443,691	\$ 400,621	\$ 387,747
Growth Rate of revenue	2.03%	10.75%	3.32%	
Expenses				
Program Staff	\$ 88,713	\$ 88,713	\$ 96,501	\$ 84,353
Benefits	\$ 8,064	\$ 8,064	\$ 9,252	\$ 7,211
61030 Staff Training	\$ 540	\$ 540	\$ 786	\$ 636
Programming				
49500 Program Supplies	\$ 618	\$ 618	\$ 463	\$ 2,711
76500 Minor Equipment Purchase	\$ 17	\$ 17	\$ 24	\$ 639
66010 Licenses and Fees	\$ 284	\$ 284	\$ 248	\$ 248
66500 Bad Debt	\$ 1,057	\$ 1,057	\$ 1,027	\$ 747
67000 Advertising & Public Relations	\$ 2,680	\$ 2,680	\$ 3,180	\$ 1,522
69000 Volunteer Appreciation, Training & Recognition	\$ 2,821	\$ 2,821	\$ 1,648	\$ 1,246
Travel				
623004 Volunteer Travel (FTS & CSS)	\$ 247,466	\$ 247,466	\$ 260,633	\$ 250,667
Additional Remuneration (raise out KM rate to \$0.30)	\$ 5,500			
Other related travel	\$ 797	\$ 797	\$ 459	
Travel Subsidy for RFCS	\$ 25,640	\$ 25,640		
Travel Subsidy for SFCS	\$ 25,640	\$ 25,640		
Occupancy				
69591 Occupancy Charge			\$ 8	\$ 1,401
43500 Building Supplies for cleaning/maintenance			\$ 416	
91020 Building Grounds - snow, lawn care, tree care			\$ 1,393	
91040 Building Service Contracts			\$ 3,080	\$ 7,977
96000 Rental Fees - Rooms/Halls etc	\$ 12,000	\$ 12,000	\$ 2,400	\$ 3,968
68000 Insurance			\$ -	
Office				
41000 Office Supplies	\$ 3,856	\$ 3,856	\$ 1,689	\$ 4,354
61010 Postage	\$ 270	\$ 270	\$ 109	
61020 Telephone & Fax & Internet	\$ 97	\$ 97	\$ 2,205	\$ 2,691
65040 Legal Fees	\$ 127	\$ 127	\$ 5,000	\$ 58
69592 Central Admin Fee	\$ 14,318	\$ 14,318	\$ 9,344	\$ 14,100
71000 IT Support	\$ 2,276	\$ 2,276	\$ 4,300	\$ 3,157
Contracted out	\$ 6,410	\$ 6,410		
Total Expenses	\$ 449,191	\$ 443,691	\$ 410,165	\$ 387,747
Growth rate of expenses	1.24%	8.17%	5.78%	
Net Profit (Loss)	\$ 3,500	\$ (0)	\$ (9,544)	\$ (0)

Appendix 6 - Revenue Forecast (current state)

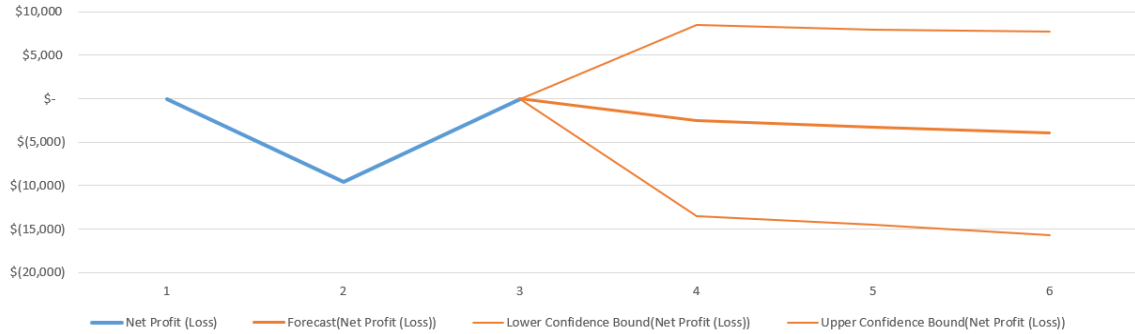


Appendix 7 - Expense Forecast (current state)



Appendix 8 - Net Income Forecast (current state)

Revenue	Net Profit (Loss)	Forecast(Net Profit (Loss))	Lower Confidence Bound(Net Profit (Loss))	Upper Confidence Bound(Net Profit (Loss))
1	\$ (0)			
2	\$ (9,544)			
3	\$ (0)	\$ -	\$ -	\$ -
4		\$ (2,467)	\$ (13,478)	\$ 8,544
5		\$ (3,223)	\$ (14,450)	\$ 8,003
6		\$ (3,980)	\$ (15,677)	\$ 7,716





Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfsc.ca

Fax: 613-376-6734

Web: www.sfsc.ca

Appendix B to Report 2019-012

Transportation Proposal to the County of Frontenac

**Submitted by David Townsend, Executive Director
Southern Frontenac Community Services Corporation
December 2018**

1

Serving South Frontenac and Rural Kingston since 1989
Charitable Number 122150204 RR0001



