Frontenac County Council Meeting
Wednesday, December 18, 2019 – 9:00 a.m.
Kingston Frontenac Rotary Auditorium,
2069 Battersea Road, Glenburnie
Council will resolve into Closed Meeting
and will reconvene as regular Council at 9:30 a.m.

Agenda

Page

Call to Order

Closed Session

a) **Resolved That** Council resolve itself into Committee of the Whole closed session as authorized under Section 239 of The Municipal Act, to consider:

1. Adoption of Closed Minutes of Meetings held November 20, 2019.
2. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board - as it relates to mediation/arbitration with the City of Kingston.

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

Election of Warden and Deputy Warden

To be conducted by the Clerk

a) Election of Warden

b) Election of Deputy Warden

Approval of Addendum

Disclosure of Pecuniary Interest and General Nature Thereof

Adoption of Minutes

11 - 22 a) Minutes of Meeting held November 20, 2019

Resolved That the minutes of the regular Council meeting held November 20, 2019 be adopted.

Deputations and/or Presentations

a) **Ms. Laura Carter**, Kingston Frontenac Public Library, will introduce herself to County Council and share her vision for the Kingston Frontenac Public Library as its new Chief Librarian/Chief Executive Officer.

23 - 33 b) **Ms. Bonnie Ruddock**, Executive Director, South Eastern Ontario, Region 9 Regional Tourism Organization will address County Council regarding their organization and the importance of tourism in South Eastern Ontario.

Proclamations

Move into Committee of the Whole

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

Briefings

34 - 65 a) **Mr. Kelly Pender**, Chief Administrative Officer, will provide Council with his monthly CAO briefing.

Unfinished Business

Recommend Reports from the Chief Administrative Officer

66 - 119 a) **Consultant Briefing:** Queen's University School of Urban and Regional Planningstudents will address County Council regarding best practices and planning tools for waterfront protection.
[See Recommend Reports from the Chief Administrative Officer, clause b)]

120 - 302 b) **2019-154**
Planning and Economic Development
Queen’s University Project Course – Shoreline Protection in Frontenac County

Recommendation:

Resolved That the Council of the County of Frontenac accept the Shoreline Protection in Frontenac County Study dated December 2019 prepared by the project team from the Queen’s University School of Urban and Regional Planning;

And That the Council of the County of Frontenac thank the students for their contributions and dedication to waterfront planning across the County;

And Further That the Council of the County of Frontenac direct planning staff to explore recommendations within the study to evaluate alternatives to shoreline protection across the County including the implementation of a Community Planning Permit System.

303 - 304 c) **2019-147**
Corporate Services
Interim Approval of 2020 Expenditures

Recommendation:

Resolved That the Council of the County of Frontenac receive the Corporate Services – Interim Approval of 2020 Expenditures report;
.
And Further That Council direct the Treasurer to continue to pay payroll and discretionary expenses in accordance with the amounts approved for the 2019 budget and non-discretionary 2020 accounts as invoiced, until such time as the 2020 budget has been adopted.

305 - 376 d) **2019-148**
Office of the Chief Administrative Officer
Request by the Township of Central Frontenac to approve the Township of Central Frontenac Senior's Housing Business Plan

Recommendation:

Resolved That the Office of the Chief Administrative Officer – Request by the Township of Central Frontenac to approve the Township of Central Frontenac Senior's Housing Business Plan report be received for information;

And Further That County Council reaffirm its resolution to endorse the funding allocation and disbursements formulas for Seniors Housing projects and that payments to the Township of Central Frontenac be administered by staff as outlined in Staff Report 2016-104.

377 - 378 e) **2019-149**
Corporate Services
2019 Fairmount Home Accounts Receivables Write-Offs

Recommendation:

Resolved That the Council of the County of Frontenac receive this Corporate Services – 2019 Fairmount Home Accounts Receivable Write-Offs report;

And Further That Council authorize the Treasurer to write off accounts totalling $3,277.74.

379 - 380 f) **2019-150**

Corporate Services
2019 Federal Gas Tax Allocation

Recommendation:

Resolved That the Council of the County of Frontenac accept the Corporate Services – 2019 Federal Gas Tax Distribution By-law report;

And Further That the Clerk be directed to bring forward a by-law to authorize the distribution of Federal Gas Tax to the Townships for 2019.

381 - 383 g) **2019-151**
Corporate Services
Adoption of an Indemnification By-law for Members of Council and employees of the County of Frontenac

Recommendation:

Resolved That the Council of the County of Frontenac receive the Corporate Services – Adoption of an Indemnification By-law for Members of Council and employees of the County of Frontenac report;

And Further That the Clerk be authorized to bring forward a by-law later in the meeting respecting the protection of members of the Council of the Corporation of the County of Frontenac and its employees against liability incurred while acting on behalf of the County.

384 - 385 h) **2019-152**
Corporate Services
Amendments to the 2020 Howe Islander Ferry Fees and Fares By-law

Recommendation:

Resolved That Council of the County of Frontenac receive the Corporate Services –Amendments to the 2020 Howe Islander Ferry Fees and Fares By-law report;

And Further That a by-law be introduced later in the meeting to adopt the amended 2020 Frontenac-Howe Islander Ferry Fees and Fares Schedule;

And Further That By-law 2019-0035 be hereby rescinded.

386 - 388 i) **2019-153**
Office of the Chief Administrative Officer
Authorization to enter into a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) regarding a Shared Administrative Facility

Recommendation:

Be It Resolved That the Council of the County of Frontenac receive for information the Office of the Chief Administrative Officer – Authorization to enter into a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) regarding a Shared Administrative Facility;

And Further That County Council authorize the Warden and Clerk to execute a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) regarding a Shared Administrative Facility.

389 - 412 j) **2019-158**
Office of the Chief Administrative Officer
Authorization to enter into a Lease Agreement with the City of Kingston for a Land Ambulance Station located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON

Recommendation:
Be It Resolved That the Council of the County of Frontenac receive for information the Office of the Chief Administrative Officer – Authorization to enter into a Lease Agreement with the City of Kingston for an Ambulance Base located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON, report;

And Further That County Council authorize the Warden and Clerk to execute a Lease Agreement with the City of Kingston for an Ambulance Base located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON.

