



**Committee of the Whole Meeting
Wednesday, October 23, 2019 – 9:00 a.m.
and Thursday, October 24, 2019 – 9:00 a.m.
The Frontenac Room, County Administrative Building
2069 Battersea Road, Glenburnie, ON**

AGENDA

Page

- 1. Call to Order**
- 2. Adoption of Agenda**
 - a) **Resolved That** the agenda for the October 23 and 24, 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) **2019-129
Corporate Services
2020 Draft Budget – Business Plans and Project Proposals**

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Departmental Business Plans and Project Proposals can be found at <https://www.frontenaccounty.ca/2020BusinessPlans>. The 2020 Draft Budget, Budget Challenges, and the 2020 Budget Context containing the draft tax rate increases can be found under the Financial Services tab.

Wednesday, October 23

9:00 a.m. Introduction by the Chief Administrative Officer and Director of Corporate Services/Treasurer

9:30 a.m. Corporate Services (including General, Governance, City of Kingston budgets)

10:00 a.m. Legislative Services

10:30 a.m. Break

10:45 a.m. Emergency and Transportation Services

12:00 p.m. Lunch

12:30 p.m. Fairmount Home

Thursday, October 24

- 9:00 a.m. Planning and Economic Development
- 10:45 a.m. Financial Services
- 11:15 a.m. Frontenac Municipal Information Services
- 11:30 a.m. Human Resources
- 12:00 p.m. Lunch
- 12:30 p.m. Continuous Improvement/GIS

Recommendation:

That the Council of the County of Frontenac receive 2020 Draft Budget - Business Plans and Project Proposals Report;

And Further That Council approve the 2020-2024 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2020 Draft Budget deliberations:

Fairmount Home

- Registered Practical Nurse (RPN) – Night Shift 11pm – 7am
- Personal Support Worker (PSW) – Day Shift 7am – 3pm

Frontenac Paramedic Services

- Autonomous IV Training

Planning and Economic Development

- K&P Trail Phase 5 – Sharbot Lake to Clarendon Station

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b) **2019-130**

Office of the Chief Administrative Officer

Grants to Others – Funding Requests from Outside Agencies

Thursday, October 24 - ETA 1:00 p.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/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
\$

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



Report 2019-129

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: October 23 and 24, 2019

Re: 2020 Draft Budget – Business Plans and Project Proposals

Recommendation

That the Council of the County of Frontenac receive 2020 Draft Budget - Business Plans and Project Proposals Report;

And Further That Council approve the 2020-2024 Business Plans as presented;

And Finally That Council include the following Project Proposals for inclusion in the 2020 Draft Budget deliberations:

Fairmount Home

- Registered Practical Nurse (RPN) – Night Shift 11pm – 7am
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Frontenac Paramedic Services

- Autonomous IV Training

Planning and Economic Development

- K&P Trail Phase 5 – Sharbot Lake to Clarendon Station

Background

The County has a number of high level planning documents including the Integrated Community Sustainability Plan, the Official Plan, Councils new Strategic Priorities approved earlier this year 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 fifth iteration of departmental/unit business plans, which have been updated since the 2019 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 levels 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 2020 that align with Council strategic directions and priorities.

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

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](#).

Strategic Priorities Implications

Other Important and Continuing County Priorities:

- Respect the taxpayer and keep tax increases close to the rate of inflation.
- Implement strategic plans for Fairmount Home and Frontenac Paramedics.
- Continually improve customer and financial services.

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, 1.9% in 2019. 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

2020 Project Proposals	Total	City	Province	Reserves	County
RPN Night Shift 1.4 FTE	131,374	89,334	0	0	42,040
RPN Night Shift 0.6 FTE	0	0	0	0	0
PSW Day Shift 1.4 FTE	106,057	72,119	0	0	33,938
PSW Day Shift 0.6 FTE	0	0	0	0	0
Autonomous IV Program	120,242	95,295	0	0	24,947
K&P Trail	406,000	0	0	406,000	0
Total	763,673	256,748	0	406,000	100,925
External Agencies:					
Rural Frontenac Community Services	48,000				48,000
Southern Frontenac Community Services	48,000				48,000
Total	96,000				96,000
Total Project Proposals	859,673	256,748	0	406,000	196,925



Report 2019-130

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: October 23 and 24, 2019

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

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	\$ _____

Background

At the September 18, 2019 Council meeting, three presentations were provided to Council regarding requests for funding in the 2020 budget. 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 September 18, 2019 Council meeting are attached to this report as noted below.