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfsc.ca

Fax: 613-376-6734

Web: www.sfsc.ca

Table of Contents

Page 3	About Southern Frontenac Community Services Focus on Seniors
Page 4	History of Frontenac Transportation Service and Current Status
Page 5	Current State of SFSC Independent Transportation Service Delivery and Challenges
Page 9	Reliance on Volunteers
Page 9	Financial Considerations
Page 10	Statistical Analysis
Page 11	Funder guidelines and priorities
Page 13	SFSC recommendations for the future of transportation
Page 13	Summary
Page 14	Proposed Budget



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfsc.ca

Fax: 613-376-6734

Web: www.sfsc.ca

About Southern Frontenac Community Services

Southern Frontenac Community Services (SFCSC) is a Community Support Service agency whose mandate is to support seniors and low income households, primarily in the Township of South Frontenac. Some services are also provided to residents of rural Kingston, Central Frontenac and North Frontenac. For this report, SFCSC is focusing on transportation and as a result, SFCSC has conducted a review of its role as a transportation provider for seniors who reside in South Frontenac and rural Kingston. SFCSC's mandate only provides transportation for seniors and occasionally for Food Bank deliveries.

The aforementioned review has been largely prompted by a need for diligence surrounding SFCSC's financial position, particularly our current reliance on unsustainable levels of fundraised operating costs for the entire organization (presently in excess of \$150,000). Other reasons include the financial implications of a continued partnership with RFCS versus a complete separation and the potential impact these implications have for our agency and clients, alike. Additionally, the review addresses the use and care of SFCSC volunteer drivers, the consistency of ride administration amongst SFCSC programs and services, and the directives as provided by our two funders, the South East Local Health Initiative (SE LHIN) and the County of Frontenac.

SFCSC's Focus on Seniors

SFCSC's Mission Statement is "To work with others in the provision of health and social services that meet the needs of the community." In implementing this Mission into current programs and services, specifically transportation, SFCSC limits its provision of transportation to seniors, adults with disabilities not covered by ODSP, senior food programs, and, on occasion, food security programs.



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

History of Frontenac Transportation Service and Current Status

In 2012, SFCSC and Rural Frontenac Community Services (RFCS) came together to form a collaborative entity to provide rides for residents of Frontenac County through the Frontenac Transportation Service (FTS). Prior to this integration of service, both agencies provided transportation services to people residing within the boundaries of their respective Townships. The intent of the Collaborative was to provide a more consistent access to transportation for seniors throughout the County of Frontenac as well as a more coordinated use of volunteer drivers.

As is well documented throughout the four Townships, there is no alternative to volunteer transportation. The City of Kingston does not provide public transit to County locations. The Access Bus is very limited in its ability to drive people from their residences in the County and there are no local taxi companies, especially in their ability to keep transportation costs low and affordable for County residents.

In January, 2018, SFCSC indicated its desire to terminate the Memorandum of Understanding with RFCS as it pertains to the Frontenac Transportation Service (FTS) due to challenges in the provision of consistent application of ridership qualification and administration for seniors' rides. Through discussions between Rural Frontenac Community Services, Southern Frontenac Community Services with interventions by the County of Frontenac, it was agreed to defer any termination pending changes to the provision of transportation in South Frontenac for up to one year and to provide an opportunity for problem solving and development of new alternatives that would help resolve the challenges being faced by SFCSC as identified in the reasons listed above.

In June, 2018, FTS placed a Transportation Planner into the SFCSC offices in Sydenham for five (5) hours a day (25 hours per week, Monday to Friday) to help address the challenges faced by SFCSC. This Planner was supervised, supported and administered by FTS. **Between June and September, 2018, it became apparent that the transportation systems as provided by RFCS and SFCSC differ substantially and that a mutual cessation of the FTS as an integrated service be commenced.**

The Transportation Planner as engaged by FTS was terminated in early September and SFCSC was able to engage its own Transportation Coordinator as of October 16, 2018.



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

Current State of SFCSC Independent Transportation Service Delivery and Challenges

1. Client Satisfaction

From the date that SFCSC engaged Wynne Baker as the Transportation Coordinator on October 17, 2018 and up to November 23, 2018, SFCSC has had 619 requests for rides from 83 unique clients. **To date, SFCSC and Wynne have successfully filled 100% of those transportation requests.**

Subjectively, there have been no negative comments from clients about the switchover.

2. Use of volunteers

The challenge is finding, recruiting and providing sufficient numbers of volunteer drivers to meet the transportation requests from County residents.

The SFCSC transportation services relies 100% on volunteer drivers. In January, 2018, SFCSC had a list of 28 volunteer drivers, only 14 of whom were driving for FTS arranged rides. The remaining 14 were either driving exclusively for SFCSC programs or not being utilized at all. This dual drive list posed many challenges in the arrangement of rides and also resulted in the cancellation of many rides for seniors. In 2015, there were 1,004 cancelled rides throughout the County (statistics from FTS records) and in 2016, there were 994 cancelled rides. Reasons for the cancellations included appointments changed, client cancelled, no driver available, no driver confirmation of ride, stat holiday, unforeseen circumstances and weather.