Information Reports from the Chief Administrative Officer

413 - 414 a) **2019-155**
Fairmount Home
Quarterly Update Activity Report

415 - 418 b) **2019-157**
Corporate Services
2019 Accessibility for Ontarians with Disabilities (AODA) Compliance Audit

419 - 454 c) **2019-156**
Fairmount Home
CARF Accreditation 2019

Reports from Council Liaison Appointees

a) Emergency and Transportation Services - Councillor Higgs

b) Long Term Care (Fairmount Home) - Councillor Martin

c) Corporate Services - Councillor MacDonald

d) Planning and Economic Development - Councillor Revill

Reports from External Boards and Committees

a) Kingston Frontenac Library Board Update - Councillor Revill

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

c) Housing and Homelessness Committee Update - Deputy Warden Smith

d) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Councillor Higgs

Reports from Advisory Committees of County Council

455 - 466 a) **Report of the Joint Frontenac Accessibility Advisory Committee**

That the Report received from the Frontenac Accessibility Advisory Committee be received and adopted.

Report of the Frontenac Accessibility Advisory Committee

The Frontenac Accessibility Advisory Committee reports and recommends as follows:

1. **2019-147**
Frontenac Accessibility Advisory Committee
Joint Accessibility Plan Annual Status Report

Be It Resolved That the Frontenac Accessibility Advisory Committee – Joint Accessibility Plan Annual Status report be received;

And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3), that a copy of this Annual Status Report, as amended, be posted to the County of Frontenac Website;

And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3.1) and (3.2), that a copy of this Annual Status Report be forwarded to the Frontenac Lower Tiers for posting on their respective websites.

Return to Council

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

Adoption of the Report of the Committee of the Whole Council

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

Motions, Notice of Which has Been Given

Giving Notice of Motion

Communications

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

a) Letter from Kingston Frontenac Public Library Regarding KFPL Board Appoints New Chief Librarian-Chief Executive Officer
[Distributed to Members of County Council November 22, 2019]

b) Letter from the Town of Whitchurch-Stouffville Regarding the Ban of Single-Use Disposable Wipes
[Distributed to Members of County Council November 22, 2019]

c) Letter from the Corporation of the Township of Larder Lake Regarding Main Street Revitalization Grant – Extension Request
[Distributed to Members of County Council November 22, 2019]

d) Letter from the Corporation of the Municipality of South Huron Regarding Support for Town of Prescott Resolution on the Transformation of Building Services and creation of a new Delegated Administrative Authority with Regard to Building Service Delivery
[Distributed to Members of County Council November 22, 2019]

e) Letter from the City of Kingston Regarding the 10-Year Housing and Homelessness Plan Update – Stakeholder Consultation
[Distributed to Members of County Council November 22, 2019]

f) From Kingston and Frontenac Housing Corporation Regarding Finance, Audit & Administration Committee Update
[Distributed to Members of County Council November 22, 2019]

g) From the Kingston Frontenac Housing Corporation providing November 25, 2019 Public Meeting Agenda
[Distributed to Members of County Council November 22, 2019]

h) Letter from the Corporation of the Town of Amherstburg Regarding Support for the Township of Springwater's Resolution Regarding Joint and Several Liability Consultation
[Distributed to Members of County Council November 29, 2019]

i) Letter from the Corporation of the Town of Amherstburg Regarding the Declaration of Climate Emergency
[Distributed to Members of County Council November 29, 2019]

j) Letter from the Township of South Frontenac Regarding the Ontario by Bike 2020 Publication
[Distributed to Members of County Council November 29, 2019]

k) Letter from Rural Ontario Municipal Association (ROMA) Regarding the Annual Conference on December 2, 2019.
[Distributed to Members of County Council November 29, 2019]

l) Invitation from Randy Hillier, MPP for Lanark-Frontenac-Kingston Regarding Randy's Annual Christmas Hootenanny
[Distributed to Members of County Council December 6, 2019]

m) Email from Dianne Dowling, Director of the National Farmers Union Local 316 Regarding Appreciation for the County's Support for Farmers through the Open Farms Event in September
[Distributed to Members of County Council December 6, 2019]

n) Letter from the Town of Plympton-Wyoming Regarding the Resolution to Support the Township if Springwater – Conservation Authority Levies
[Distributed to Members of County Council December 6, 2019]

o) Letter from the Township of Greater Madawaska Regarding Support for the Ministers to Allow for Electronic Delegation
[Distributed to Members of County Council December 6, 2019]

p) Holiday Card from Randy Hillier, MPP Lanark-Frontenac-Kingston
[Distributed to Members of County Council December 6, 2019]

q) Holiday Card from Warden Phillips and Members of Hasting County Council
[Distributed to Members of County Council December 6, 2019]

r) Letter from the Corporation of the City of Stratford Regarding the Support of Continuation of Programs of Ontario Conservation Authorities
[Distributed to Members of County Council December 13, 2019]

s) Letter from the Municipality of Hastings Highlands Regarding Joint and Several Liability Consultation
[Distributed to Members of County Council December 13, 2019]

t) Holiday Card from Doug Ford, Premier of Ontario
[Distributed to Members of County Council December 13, 2019]

u) Letter from the Christian Farmers Federation of Ontario Regarding Municipal Business Taxes
[Distributed to Members of County Council December 13, 2019]

Other Business

a) **Appointments to Advisory Committees**

1. Rural Urban Liaison Advisory Committee (RULAC)
One (1) member of County Council

Public Question Period

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

a) First and Second Reading

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

b) Third Reading

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

By-Laws

467 - 468 a) To declare lands legally described as Portland CON 1 PT Lots 1 and; 2 CON 2 PT Lots 2 AND 3 CON; 3 PT Lots 3 and 4 CON 4 PT; Lots 3 TO 7 CON 5 PT Lots 7; and 8 CON 6 PT Lot 7 CON 7 surplus the purpose of transferring portions of the former K&P to the Township of South Frontenac for the development of affordable seniors housing
[Proposed By-law No. 2019-0039]

469 - 471 b) To establish a fees and fares schedule for the Frontenac-Howe Islander Ferry operation for the year 2020
[Proposed By-law No. 2019-0041]