Summary of Requests

Transportation Services for the County of Frontenac

1. **Rural Frontenac Community Services** is requesting \$48,000 in funding for Frontenac Transportation Services (FTS) for the 2020 Budget. This funding will support Frontenac Transportation Services volunteer transportation program in Rural Frontenac for seniors and families in need.

Based on current data, FTS's projections for 2020 is to provide 9,000 one way rides annually to over 250 unique people. A copy of the request by Rural Frontenac Community Services, along with its Q1 and Q2 reports for 2019 is attached to the report as Appendix A. Moving forward, quarterly reports will be completed using the reporting form approved by Council at the October 16, 2019 Council meeting.

2. **Southern Frontenac Community Services (SFCS)** is requesting \$48,000 in funding for the 2020 budget. This funding will support administering seniors' rides from the SFCSC offices for residents of South Frontenac and rural Kingston.

Based on current data, SFCS projections for 2020 is to provide 5,800 rides for 150 unique seniors. A copy of the request by Southern Frontenac Community Services, along with its Q1 and Q2 reports for 2019 is attached to the report as Appendix B. Moving forward, quarterly reports will be completed using the reporting form approved by Council at the October 16, 2019 Council meeting.

Matt Trousdale had come to Council in September to present an opportunity to secure locomotive sections from the St. Lawrence Parks Commission, noting that the locomotives being retired from Upper Canada Village were manufactured locally in Kingston and the vision for the project was the potential to enhance the trail user experience, elevate the presence of trailheads throughout Frontenac, and animate the region's rich rail-trail history by having these locomotives acquired and placed at trail heads or other sites adjacent to the trail. At that meeting, Council passed a resolution of support for the idea of acquiring the locomotives. No specific monetary funding was requested at that time; however there was some discussion that in-kind services by the County and the Townships may be possible. Mr. Trousdale was provided with a letter of support, attached as Appendix C. Mr. Trousdale will be encourage to liaise with the Economic Development office on this project should the bid for the locomotives be successful.

Strategic Priorities Implications

Priority 3 Champion and coordinate collaborative efforts with partners to resolve complex problems otherwise beyond the reach of individual mandates and jurisdictions.

- 3.1** Work with the townships, other municipalities and levels of government on broad infrastructure issues — ranging from environmental concerns to regional transportation strategies for residential, social and economic purposes, and access to funding.
- 3.3** Continue to pursue collaborative opportunities to achieve service and cost efficiencies and other economies through cost-sharing and shared services.

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 approve the requests, the levy impact would be \$96,000 or 0.94%.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Alex Lemieux, Deputy Treasurer
Richard Allen, Manager of Economic Development
Requesting organizations



Rural Frontenac Community Services

Frontenac County Council budget request

September 18, 2019

Rural Frontenac Community Services is requesting \$48,000 for funding for Frontenac Transportation Services (FTS) in the County of Frontenac 2020 Budget. Frontenac Transportation Services is an essential service for seniors and individual/families in need who do not have access to private transportation.

Reliable, consistent and affordable transportation is essential when you live in a rural community. Rural Frontenac Community Services is committed to enabling residents to live rural life to its fullest.

This funding will support Frontenac Transportation Services volunteer transportation program in Rural Frontenac for seniors and families in need.

Of the \$48,000, \$25,640 is used for subsidizing the residents of Frontenac County. The remaining \$22,360 is used for administrative expenses. The County funding covers 28% of our staffing costs and the remaining 72% of our staffing costs and all other operational expenses, are covered by third party revenue.

Our service model includes:

1. The office is staffed 5 days a week with after hours support for driver emergencies.
2. We book rides within 24 hours of receiving the request and relay the information back to the client quickly to alleviate any anxiety the client might feel.
3. We maintain a healthy roster of volunteer drivers to ensure we can meet the demand.
4. All drivers carry a two million liability insurance,
5. All drivers are screened with a vulnerable screening police check and drivers abstract is completed every three years.
6. All drivers received orientation and, training. Vehicle maintenance is monitored.
7. All drivers sign a volunteer agreement and a confidentially contract with FTS.