SFCSC volunteers are needed to drive seniors to and from medical, shopping and social appointments, getting clients to and from the Adult Day Program, delivering food from the Hot Meals on Wheels, Frozen Meals on Wheels and Food Bank programs, driving seniors to and from Diners' Clubs and recently to and from the Grace Social Activity Centre. These are all programs geared towards our senior population and to keep them living as healthily as possible in their own homes, longer and later in life.

The previous situation (dual supervision/direction from FTS & SFCSC) saw volunteer drivers dealing with uncertainty. From their perspective, if they drove for SFCSC, they were reimbursed in one fashion and if they drove for FTS rides, they were reimbursed in a different fashion. Further, there were differences between the participating partners in volunteer screening, care and use of volunteers. SFCSC, since the engagement of its own Transportation Coordinator, has totally mitigated these uncertainties and as a result, SFCSC currently now has 41 volunteer drivers and is



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

currently meeting all current seniors' transportation needs. Of the 41 drivers, 11 are currently inactive (vacation, health reasons) 4 are new to their role and 5 have re-engaged with SFCSC.

3. Finances

There are three main elements: affordability for our clients, costs associated for our volunteer drivers and agency finances/sustainability.

The challenge with financing the SFCSC transportation service is to ensure that the costs are kept as low as possible for clients, many of whom are living on fixed incomes, while ensuring that volunteers are being adequately reimbursed for mileage, that the agency can bring in sufficient revenue to match expenses, and that funders at the County and the SE LHIN continue to receive value for their investments.

The cost to SFCSC for volunteer drives was increasing dramatically. For the 2018/19 SFCSC budget, the volunteer drive component would cost SFCSC \$106,000 with client fees paid totalling \$51,000 in revenue. This results in a net operating loss of \$55,000 before funding from the South East LHIN and the County of Frontenac. The 2017/18 budget also showed a net projected deficit of \$55,000, resulting from revenues of \$45,000 and expenses of \$100,000.

Benefitting from many of the changes implemented locally and for the six (6) months of fiscal year ending March 31, 2019, SFCSC is reporting client transportation fees totalling \$22,736 and reduced volunteer driver expenses totalling \$44,696. Projecting this revenue and expense to the end of the fiscal year would mean that SFCSC's transportation funding deficit would drop from the planned \$55,000 to \$44,820, a savings of more than \$10,000.

The fee structure implemented this calendar year through FTS (and continued at SFCSC) was as follows;

Volunteer drivers were reimbursed \$0.27 per km for the portion of each drive where there was no client in the vehicle (non-client kms). If the ride was for a direct SFCSC program, the reimbursement to the driver for these "out client kms" would be \$0.27. If the drive was arranged through FTS, SFCSC would pay FTS \$0.30 for this portion to help cover FTS administration costs.

Volunteer drivers were then reimbursed \$0.42 per km for the portion of each drive where there was a client in the vehicle (client kms). If the ride was for a direct SFCSC program, the reimbursement to the driver for these "client in kms" would be \$0.42. If the drive was arranged through FTS, SFCSC would pay FTS \$0.50 for this portion.

Example:

A client living at 4295 Stage Coach Rd in Sydenham, needs a drive to KGH, and then home again. A driver living at 6145 Road 38 in Verona is scheduled.



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

If the drive was arranged by SFCSC, the amounts paid by SFCSC would be as follows:

- a. \$0.27 from driver's home to client's home (13.6km = \$3.67)
- b. \$0.42 from client's home to KGH (27.1km = \$11.38)
- c. \$0.42 from KGH to client's home (27.1km = \$11.38)
- d. \$0.27 from client's home to driver's home (13.6km = \$3.67)

In this scenario, the total amount paid out by SFCSC to the volunteer driver would be \$30.10.

If the drive was arranged by FTS, the amount paid by SFCSC would be as follows:

- a. \$0.30 from driver's home to client's home (13.6km = \$4.08)
- b. \$0.50 from client's home to KGH (27.1km = \$13.55)
- c. \$0.50 from KGH to client's home (27.1km = \$13.55)
- d. \$0.30 from client's home to driver's home (13.6km = \$4.08)

In this scenario, the total amount paid out by SFCSC to the driver would be \$35.26

In both scenarios, the revenue from client fees would be \$22.76, unless the client was subsidized (\$0.32/km) in which case the revenue would be only \$17.34.

Many of the SFCSC clients have household incomes that fall below the "Gains" low income level. "Gains" represents the Guaranteed Annual Income Supplement. If this is the case, then the fee paid by each client per km is \$0.32 for the portion they are in the vehicle. This represents approximately 95% of the clients receiving transportation services from SFCSC. Therefore, 95% of all seniors enjoy subsidized rides.

In January, 2018, RFCS asked SFCSC to allow for an increase from the then current \$0.22 to \$0.27 for the non-client portion of each drive. This did not impact the costs paid to FTS but it would have a direct impact on the costs paid by SFCSC to the drivers involved in the provision of rides for SFCSC programs. SFCSC has objected to this increase due to the projected cost increase in "client out kms".

In January, 2018, FTS non-client kms driven were 6,577. In February through May, 2018, the average was 5,177 non-client kms each month. This fee increase has increased the SFCSC transportation operating costs by \$415 monthly over and above the current non-client km costs as shown further. In addition, for consistency, SFCSC has increased the non-client km costs for programs such as Adult Day or changed the way Adult Day rides are arranged, which has now been the case and has added to the confusion being felt by local volunteers. These changes were made by SFCSC in its effort to find and work out solutions during the one year trial period as identified on page 4.