472 - 476 c) Respecting the protection of members of the Council of the Corporation of the County of Frontenac and its employees against liability incurred while acting on behalf of the County
[Proposed By-law No. 2019-0042]

477 - 478 d) To Authorize the Corporation of the County of Frontenac to distribute the Federal Gas Tax amongst its four lower-tier municipalities
[Proposed By-law No. 2019-0043]

479 e) To Authorize the Execution of a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) for a Shared Facility
[Proposed By-law No. 2019-0044]

480 - 481 f) To appoint the Warden and the Deputy Warden for the 2020 Council year
[Proposed By-law No. 2019-0045]

482	g)	To appoint Members of Council to Frontenac County Advisory Committees [Proposed By-law No. 2019-0046]
483	h)	To authorize the execution of a Lease Agreement with the City of Kingston for a Land Ambulance Station located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON [Proposed By-law No. 2019-0047]
484 - 485	i)	To confirm all actions and proceedings of County Council on December 18, 2019 [Proposed By-law No. 2019-0048]

Adjournment

FRONTENAC

Minutes of the Regular Meeting of Council
November 20, 2019

A regular meeting of the Council of the County of Frontenac was held in the Kingston Frontenac Rotary Auditorium at the County Administrative Office, 2069 Battersea Road, Glenburnie on Wednesday, November 20, 2019 and was called to order at 9:00 a.m. Regular business commenced at 9:30 AM

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

Present: Warden Ron Higgins, Deputy Warden Fran Smith, Councillors Ron Vandewal, Denis Doyle, Bruce Higgs, Bill MacDonald, Gerry Martin and Alan Revill

Also Present: **County:**
Kelly Pender, Chief Administrative Officer
Gale Chevalier, Chief/Director of Emergency & Transportation Services
Joe Gallivan, Director of Planning and Economic Development
Susan Brant, Director of Corporate Services/Treasurer
Lisa Hirvi, Administrator-Fairmount Home
Jannette Amini, Manager of Legislative Services/Clerk
Richard Allen, Manager of Economic Development
Marco Smits, Communications Officer

Closed Session

Motion #: 187-19 Moved By: Councillor Doyle
Seconded By: Deputy Warden Smith

Resolved That Council resolve itself into Committee of the Whole closed session as authorized under Section 239 of The Municipal Act, to consider:

1. Adoption of Closed Minutes of Meetings held October 16, 2019;
2. Labour relations or employee negotiations - as it relates to the contract with the Ministry of Transportation (MTO) for the Howe Island Ferry;
3. Labour relations or employee negotiations - as it relates to attendance management;
4. Labour relations or employee negotiations - as it relates to potential staffing at Fairmount Home;
5. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose - as it relates to a request made under the Municipal Freedom of Information and Protection of Privacy Act for legal opinions provided to Council and received by Council in Closed Session.

Carried

Motion #: 188-19 Moved By: Councillor Higgs
Seconded By: Councillor MacDonald

Resolved That Council rise from Committee of the Whole closed session, that procedural By-law 2013-0020 be waived and that the Warden Report.

Carried

Motion #: 189-19 Moved By: Councillor Revill
Seconded By: Councillor MacDonald

Resolved That the Council of the County of Frontenac direct staff to refuse disclosure of any legal opinion provided to Frontenac County Council (or member thereof) in connection with Council's decision on November 16, 2016 to lift restrictions on large farm vehicles using the Hose Island Ferry.

Carried

Approval of Addendum

Motion #: 190-19 Moved By: Councillor Revill
Seconded By: Councillor Martin

Resolved That the addendum for the November 20, 2019 meeting of the Council of the County of Frontenac be approved.

Carried
(a 2/3 vote was received)

Disclosure of Pecuniary Interest and General Nature Thereof

There were none.

Adoption of Minutes

a) Minutes of Meeting held October 16, 2019

Motion #: 191-19 Moved By: Councillor Vandewal
Seconded By: Councillor Doyle

Resolved That the minutes of the regular Council meeting held October 16, 2019 be adopted.

Carried

Deputations and/or Presentations

Proclamations

Move into Committee of the Whole

Motion #: 192-19 Moved By: Deputy Warden Smith
Seconded By: Councillor Higgs

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

Carried

Briefings

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

Unfinished Business

Recommend Reports from the Chief Administrative Officer

a) **2019-133**
Corporate Services
Declaration of Surplus Lands for the purpose of transferring portions of the K&P Trail to the Township of South Frontenac to aid the Township's development of affordable seniors' housing

Motion #: 193-19 Moved By: Councillor MacDonald
Seconded By: Councillor Revill

Be It Resolved That the Council of the County of Frontenac accept the Corporate Services – Declaration of Surplus Lands for the purpose of transferring portions of the K&P Trail to the Township of South Frontenac to aid the Township's development of affordable seniors' housing report;

And Further That in accordance with By-law 17-1995 the Council of the County of Frontenac pass a by-law later in the meeting to declare lands identified by PIN#361460591, legally described as Portland CON 1 PT Lots 1 and; 2 CON 2 PT Lots 2 AND 3 CON; 3 PT Lots 3 and 4 CON 4 PT; Lots 3 TO 7 CON 5 PT Lots 7; and 8 CON 6 PT Lot 7 CON 7 surplus for the purpose of transferring portions of the former K&P to the Township of South Frontenac to aid the Township's development of affordable seniors' housing;

And Further That staff be directed to negotiate the terms of a land sale with South Frontenac for part of the County owned property located in Verona from Bank Street to the Prince Charles Public School; legally described as Portland CON 1 PT Lots 1 and; 2 CON 2 PT Lots 2 AND 3 CON; 3 PT Lots 3 and 4 CON 4 PT; Lots 3 TO 7 CON 5 PT Lots 7; and 8 CON 6 PT Lot 7 CON 7; subject to the following conditions:

- Purchase part of the said property for the purposes of aiding the Township's development of affordable seniors' housing;
- The Township maintaining public access to the K&P Trail along the subject lands, including the construction of a multi-use pathway, the configuration of which would be determined through the housing development process;
- Grant an Easement in the favour of the County of Frontenac over the lands to the County of Frontenac for the purpose of access to the K&P Trail;
- Purchase the said property for $2.00, in addition to covering all legal, surveying and/or other closing costs, including easement and registration costs.