From January 1 to August 31 2019, 8 months, we have provided 6332 one way rides for seniors/children/low income families and Third Party agencies. Priority is given to senior medical appointments. Third Party rides are paid for in full by their supporting agencies and these rides receive no County subsidy. Third Party billing provides revenue to our model. Examples of third parties are ODSP, OW, Limestone school board, Veterans Affairs, Connections Adult Learning Centre.

Based on our current data, our projection for 2020 is to provide 9,000 one way rides annually to over 250 unique people.

Thank you for your consideration.

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1004 Art Duffy Rd, Sharbot Lake, ON K0H2P0 kids@rfcs.ca

Phone: 613-279-3151 1-855-279-2052

| **rfcs.ca**



Rural Frontenac Community Services

1st Quarter Report for Frontenac County Jan 1 – Mar 31 2019 Frontenac Transportation Services

For the statistical breakdown of services see appendix A and B.

Recommendation that FTS will implement from the business Plan

1. *Form an advisory committee.* We are setting up an advisory committee comprising of staff members from agencies that we serve, 1 or 2 drivers and 1 or 2 clients.
2. *Keep the In KM rate at 42 cents and raise the Out KM rate to 30 cents.* RFCS Board of Directors has approved increase on Apr 25 2019, implementation date to be determined by FTS Program Administrator.
3. *Implement a fixed base rate in conjunction with standing KM rates, with a \$1.50 base fee for both seniors and third parties.* RFCS Board of Directors has approved increase on Apr 25 2019, implementation date to be determined by FTS Program Administrator.
4. *Staff continue to recognize and reward the volunteers to ensure the service remain positive and valuable experience for the volunteers.* Volunteer appreciation event April 29 2019.
5. *Focus advertising efforts on newspaper inserts and word-of-mouth marketing, as these have shown to be the most effective.* We continue to put advertising in the Frontenac News recruiting volunteer drivers.
6. *Offering rides to clients not covered by the SFCS mandate to ensure no one is left without a ride.* We are continuing our work in South Frontenac Township. Arranging rides by request.

For County information. We have had an enquiry for financial help for accessible transportation. I reached out to Jannette at County to find out if there is any money to help with this client and she is looking into the matter for FTS. FTS will help this client to the best of our ability because we are committed to helping residents in need whether they need a ride or financial assistance to complete a ride.

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Appendix A

Frontenac Transportation Services		
Jan 01 - Mar 31 2019		
Breakdown of Services		
# of trips	2142	One way
#of KM	127,095	
# of Individuals	399	
% of Seniors	32	See Appendix B for breakdown of clients served
% of Low Income	68	
Program Costs	\$ 26,014.59	
\$ collected	\$ 69,786.60	
\$ paid to Drivers	\$ 50,416.90	
average cost per ride pd to driver	\$ 23.54	one way
Rides per township		
North	124	one way
Central	1664	one way
South	354	one way
Destinations Medical		
Senior		
Medical rides	81%	
shopping/events	19%	
Hospitals	68%	
Other medical	32%	
Hospitals include		
KGH		
HDH		
Smiths Falls		
Perth		
Ottawa		
Belleville		
Napanee		
Other medical includes		
Family Doctor		
Chiorpractor		
Physio		
Blood work		
imaging		