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

As of June 1, 2018, SFCSC, in order to reduce overall transportation costs and to help streamline the reimbursement process for clients and drivers has changed their fee structure as follows;

- Adult Day Drives. Volunteer drivers are reimbursed at \$0.42 per km only while the client is in the vehicle. If the driver has multiple clients in the vehicle, they receive mileage reimbursement for each client and each client is invoiced for their ride as if they were the sole occupant of the vehicle.
- Meals on Wheels. Volunteers are reimbursed for a pre-determined round trip loop from the Grace Centre through their deliveries and return to the Grace Centre with the empty containers and client notes, if any.
- Diners Clubs. Drivers will be reimbursed solely for the kms that a client is in the vehicle. Drivers may stay for lunch at no charge as a replacement for the out kms not being paid to drivers.
- Low Income, Food Bank and other deliveries will be reimbursed based upon client fees reimbursing the cost of each drive.

Non-client kms will continue to be reimbursed at \$0.27 per km for the medical, shopping and social rides as provided by the volunteer drivers.

4. Staffing

The challenge is for SFCSC to have one staff person responsible for all activities associated with transportation – volunteers, client requests, billing and receivables and statistics.

Prior to FTS placing a staff person on site to coordinate all seniors' rides, there were times when SFCSC could have had 7 staff members contacting any individual driver. This would be in addition to the Driver receiving calls from any of the three staff at FTS. Internal drive requests may have come from the Coordinator of Meal Programs, either of two staff in Adult Day Program, the Food Bank Coordinator, the Receptionist (back up person for FTS), the Grace Social Activity Coordinator or the Office Manager. By placing one FTS employee in the SFCSC premises, the request for rides was now coordinated by one individual.

According to a meeting held September 11, 2018 between RFCS and SFCSC program leads, there remains confusion for drivers as to whom they communicate with in the arrangement of drives. In an e-mail dated Sept 19, 2018, Gail Young wrote "I find supervising the position at SFCS is very hard to supervise." Further in that same e-mail, Gail wrote "I still believe an internal (SFCSC) transportation coordinator is the solution."

On August 9, 2018, Gail Young and David Townsend had a meeting in regard to FTS. From Gail's notes, she wrote "The needs of SF's transportation coordination is more than what FTS should be doing. It was discussed that SF needs an internal transportation coordinator and that person should be the one working with FTS to supply rides for SF Clients. The discussion included that the



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfsc.ca

Fax: 613-376-6734

Web: www.sfsc.ca

third FTS staff may not be needed and that the rides would be processed through FTS at Sharbot Lake. Also if the third position was gone, then it would free some administration money to help SF pay for a transportation coordinator.”

Reliance on Volunteers

SFCSC relies on volunteers for transportation. As of January 1, SFCSC had 28 volunteers registered as drivers. With the changes and turmoil, that number by early July 2018 had dropped to 22 drivers. Between July and November, 2018, the number of approved volunteer drivers has risen to 41 (11 of whom are currently inactive).

In addition to a Police Records Check, volunteer drivers need to provide SFCSC with a satisfactory driver’s abstract, proof of insurance and their current driver’s licence. The potential volunteer is also interviewed by the Coordinator of Volunteers to ensure compatibility for those whom the driver will be serving.

Financial Considerations

The following table represents the financial status of the SFCSC transportation program for the months of June, July, August, September and October, 2018. Note that in June, SFCSC had two Diners Clubs, none in July and one in August where for the other nine months of the year, there are four Diners Clubs each month.

Program	Revenue	Expenses	Net Impact
Adult Day Program	\$4,698.62	\$7,000.31	(\$2,301.69)
Meals on Wheels		\$3,259.03	(\$3,259.03)
Diners’ Clubs		\$224.27	(\$224.27)
FTS Client In	\$16,078.16	\$20,267.69	(\$4,189.53)
FTS Client Out		\$5,891.05	(\$5,891.05)
Hospice		\$3,317.66	(\$3,317.66)
Staff		\$4,926.17	(\$4,926.17)
All others		\$434.83	(\$434.83)
Totals	\$20,776.78	\$45,321.01	(\$24,544.23)
Budgetary comparison*	\$21,250.00	\$52,020.00	(\$30,770.00)

*2018/19 budget has \$51,000 in client fees revenue for transportation and \$124,850 in total expenses that pertain to seniors programs and services.

After implementing changes in the method SFCSC is now following that includes paying volunteer drivers fewer non-client kms, SFCSC at the end of three months tracking was ahead of budget projections by \$6,093.95. Projecting fiscal year revenues and expenses and based on the statistical analysis that follows



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477 Email: info@sfcsc.ca
Fax: 613-376-6734 Web: www.sfcsc.ca

below, SFCSC projects revenues of \$38,000 and expenses of \$80,000. The net difference as compared to the SFCSC annual budget is a net positive difference of \$12,000, due to the changes being implemented this fiscal year.

The following table represents the tracking of client out kms this year.