And Further That the Clerk be directed to give public notice of Council's intention in accordance with By-law No. 17-1995.

Carried

b) 2019-134
Corporate Services
Authorization to enter into an Agreement with the Eastern Ontario Regional Network (EORN) for improvements of cellular coverage in Eastern Ontario

Motion #: 194-19 Moved By: Councillor Martin
Seconded By: Councillor Vandewal

Be It Resolved That the Council of the County of Frontenac receive for information the Corporate Services – Authorization to enter into an Agreement with the Eastern Ontario Regional Network (EORN) for improvements of cellular coverage in Eastern Ontario report;

And Further That County Council authorize the Warden and Clerk to enter into an Agreement with the Eastern Ontario Regional Network (EORN) to provide $389,750 in funding for improvements of cellular coverage in Eastern Ontario.

Carried

c) 2019-135
Corporate Services
Termination of Agreement with Local Authority Services (LAS) for the provision of Closed Meeting Investigator Services

Motion #: 195-19 Moved By: Councillor Doyle
Seconded By: Councillor Higgs

Resolved That the Council of the County of Frontenac receive the Corporate Services – Termination of Agreement with Local Authority Services (LAS) for the provision of Closed Meeting Investigator Services report;

And Further That the County of Frontenac terminate the contract with Local Authority Services (LAS) for the provision of Closed Meeting Investigator Services for the County of Frontenac, reverting to the Ontario Ombudsman as the County's default Closed Meeting Investigator.

Carried

d) 2019-136
Emergency and Transportation Services
Queen's Homecoming Resources

Motion #: 196-19 Moved By: Councillor MacDonald
Seconded By: Councillor Revill

Resolved That the Council of the County of Frontenac receive the Emergency and Transportation Services – Queen's Homecoming Resources report for information;

And Further That Council direct staff to enter into discussions with Queen's University to request reimbursement for resources required to staff for Queen's Homecoming annually.

And Further That staff add to the discussion a request for compensation form Queen's University for costs incurred by Frontenac Paramedics for Homecoming 2019.

Carried As Amended
(See motion to Amend below which was Carried)

Motion to Amend

Motion #: 197-19 Moved By: Warden Higgs
Seconded By: Councillor Doyle

Be it Resolved That an additional clause be added:

> **And Further That** staff add to the discussion a request for compensation form Queen's University for costs incurred by Frontenac Paramedics for Homecoming 2019.

Carried

e) 2019-137
Office of the Chief Administrative Officer
Fairmount Home - Bed Expansion

Motion #: 198-19 Moved By: Councillor Martin
Seconded By: Councillor Vandewal

Resolved That the Council of County of Frontenac receive the Office of the Chief Administrative Officer – Fairmount Home – Bed Expansion Decision Report;

And Further That a decision with respect to the expansion of Fairmount Home be deferred pending the completion of the Long Term Care Report in 2020 and a better understanding of the direction of the Province of Ontario with respect to the governance and operation of long term care in the context of Provincial health care reform, including the establishment of Ontario Health Teams;

And Further That the scope of the Long Term Care review be amended to include a high level analysis of the budget implication of adding an additional 32 beds to Fairmount Home.

Carried

f) 2019-144
Corporate Services
Authorization to Complete a Joint Expression of Interest for Municipal Modernization Program

Motion #: 199-19 Moved By: Councillor Doyle
Seconded By: Warden Higgins

Be It Resolved That the Council of the County of Frontenac receive for information the Corporate Services – Authorization to complete a Joint Expression of Interest for Municipal Modernization Program;

And Further That County Council authorize staff to complete a joint submission of an expression of interest to the Municipal Modernization Program with the member municipalities in Frontenac.

Carried

g) 2019-145
Planning and Economic Development
Authorization to Complete an Expression of Interest for the Municipal Modernization Program

Motion #: 200-19 Moved By: Councillor MacDonald
Seconded By: Councillor Higgs

Be It Resolved That the Council of the County of Frontenac receive for information the Planning and Economic Development – Authorization to Complete an Expression of Interest for the Municipal Modernization Program;

And Further That County Council authorize staff to complete a submission of an expression of interest to the Municipal Modernization Program to complete a third party review of the Frontenac County Economic Development program.

Carried

Information Reports from the Chief Administrative Officer

a) 2019-138
Planning and Economic Development
Release of Environmental Benefit Permit – Johnston Point – County File 10CD-2014/002

b) 2019-139
Corporate Services
2019 Third Quarter Financial Summary

13 Reports from Council Liaison Appointees

a) Emergency and Transportation Services - Councillor Higgs

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

b) Long Term Care (Fairmount Home) - Councillor Martin

Councillor Martin provided an overview of Long Term Care (Fairmount Home) liaison activities since the last Council Meeting

c) Corporate Services - Councillor MacDonald

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

d) Planning and Economic Development - Councillor Revill

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

Reports from External Boards and Committees

a) Kingston Frontenac Library Board Update - Councillor Revill

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

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

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

c) Housing and Homelessness Committee Update - Deputy Warden Smith

No Report.

d) Food Policy Council of Kingston, Frontenac, Lennox and Addington - Councillor Higgs

Councillor Higgs provided an overview of the Food Policy Council, Kingston, Frontenac Lennox and Addington activities since the last Council meeting.

Reports from Advisory Committees of County Council

a) Report of the Community Development Advisory Committee (CDAC)

Motion #: 201-19 Moved By: Councillor Martin
Seconded By: Councillor Revill

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

Report of the Community Development Advisory Committee

The Community Development Advisory Committee reports and recommends as follows:

1. **2019-031**
   Community Development Advisory Committee
   Open Farms in Frontenac 2019

   Be It Resolved That the County of Frontenac maintain its commitment to Open Farms on an annual basis.