Appendix B

Frontenac Transportation Services						
Access and Participate in Community Programs						
Families in Need & Seniors in North & Central Frontenac						
Seniors						
	Individuals		SELHIN/Client		Portion paid by	Portion paid by
Month		one way trips	Trips Medical	Total KM	SELHIN/Client	FTS/County
January	25	126	92	8894	7532	1362
February	19	108	84	7649	6329	1320
March	16	142	96	8384	6322	2062
Adult & Young Seniors (Subsidized by Client/County)						
Month	Individuals	one way trips	Medical	Total KM		
January	25	138	12	4966		
February	20	124	10	4904		
March	21	122	7	6643		
Youth						
Month	Individuals	one way trips		Total KM		
January	2	3		77		
February	3	13		328		
March	2	6		98		
Young families						
Month	Individuals	one way trips	Medical	Total KM		
January	6	20	4(200km)	484		
February	6	12	4 (208km)	332		
March	7	18	2(77km)	399		
The Day Care						
Month	Individuals	one way trips		Total KM paid by City of Kingston		
January	5	76		2353		
February	5	48		1717		
March	5	68		2413		
Individuals						
Month	Individuals	one way trips		Total KM paid by Third Party Agencies		
January	84	345		26089		
February	73	339		23518		
March	75	434		27845		
Totals	Individuals	one way trips	Medical	KM		
January	147	708	108	42863		
February	126	644	98	38449		
March	126	790	98	45782		
This report does not include						
Meals-On-Wheels - funded by client and SELHIN						
Diners - Funded by client and SELHIN						
Adult Day Programs - Funded by client and SELHIN						
SELHIN - SouthEast Local Health Intergrated Network						



Rural Frontenac Community Services

Frontenac Transportation Services Q2 Update

August 9 2019

We are pleased to provide our second quarter update for the \$12,000.00 in funding Frontenac Transportation Services receives from the County of Frontenac. See attached our two reports.

With this funding, In April, May and June we were able to provide 450 rides for seniors in the Townships of Central and North Frontenac. We were also able to subsidize 422 rides for adults and young seniors who do not meet the LHIN mandate rides. Our volunteer drivers drove 37,789 kilometers getting people to medical appointments (73%) and shopping and community events (27%).

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Appendix A

Frontenac Transportation Services			
Apr 01 - Jun 30 2019			
Breakdown of Services			
# of trips	2384	One way	
#of KM	151,443		
# of Individuals	446		
Volunteer hours	3567		
% of Seniors	30%	See Appendix B for breakdown	
% of Low Income	70%	of clients served	
Program Costs	\$ 23,249.99	based on budget	
\$ collected	\$ 84,021.52		
\$ paid to Drivers	\$ 61,089.02		
Average cost per ride	\$ 31.30	one way	
average cost per ride pd to driver	\$ 22.76	one way	
Rides per township			
North	124	one way	
Central	2032	one way	
South	528	one way	
Destinations Medical			
Senior			
Medical rides	73%		
*Hospitals	63%		
*Other Medical	27%		
shopping/events	27%		
*Hospitals: KGH, HDH, Smiths Falls, Perth, Ottawa, Belleville, Napanee			
*Family Doctor, chiorpractor, physio, blood work, imaging etc..			

Appendix B

Frontenac Transportation Services						
Access and Participate in Community Programs						
Families in Need & Seniors in North & Central Frontenac						
Seniors						
Month	Individuals	one way trips	SELHIN/Client Trips Medical	Total KM	Portion paid by SELHIN/Client	Portion paid by FTS/County
April	26	130	92	7469	5879	1590
May	28	192	136	12172	9973	2199
June	28	128	102	7329	6027	1303
Adult & Young Seniors (Subsidized by Client/County)						
Month	Individuals	one way trips	Medical	Total KM		
April	31	150	28	3730		
May	32	164	36	3818		
June	30	108	27	3271		
Youth						
Month	Individuals	one way trips		Total KM		
April	3	6		84		
May	2	6		78		
June	0	0		0		
Young families						
Month	Individuals	one way trips	Medical	Total KM		
April	4	22	4(108km)	468		
May	6	24	2(103km)	566		
June	4	36	0	829		
The Day Care						
Month	Individuals	one way trips		Total KM paid by City of Kingston		
April	6	40		2777		
May	6	42		3049		
June	5	42		2895		
Individuals						
Month	Individuals	one way trips		Total KM paid by Third Party Agencies		
April	72	502		34091		
May	70	462		29717		
June	75	482		29383		
Adult Day Program						
Month	Individuals	one way trips		Total KM paid by SELHIN		
April	6	56		3291		
May	6	50		3195		
June	6	42		3160		
Totals	Individuals	one way trips	Medical	KM		
April	148	906	108	51910		
May	150	940	174	52595		
June	148	838	121	46867		
This report does not include						
Meals-On-Wheels - funded by client and SELHIN						
Diners - Funded by client and SELHIN						
SELHIN - SouthEast Local Health Intergrated Network						

Request for Funding 2020



2019 Agreement between the County of Frontenac and SFCSC

County 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.
- ▶ Our community demographic is aging faster than the rest of Ontario and addressing the needs of seniors will help build and maintain the health of our population.