Time period	Adult Day kms	FTS/SFCSC kms	Meals on Wheels
Jan, Feb & Mar, 2018	12,234	17,705	4,865
Apr, May & June, 2018	10,404	13,356	5,207
July, Aug & Sept, 2018	3,785	10,353	4,461
October 2018	885	2,759	1,197

Overall, driver's expenses are covered by the new combination of client-in and client-out kms as evidenced by the net impact shown above.

Statistical analysis

The following table represents the statistical analysis for kms driven form the period April to October 2018.

Program	Client In kms Apr – Oct	Client in kms projected Apr - Mar	Client out kms Apr – Oct	Client out kms projected Apr - Mar
Adult Day Program	17,974	30,813	15,074	25,841
Meals on Wheels			10,865	18,626
Diners' Clubs			1,806	3,096
Medical, Shopping and Social	51,063	87,537	26,468	45,374
Hospice			10,728	18,390
Staff				
All Others			549	941
Totals	69,037	118,350	65,490	112,268

The total kms driven on behalf of SFCSC clients and programs for the fiscal year ending March 31, 2018 was 266,680 for the 7,041 rides provided to seniors. Using the above table, the total paid kms projected to March 31, 2019 will be 230,618. The number of rides funded by the South East LHIN through SFCSC's Multi-Sectoral Accountability Agreement (M-SAA) was 5,500 rides. All rides provided beyond that reporting objective are strictly funded by the Agency and its fundraising efforts. Overall, SFCSC for fiscal year 2018-19 has a goal in excess of \$150,000 fundraised dollars to support seniors programs in South Frontenac. With a population base of almost 19,000 people, this is not sustainable for the future, therefore the need to develop better controls over current expenses and potential for rising costs.



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfsc.ca

Fax: 613-376-6734

Web: www.sfsc.ca

Funder guidelines and priorities

The County of Frontenac, in its Strategic Goals of 2014 - <https://frontenac.civicweb.net/filepro/documents?expanded=67515,67356,77384&preview=69770> that continue through 2018, states the following;

Goal #1: Meeting the Aging Tsunami Challenge for Frontenac Seniors by; Addressing the existing gap in Seniors Transportation by ensuring 100% of seniors receive a timely, affordable ride to scheduled medical appointments (when requests received in a timely fashion) – to be accomplished by the end of the 2015-18 term of Council.

Issues surrounding seniors is a common theme running through the County of Frontenac documents, including the Strategic Plan, Official Plan and Directions for Our Future. The demographic makeup of our community is aging faster than the rest of Ontario and addressing the needs of seniors will help build and maintain the health of our population.

The following table represents the populations in the Townships as served by RFCS and SFSCS as published by Stats Canada in their 2016 census.

Township	Total Population	Total Aged 65+	% of Total	Total Aged 85+	% of Total
All 4 Townships	26,685	5,710	21.4%	385	1.4%
Islands	1,760	535	30.4%	45	2.6%
South	18,650	3,315	17.8%	200	1.1%
Central	4,375	1,155	26.4%	90	2.1%
North	1,900	705	37.1%	50	2.6%

The South East LHIN, in its development of the Common Basket of Services for CSS agencies, has developed the following template;

Program Description: Pertaining to activities that arrange to provide transportation to medical appointments, shopping and to various social activities and programs (for seniors aged 60 or older plus adults with physical disabilities). Transportation is provided by the entity’s staff or volunteers to eligible service recipients using private cars, entity’s vehicles and public transportation or assisting the service recipient to walk to the destination.

Eligibility Criteria: Ontario Community Support Agency (OCSA) Standards identify eligibility criteria as;

- a. Unable to access public transportation because of short or long term physical limitations such as heart disease and arthritis, Alzheimer’s disease and other cognitive impairments



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

- b. Requires escorts during the trip because of the frailty or cognitive impairment
- c. Specialized transit is not available or the individual does not meet the eligibility criteria, and
- d. Public transportation is not available and friends and relatives are not available or able to provide transportation.

Based on the OCSA standards, if someone is physically and cognitively able to get on a bus or other public transportation, and it is available, they are not eligible for volunteer transportation. Some but not all ODSP clients would fit within the OCSA criteria, however OW clients would not.

Assessments required: To access this service, the Home Support agency will:

- a. Collect basic information about the client and their home to ensure any potential risk to the clients or volunteer drivers is identified
- b. Use the provincial screener tool that consists of seven rated questions
 - i. Cognitive Skills for Daily Decision Making
 - ii. Activities of Daily Living, including bathing, hygiene, dressing and locomotion
 - iii. Dyspnea (shortness of breath)
 - iv. Self-reported health
 - v. Instability of conditions
 - vi. Self-reported mood, and
 - vii. Informal helper status

Each agency (RFCS and SFCSC) has entered into a Multi-Sectoral Accountability Agreement with the South East LHIN to provide a quantity of rides for seniors each year. The following table represents those commitments

Year	RFCS Rides/Clients	% of total	Actual rides delivered	SFCSC Rides/Clients	% of Total	Actual Rides delivered
2014-15	3,000/90	40/42		4,500/125	60/58	6,311/133
2015-16	3,000/90	40/42		4,500/125	60/58	6,652/140
2016-17	3,500/90	39/42		5,500/125	61/58	6,647/139
2017-18	3,500/90	39/42		5,500/125	61/58	7,041/163
2018-19	3,500/90	39/42		5,500/125	61/58	2,684/112*
2019-20				5,720/150		