   Carried

Return to Council

Motion #: 202-19 Moved By: Councillor Vandewal
Seconded By: Warden Higgins

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

Carried

Adoption of the Report of the Committee of the Whole Council

Motion #: 203-19 Moved By: Deputy Warden Smith
Seconded By: Councillor Doyle

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

Carried

Motions, Notice of Which has Been Given

Giving Notice of Motion

Communications

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

a) Letter from Ontario's Highlands Tourism Organization Regarding the OH!Tourism Summit 2019, OHTO's 9th Annual Tourism Conference and AGM.
[Distributed to Members of County Council October 18, 2019]

b) From the Ministry of Municipal Affairs and Housing regarding the County's Financial Indicator Review
[Distributed to Members of County Council October 18, 2019]

c) From the Municipality of West Elgin regarding resolution comments on the Provincial Policy Statement
[Distributed to Members of County Council October 18, 2019]

d) Letter of Support from The Municipality of West Elgin Regarding the Resolution of the Town of the Blue Mountains
[Distributed to Members of County Council October 25, 2019]

e) Letter of Support from The Municipality of West Elgin Regarding the Resolution of the Town of Penetanguishene
[Distributed to Members of County Council October 25, 2019]

f) Letter from the Township of Puslinch Regarding the 2019 Provincial Policy Statement Review
[Distributed to Members of County Council October 25, 2019]

g) Letter from the Township of Springwater Regarding Nottawasaga Valley Conservation Authority Levy
[Distributed to Members of County Council October 25, 2019]

h) Letter from the Township of Springwater Regarding Conservation Authority Levies
[Distributed to Members of County Council October 25, 2019]

i) Letter from the Town of Ingersoll Regarding the Support for Continuation of Mandatory and Non-Mandatory Programs of the Upper Thames River Conservation Authority (UTRCA)
[Distributed to Members of County Council October 25, 2019]

j) Letter from the Corporation of the Township of Schreiber Regarding Budget Cuts to the Ontario Library Service-North
[Distributed to Members of County Council October 25, 2019]

k) Email from the Condominium Authority of Ontario Regarding the MPs, MPPs and Municipal Leaders Information Kit
[Distributed to Members of County Council October 25, 2019]

l) Letter from the Lanark Animal Welfare Society Regarding a Request for a Community Services Grant in the Amount of $1,000 for 2020
[Distributed to Members of County Council November 1, 2019]

m) Letter from the Corporation of the Town of Kingsville Regarding the Support of Local Health Care Services
[Distributed to Members of County Council November 1, 2019]

n) Invitation from Queen's University Regarding the Principal's Community Breakfast on Friday, November 22, 2019.
[Distributed to Members of County Council November 1, 2019]

o) Letter from the Municipality of Prescott Regarding Provincial Consultation on the Transformation of Building Services in Ontario
[Distributed to Members of County Council November 1, 2019]

p) Letter from the Grey Sauble Conservation Authority Board of Directors Regarding Resolution No. FA-19-116
[Distributed to Members of County Council November 8, 2019]

q) Letter from the Township of Stirling-Rawdon Regarding Municipal Liability and Insurance Costs
[Distributed to Members of County Council November 8, 2019]

r) Letter from the Town of Wasaga Beach Regarding the Resolution from the Township of Springwater – Nottawasaga Valley Conservation Authority Levy
[Distributed to Members of County Council November 15, 2019]

s) Letter from the Township of Perry Regarding Transforming and Modernizing the Delivery of Ontario's Building Code
[Distributed to Members of County Council November 15, 2019]

Other Business

Public Question Period

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

a) First and Second Reading

Motion #: 204-19 Moved By: Councillor Higgs
Seconded By: Councillor MacDonald

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

Carried

b) Third Reading

Motion #: 205-19 Moved By: Councillor Higgs
Seconded By: Councillor MacDonald

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

Carried

By-Laws

a) To Authorize the Warden and Clerk to Execute and Agreement for the Use of Reserves for the Eastern Ontario Regional Network (EORN) improvements of Cellular Coverage in Eastern Ontario
[Proposed By-law No. 2019-0038]

b) To declare lands legally described as Portland CON 1 PT Lots 1 and; 2 CON 2 PT Lots 2 AND 3 CON; 3 PT Lots 3 and 4 CON 4 PT; Lots 3 TO 7 CON 5 PT Lots 7; and 8 CON 6 PT Lot 7 CON 7 surplus the purpose of transferring portions of the former K&P to the Township of South Frontenac for the development of affordable seniors housing
[Proposed By-law No. 2019-0039]
[First and Second Reading only]

c) To Confirm All Actions and Proceeding of County Council at its Meeting on November 20, 2019
[Proposed By-law No. 2019-0040]

Adjournment

Motion #: 205-19 Moved By: Councillor Revill
Seconded By: Councillor Martin

That the meeting hereby adjourn at 10:23 a.m.

Carried

_____ _____

Ron Higgins, Warden Jannette Amini, Clerk



AGENDA ITEM #b)

What is RTO 9 – South Eastern Ontario

- Regional Tourism Organization – 13 in the Province of Ontario
- Funded by The Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI)
  - $1,171,297.00 + $219,000.00 (Partnership Funds)
- Governed by a 13 member Board of Directors
- Supported by a RTO Advisory Committee
- Operate under the guidelines outlined by MHSTCI

www.tourismtalk.ca

www.southeasternontario.ca






South Eastern
ONTARIO

This beautiful stretch of Ontario is entirely linked by water – from Cornwall on the St. Lawrence River to Lake Ontario's Kingston and on to Belleville on the Bay of Quinte. In between, South Eastern Ontario is dotted by the Rideau Lakes and winds its way north along the UNESCO Rideau Canal



AGENDA ITEM #b)

2019/2020 Board of Directors

- Kathrine Christensen, *Chair, Gananoque*
- Sean Billing, *Vice-Chair, Kingston*
- Megan Knott, *Treasurer, Kingston*
- Heather Ford, *Kingston*
- Melissa Eapen, *Kingston*
- Richard Allen, *At Large*
- Kevin Lajoie, *Cornwall & S, D & G*
- Trevor Norris, *Bay of Quinte*
- Elizabeth Pilon, *At Large*
- Pam Robertson, *Brockville*
- Carol Sudds, *Leeds & Grenville*
- Rob Plumley, *Land O'Lakes*
- Edward Shubert, *Prince Edward County*



Product Development

- CBRE Accommodation Tracking
- Regional Data/Research Collection
- Travel Trade Development Training
- Ontario Signature Experiences







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Workforce Development

- Industry Workshops
  - Human Trafficking, Experiential Tourism, Culinary Tourism, Social Media, Staging Events
- OTEC – working groups