Goals for 2019

- ▶ To deliver a minimum of 5,720 rides to more than 150 seniors in 2019.
- ▶ To administer seniors' rides from the SFCSC offices for residents of South Frontenac and rural Kingston.
- ▶ To provide the County of Frontenac with written quarterly reports that includes both statistical and financial data.

Year to date in review

	To March 31/19	To June 31/19	To August 31/19	Total year to date
# of drives	1,531	1,621	780	3,932
# of kms driven	32,966	43,071	19,614	95,651
# unique clients	91	26	6	123
% of seniors	93.5	95.0	97.0	
# subsidized	43	41	33	117
Destinations				
Hospitals	245	259	132	636
GSAC programs	69	73	46	188
Adult Day	842	892	455	2,189
Medical	214	227	95	536
Shopping	100	105	48	253
Misc	61	65	4	130



Projection to Dec 31 / 19

	To December 31 / 19
# of drives	5,898
# of kms driven	143,477
# unique clients	150
% of seniors	95+
# subsidized	140
Destinations	
Hospitals	954
GSAC programs	281
Adult Day	3,284
Medical	804
Shopping	380
Misc	195



Cost of SFCSC Transportation

	To March 31/19	To June 30/19	To August 31/19	Total year to date	Projected to Dec 31/19
Total paid to Volunteers	\$20,194	\$21,260	\$11,396	\$52,850	\$79,275
Total fees collected	\$12,047	\$12,907	\$6,741	\$31,695	\$47,542
Direct Program Cost	\$8,147	\$8,353	\$4,655	\$21,155	\$31,733
Average cost per ride					
To the client	\$9.63	\$9.35	\$7.71		
To SFCSC	\$17.44	\$16.48	\$14.61		

Above costs do not include LHIN support and costs associated with The Transportation Coordinator, Supervision and Administration.



Budget request for 2020

- ▶ Current 2019 funding is \$48,000 for the provision of 5,720 rides for 150 unique seniors.
- ▶ The request for 2020 funding is \$48,000 for the provision of 5,800 rides for 150 unique seniors.

Transportation Stats for the County of Frontenac						
2019	Q1	Q2	Q3	Q4	Year to date	
	March 31/19	June 30/19	Sept 30/19	Dec 31/19		
# of drives	1531	1621			3152	
# of kms driven	32966.4	43071			76037.4	
# of new unique clients served	91	26			117	
% of seniors	93.5	95			94.25%	
# of SFCSC subsidized clients	43	41			84	
Total value of subsidies provided	\$3,813.51	\$4,414.20			\$ 8,227.71	
Destinations						
Hospitals	245	259			504	
GSAC programs	69	73			142	
Adult Day	842	892			1734	
Medical	214	227			441	
Shopping/Errands	100	105			205	
Misc	61	65			126	
Total \$ paid to volunteers	\$20,194.31	\$21,260.87			\$ 41,455.18	
Total collected	\$12,046.67	\$12,906.84			\$ 24,953.51	
From clients	\$11,151.57	\$12,062.03			\$ 23,213.60	
From others	\$895.10	\$844.81			\$ 1,739.91	
Total Program costs exp - rev	\$8,147.64	\$8,354.03			\$ 16,501.67	
Average cost per drive						
to the client	\$9.63	\$9.35				
to SFCSC	\$17.44	\$16.48				

Letter to Planning Consultation - Provincial Planning Policy Branch
County of Frontenac Response to Provincial Policy Statement Review
September 27, 2019

Page 2 of 2

We wish you well in this endeavor and thank you for your efforts in promoting the County of Frontenac.

Should you have any questions or concerns, please do not hesitate to contact me at 613-548-9400, ext. 302 or via email at jamini@frontenacounty.ca.

Yours truly,



Jannette Amini, CMO
Manager of Legislative Services/Clerk

Copy Economic Development Department
File

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