- To the end of September 2018



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

SFCSC recommendations for the future of transportation

1. SFCSC and RFCS will continue to provide rides in their respective catchment areas. RFCS will coordinate rides for seniors in Central and North Frontenac. SFCSC will coordinate rides for seniors in South Frontenac and rural Kingston. SFCSC will work with the Frontenac Islands in support of any demand for seniors' rides and volunteer recruitment.
2. SFCSC will administer seniors' rides from their own agency and offices.
3. SFCSC will commence the new Transportation Coordinator as a seven (7) hour a day employee. This person will coordinate rides for all SFCSC programs as well as the medical, shopping and social rides required by local seniors. Our funding commitment target for year one is the provision of a minimum of 5,720 rides to more than 150 individuals. It is expected that actual numbers will more closely resemble the actuals received in previous years.
4. SFCSC and RFCS will continue to apply separately for funding support from the South East LHIN in order to meet accountability agreement targets.
5. SFCSC and RFCS will apply separately for funding support from the County of Frontenac to assist in administering seniors' rides for medical, social and shopping in addition to providing subsidies for those seniors who qualify who are obtaining seniors' rides.
6. SFCSC is seeking 65% of the current funding from the County of Frontenac to administer seniors' rides. This amounts to \$62,400 of the current \$96,000 as provided by the County of Frontenac. This is based upon percentage of rides provided to seniors as well as the percentage of seniors in South Frontenac as compared to the total in Central and North Frontenac.
7. SFCSC will provide a written quarterly report and an annual update to the County of Frontenac's Council that will include both statistical and financial information. The update will include all aspects of transportation, including the support received from the South East LHIN.

Summary

The recommendations made above, along with the changes that have occurred this year within SFCSC volunteer transportation will ensure the affordability of the program by all parties involved – the clients or seniors, the funders from the County of Frontenac and the South East LHIN and for Southern Frontenac Community Services. The process for obtaining a seniors ride in South Frontenac will be streamlined and clients, caregivers and their families will have face-to-face access to the Transportation Coordinator directly, should that ever be needed.



Southern Frontenac Community Services

Located at: The Grace Centre, 4295 Stage Coach Road, Sydenham, ON
Mailing address: P.O. Box 43, Sydenham, ON K0H 2T0

Phone: 613-376-6477

Email: info@sfcsc.ca

Fax: 613-376-6734

Web: www.sfcsc.ca

Proposed Budget

Revenue

County of Frontenac (65% of current County funding)	\$62,400
Client Fees 118,350 kms at \$0.32 (after subsidy)	\$37,875.
Total Revenue	\$100,275

Expenses

Transportation Coordinator wages & benefits 35 hours weekly plus benefits	\$41,760.
Supervision wages & benefits 15% of above	\$6,265.
Volunteer Driver Expenses Client in kms 118,350 at \$0.42	\$49,707.
Client out kms 112,250 total at \$0.27	\$30,308.
Information Technology – phones, computers, Internet	\$2,400.
Staff Development	\$500.
Volunteer Expenses, meetings, recognition, training	\$1,000.
Advertising & Promotions, magnets, ads, etc	\$2,500.
Office Supplies	\$1,800.
Building Occupancy Costs	\$3,600.
Total Expenses	\$139,840
Net Operating Revenue (Expenses)	(\$39,565)

Shortfall in funding will be covered from South East LHIN funding.

Note: Above is based on goal of 5,720 rides. Should number of rides be exceeded (7,041 in 2017/18) the net deficit would grow and would be covered either through SFCSC fundraising or LHIN transportation reallocations.

Frontenac Transportation Services

FTS connects people of all ages to a wide variety of services empowering them to live rural life to its fullest.

Frontenac Transportation Services

We are here today to request funding for 2019 to support our County Wide transportation service.

We provide a user pay volunteer transportation service to any resident 7 days a week throughout the county since 2010.

In 2018 we have provided 3247 rides (6494 one way rides) for seniors/children/low income families (priority given to senior medical appointments) and 2541 rides (5082 one way rides) for Third Party Billing which provides revenue to our model (this includes ODSP, OW, Triboard, Veterans Affairs etc...)

.

Frontenac Transportation Services

► In 2019 our goal is:

- To provide 11,500 one way rides
- To drive 600,000 km
- For 350 residents in the county who do not have access to private transportation
- To maintain a volunteer roster of 45 volunteers

Frontenac Transportation Services

2018 Budget

Last year we received \$96,000 for subsidy and operations.

North/Central subsidy \$25,640

South subsidy \$25,640

The remaining \$44,720 covered 42% of staffing costs. 58% of staffing and all other operation expenses were covered by third party revenue.

In the past there has been a deficit. In response, we increased the charge for third party rides. We have conducted a review of our business model to ensure we maintain a balanced budget. 2019 Business Plan available upon request.

Frontenac Transportation Services

2019 Budget request \$96,000

North/Central subsidy \$25,640

South subsidy \$25,640*

*If another service provider provides rides in South Frontenac the subsidy will be shared to ensure that all residents in Frontenac County can access to transportation.