Investment Attraction

- Ontario East Economic Development Corporation
- Community Engagement
- Investment and Development Office (IDO)

Marketing

- Destination marketing
- FAMS
- Social media/blogging/influencers
- Contests
- Collateral material
- Photo/Video Library



2019/2020 Partnership Funds

- $219,000.00 (50/50)
- Collaboration amongst stakeholders and destinations
- 4 Initiatives
  - Travel Media & FAM Tour support
  - Development & Enhancement of Festivals & Events
  - Development & Enhancement of Existing Product
  - Product Development Training
- 23 Projects
- Over $500,000.00 of economic impact






Tourism matters in South Eastern Ontario

- South Eastern Ontario – 7.7 million visitors
- $817 million in visitor spending
- GDP is $526 million
- $173 million in tax revenue
- $71 billion combined for the province of Ontario



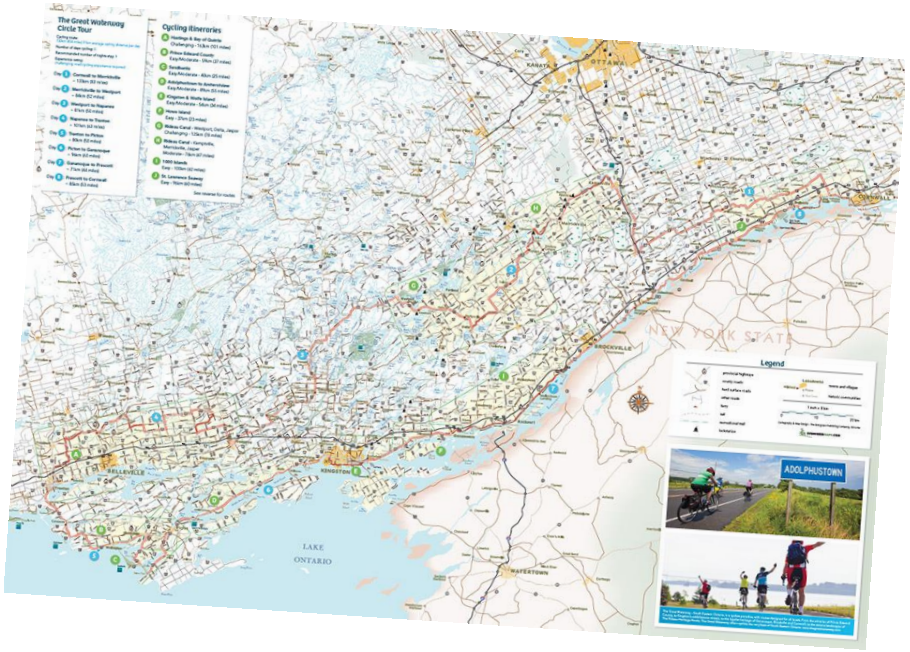




www.tourismtalk.ca

RTO 9
Regional Tourism
ORGANIZATION

650 Dalton Ave
Kingston, ON
K7M 8N7
613 344-2095
www.tourismtalk.ca
www.southeasternontario.ca



RTO 9 Team

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Ext.102

Steve Weir – Marketing and Communications Manager
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Lindsay Medeiros – Digital Media Specialist
lmedieors@thegreatwaterway.com
Ext.104

South Eastern
ONTARIO

AGENDA ITEM #b)

Thank You!







#tourismmatters

Mr. Kelly Pender , Chief Administrative Officer, will provide Council wi...
Page 34 of 485

Administrative Report

December 18, 2019
Report 2019-11



FRONTENAC

AGENDA ITEM #a)

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

CAO Schedule

- EOWC –OHBA meeting, November 21, Belleville
- Eastern Ontario Treasurers, November 29, County of Frontenac
- Marysville Secondary Plan Open House, December 5, Frontenac Islands
- Regional Roads Meeting, December 5, South Frontenac Township
- EOWC meeting December 6, County of Frontenac
- NG9-1-1 Workshop, December 10, Kingston
- Warden's Wine and Cheese, December 12, Grace Centre, Sydenham
- AMO Public Health Technical Working Group Meeting, December 16, Toronto
- County Council December 18, 2019
- Eastern Ontario Wardens' Caucus Meeting January 9 and 10, Kingston

FRONTENAC

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

EOWC Updates

Eastern Ontario Wardens' Caucus

- EOLC December 5, County of Frontenac
  - » Agenda included: Governance, Budget and Project Funding
- EOWC December 6, County of Frontenac
  - » Agenda included: Review of Regional Paramedic Study, Meeting with Jim Pine and Alison Blair
  - » Warden Higgins confirmed as Chair of the EOLC for 2020 - Congratulations
- EOWC Inaugural Warden's Meeting January 9 and 10, 2010, Kingston, Delta
  - » Election of Officers, Agenda Setting for 2020 and Meeting with MPs and MPPs

Mr. Kelly Pender , Chief Administrative Officer, will provide Council wi...
Page 37 of 485