Operations/Staffing

Office/phones/internet \$10,000

Staffing \$34,720

*staffing includes two part time staff. A Program Administrator and Dispatcher. More details available upon request.

Frontenac Transportation Service

At request of County Council FTS worked with Queen's University Freshsight to develop a business plan for FTS. They have provided 11 recommendations that are being considered, to be implemented in 2019.

A copy is available upon request.

Frontenac Transportation Service

Thank you for considering our request.

We understand that South Frontenac Community Services Corporation is delivering transportation for their programs in South Frontenac. FTS has offered to and will continue to work together to provide a seamless transportation system to all residents of Frontenac County.

Central Frontenac Housing Corporation
1096-B Clement Rd. Unit 6
Sharbot Lake, Ontario K0A2P0

January 9, 2019.

Dear Warden and Council,

The Central Frontenac Housing Corporation is seeking assistance to improve accessibility and safety of the **Seniors Housing Complex** at 1096-B Clement Rd., Sharbot Lake in the Township of Central Frontenac.

Background:

The Central Frontenac Housing Corporation is a **not for profit** corporation formed in 2009. The corporation was formed to meet requirements of the Province of Ontario in order to receive funding under a program called DOORS (Delivering Opportunities to Ontario Renters). An agreement with the province was signed by the officers of the corporation of the day. The agreement stipulates the building is to provide **affordable housing for seniors (ages 60 +) of low to moderate income**. The designation “affordable” housing and the agreement sets rent at or below 80% of market rent for comparable accommodation. The province **does not provide ongoing financial support** for this housing project. The grant from the province was a one-time infusion of cash. A copy of the agreement is available for review should council or staff require more details.

Sharbot Lake Seniors Complex:

The funding provided allowed for the construction of a 5 unit, single floor apartment complex suitable for seniors. Each unit has a private entrance, one bedroom, a bathroom, open concept kitchen/living room, and a small private rear yard. The corporation provides each unit with a washer, dryer, refrigerator, and stove. Heat, hydro and water are included with the rent as are services such as grass cutting, snow removal and septic maintenance.

In addition to the residential units the building includes office space for administration and a common room which can be used by the seniors and other small groups in order to provide the seniors with more opportunity for social engagement.

Financial Challenges:

A number of issues had to be addressed before the project could start. Due to the complexity of these issues the project start was delayed for well over a year. Construction costs increased due to the delay. There was also some vandalism which occurred during construction. As a result of the increased cost the DOORS funding fell short to complete the project. The corporation had to secure a **mortgage** which has increased operating costs.

The construction of seniors building included utilizing some newer technologies of the day in an effort to achieve a high standard of energy efficiency and a designation of a “green” building. This resulted in the complex being honoured with a number of awards with respect to its building techniques and the efficiencies which it achieved. The corporation is mostly satisfied with the technologies utilized during construction however from time to time we have incurred some **unanticipated operating expenses**.

Here are some examples:

The **in-floor heating** and **water treatment systems** have been problematic from time to time. Technicians qualified to work on these systems must travel to Sharbot Lake from outside the area. There are usually at least two service calls. The first is usually to diagnose the problem. If parts are required there is a waiting period and a second visit.

We have also recently **replaced all of the bathroom faucets** as we have learned from our tenants that the motion sensor activated taps which were originally installed are not suitable for their needs.

The challenges presented over the years has resulted in a capital replacement reserve which is currently underfunded. Although we are slowly rebuilding our reserve we are not in a position to undertake new projects without additional capital. We have annual financial statements available to support our claims and we will be happy to share them with staff and council.

That is why we are asking for your help.

Proposed Project:

Due to the shortfall of funds, when the building was constructed in 2011 the parking area and entrance to the building were not completed at that time. Over the years minor improvements have been made but an assessment of the parking area and building entrances leaves a lot to be desired in terms of accessibility and safety. The project we hope to undertake is outlined below.

- 1) **Remove a large rock** in the parking area. The rock presents issues with snow clearing, and safety, and limits the parking area available. Its presence restricts access to parking close to the building. This makes it difficult for the seniors to access the sidewalk especially in winter. All of our tenants are seniors, some have mobility issues.
- 2) **Increase the size of the parking area.** The current parking area serves to provide parking for our 5 tenant units and there are two or three additional spaces .. in summer. These additional spaces are not necessarily there in in winter. Visitors such as family members, guests, health care and support workers, the property manager, tenants from NFNPHC paying rent and/or doing business at the office, contractors and service technicians, board members, visitors to meetings/activities held in the common room struggle to park and access the building safely especially in winter. The laneway from Clement Rd. to the Seniors Complex is narrow an cannot be used safely. Parking further down

the lane interferes with tenant parking at 1096-A Clement Rd which is a fourplex owned/operated by North Frontenac Non Profit Housing. The poor parking situation has at times has made it difficult for Frontenac Paramedics to transport clients from the building to the ambulance. Increasing the size of the parking area will improve safe access to the building for the seniors and others and allow for increased opportunity to utilize the Seniors Common Room as intended to promote social interaction for the seniors.