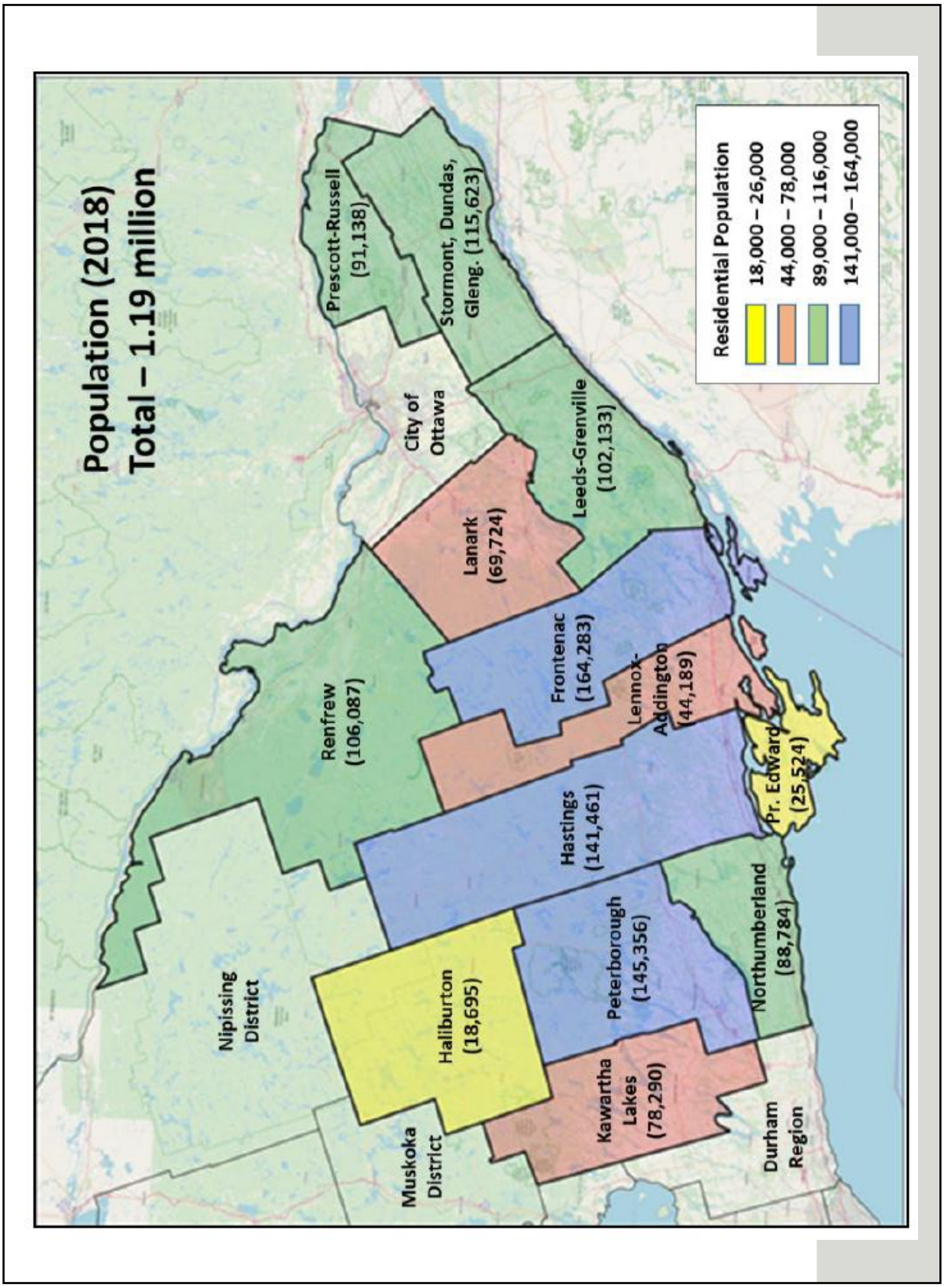
EOWC Updates

Eastern Ontario Wardens' Caucus

Eastern Ontario Paramedic Situational Review – 3 Key Findings:

1. The dispatch system needs to be fixed
   - 68% of calls are dispatched at the highest urgency – reality only 26% actually are highest urgency
2. Hospital offload delays must be addressed
   - We learned from the review that, despite an overall decline in Emergency Department visits at hospitals, the time spent by Eastern Ontario paramedics in hospital offload delay is increasing annually. In Eastern Ontario alone, time lost to hospital offload delay averages 4.83 ambulance shifts per day, at an annual cost of approximately $4.8 million
3. Community Paramedicine programs must be funded
   - Seniors are only 22.8% of the population but account for 55% of ambulance response. Community Paramedicine is a effective program to reduce call volume and ER visit

AGENDA ITEM #a)



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

Paramedic Service	Deployment Model	Scope of Practice	Total Staffing	PCP (FT)	PCP (PT)	ACP (FT)	ACP (PT)	Bargaining Unit
Frontenac County Paramedic Service	Fixed Station	PCP-ACP	174	57	53	25	11	OPSEU 462
Haliburton County Paramedic Service	Fixed Station	PCP	57	24	28	0	0	CUPE 4435
Hastings-Quinte Paramedic Service	Fixed Station	PCP-ACP	151	42	54	38	2	CUPE 1842
Kawartha Lakes Paramedic Service	Fixed Station	PCP-ACP	102	21	38	23	5	OPSEU 371
Lanark County Paramedic Service	Fixed Station	PCP-ACP	95	43	40	3	1	CUPE 4480
Leeds-Grenville Paramedic Service	Fixed Station	PCP-ACP	121	58	41	10	1	CUPE 4440
Lennox & Addington Paramedic Service	Fixed Station	PCP-ACP	78	20	38	12	4	OPSEU 422
Northumberland County Paramedic Service	Fixed Station	PCP-ACP	113	37	40	19	2	OPSEU 381
Peterborough County/City Paramedic Services	Fixed Station	PCP-ACP	155	49	63	19	4	CUPE 4911
Prescott-Russell Paramedic Service	Fixed Station	PCP-ACP	117	31	31	32	6	CUPE 7911
Renfrew County Paramedic Service	Fixed Station	PCP-ACP	156	32	61	31	19	CUPE 4968
Cornwall-SDG Paramedic Service	Central Start	PCP-ACP	118	59	32	7	3	CUPE 5734
Total – Eastern Region			**1,437**	**473**	**519**	**219**	**58**	

FRONTENAC

AGENDA ITEM #a)