- 3) **Construct an additional sidewalk from the parking lot to the building.** There is currently one sidewalk providing access from the parking area to the building. This sidewalk directs people to the residential side of the complex which is less than ideal. It impacts on the privacy of the seniors and makes Property Managers office and the Seniors Common room more difficult to access. The Property Managers office is at the back of the building on the east side. North Frontenac Non Profit Housing shares the office space and property manager. This means tenants from the 18 NFNPHC units come to the senior's complex to pay rent and do business with the Property manager as well as contractors and service technicians from time to time.
- 4) **Add 2 Accessible Door buttons** There are currently none in place. Given the common room should senior friendly and accessible to all, and the office is commercial space, there should be power door buttons at the Seniors Common Room and the Property Managers office. Again, I emphasize that some of our tenants have mobility issues. Also, some of the tenants from the NFNPHC who visit the office to do business also have disabilities and/or may have small children with them. In recent months even one of our board members had a health problem which required the use of a wheelchair. The addition of accessible door buttons will allow the seniors and others to access the common room and property manager's office with greater ease and encourage independence.

Why now:

Given the complex was built in 2011, there has been time to ensure the Sharbot Lake Seniors Affordable Housing Complex is successfully up and running and we have had time to assess our needs. There is also some new energy on the board with the addition of some new members. We are encouraged by Frontenac County and the townships within the county's ongoing efforts to become an Age Friendly Community. Having reviewed the Age Friendly Action Plan which was approved by County council in Feb 2018, we are encouraged by the actions listed and we are confident this project is one which meets the intentions and objectives outlined in the plan. We are also striving to be compliant with the AODA (Accessibility Ontario Disability Act) and ensure our built environment is accessible.

The Ask:

CFHC is in the process of soliciting estimates for all aspects of the work to be undertaken. Initial quotes estimate the value of the total project to be in the range of \$20,000 - \$25,000 which is well beyond our means. For that reason, we have broken

the down the project and we plan to proceed as funds becomes available. It is our intention to conduct some fundraising activities work with other partners to reach our goals. We have already investigated grant opportunities from other sources however it appears our project does not fit the criteria of existing federal or CMHC programs at this time. We are in the process of preparing an application to the Ontario Trillium Fund however with such a small number of units in the building and recent cuts announced, we are not very optimistic about our chances for success. For this reason, we are hopeful that the county may consider funding items #3 and #4 the cost of the project, the installation of the accessible door buttons and additional sidewalk. Preliminary estimates for this part of the work are \$10,000, with further investigation we hope we can reduce this number. Due to the time of year we do not anticipate starting this work until spring at the earliest.

In summary at this time we are asking Frontenac County Council to consider setting aside up to \$10,000 in the 2019 budget to assist the Central Frontenac Housing Corporation with improvements for accessibility and safety.

Sincerely,

Janet Gutowski

Chair, Central Frontenac Housing Corporation

**CENTRAL FRONTENAC HOUSING CORPORATION and
NORTH FRONTENAC NON PROFIT HOUSING CORPORATION
BOARD OF DIRECTORS as of September 6, 2018**

Janet Gutowski, Chair
1242 Forty Foot Rd.,
Godfrey, On, K0H 1T0
Phone: 613-329-2397
Email: j.gutowski@sympatico.ca

Kathi Zarfes, Vice Chair
4263 Elphin Maberly Rd.
P.O. Box 1016,
Snow Road Station On. K0H2R0 Phone: 613-278-2381
Email: kzarfas@gmail.com

Colleen Allison, Treasurer
11781 Road 509
Sharbot Lake, On K0H 2P0 Phone: 613-279-2546
Email: tcallison509@gmail.com

Linda Chappel
15136 Road 509
P.O. Box 1524,
Mississippi Station, ON KOH 2CO Phone: 613-279-2784
Email: lchappel279@hotmail.com

Barb Neill
P.O. Box 256
1039 Garrett St.,
Sharbot Lake On K0H2P0 Phone: 613-279-3180
Email: baneill1@outlook.com

Dennis Larocque
1008 Keanne Ln
Sharbot Lake On K0H2P0 Phone:613-985-0660
Email: larocquemasonry@gmail.com

Rev Karen Hincke
14170 Road 38
Box 12, Sharbot Lake On K0H2P0 Phone: 613-279-2679
Email: revhincke@gmail.com

Peggy Hurley, past chair
13371 Road 38,
Sharbot Lake, On K0H 2P0 Phone: 613-279-2894
Email: hurleyp@limestone.on.ca

Tenant rep: Dave Motton

1096B Clement Rd Unit 1 Sharbot Lake On. K0H2P0 Phone: 289-395-0691
Email:david.motton@gmail.com







January 11, 2019

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

Via E-Mail: jamini@fontenacounty.ca

Attention: Jannette Amini

Dear Jannette:

RE: Request from North Frontenac Council to County Council

On January 7, 2019 Council held a Special Meeting to discuss North Frontenac's Strategic Plan and passed the following resolution:

Moved by Councillor Inglis, Seconded by Councillor Martin #04-19

Be It Resolved That Council instructs the Clerk to request the following items be included on the County Council Agenda for discussion:

1. Sewage Disposal Treatment Opportunities;
2. 24 hour Ambulance Services for the Township.

Carried

If you have any questions or concerns, please do not hesitate to contact me.

Yours truly,

Tara Mieske

Tara Mieske
Clerk/Planning Manager
TM/sm