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

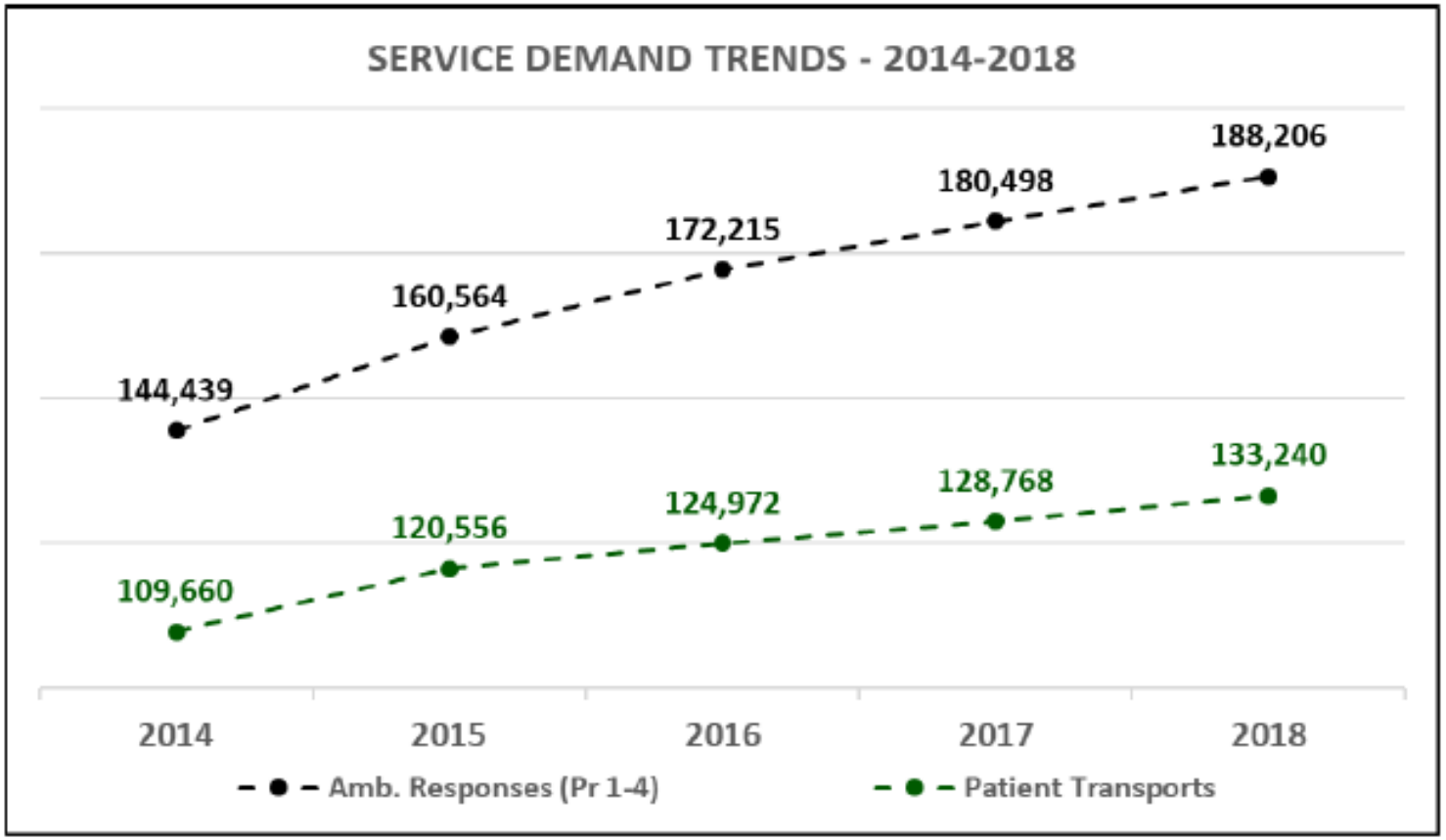
Mr. Kelly Pender , Chief Administrative Officer, will provide Council wi...

Paramedic Service	Ambulances (Veh-Hrs)		PRU (Veh-Hrs)		Staffed Amb's Day / Night
	2018	2019	2018	2019	2019
Frontenac Paramedics	75,920	77,380	0	0	10 / 8
Haliburton County Paramedic Service	26,712	27,144	0	0	4 / 2
Hastings-Quinte Paramedic Service	87,185	87,185	0	0	13 / 8
Kawartha Lakes Paramedic Service	45,677	50,057	0	0	7 / 5
Lanark County Paramedic Service	44,928	44,928	11,648	11,648	8 / 4
Leeds-Grenville Paramedic Service	65,700	74,460	0	0	11 / 6
Lennox & Addington Paramedic Service	37,230	39,420	0	0	6 / 3
Northumberland County Paramedic Service	56,940	56,940	0	2,392	7 / 6
Peterborough County/City Paramedic Services	67,014	74,460	1,752	0	10 / 7
Prescott-Russell Paramedic Service	67,884	67,884	6,570	6,570	9 / 7
County of Renfrew Paramedic Service	74,460	74,460	17,520	17,520	10 / 7
Cornwall-SDG Paramedic Service	68,640	68,640	6,240	6,240	10 / 6
Total – Eastern Region	**718,290**	**742,958**	**43,730**	**44,370**	**105 / 69**

ENAC

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

Exhibit 4.1: Service Demand Trends in EOWC Jurisdiction



FRONTENAC

AGENDA ITEM #a)

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

Exhibit 4.2: Demand Trends by Service, 2014-2018

Paramedic Service	Responses 2,018	% Change from 2014	Transports 2,018	% Change from 2014	90% Resp. Time 2,018	% Change from 2014
Frontenac County PS	23,194	19.6%	16,650	8.5%	13:17	1.3%
Haliburton County PS	3,383	30.4%	2,634	26.0%	24:05	0.1%
Hastings Quinte PS	24,531	32.4%	17,676	23.6%	17:49	6.6%
Kawartha Lakes PS	11,525	24.2%	8,186	12.7%	19:06	6.0%
Lanark County PS	13,397	38.2%	10,174	34.7%	14:39	3.1%
Leeds-Grenville PS	14,757	28.2%	10,855	25.7%	17:43	-0.9%
Lennox & Addington PS	7,005	42.7%	5,184	34.0%	19:17	-4.5%
Nothumberland County PS	13,831	42.2%	10,520	36.7%	15:46	-3.5%
Peterborough County/City PS	24,445	38.4%	16,451	22.7%	15:29	-4.7%
Prescott-Russell PS	13,221	28.4%	8,950	17.1%	16:20	2.6%
Renfrew County PS	18,759	34.3%	13,020	25.1%	18:01	4.7%
Cornwall-SDG PS	20,158	19.5%	12,940	13.1%	16:33	-3.8%
Total - Eastern Region	188,206	30.3%	133,240	21.5%	--	--

AGENDA ITEM #a)

Exhibit 7.3: Unit Utilization Metrics (2018)

Paramedic Service	Avg. Call Duration (Hrs)	Unit Utilization			Likely Amb. Availability		
		Day	Night	24-Hour	Day	Night	24-Hour
Frontenac County PS	1.01	35%	25%	31%	65%	75%	69%
Haliburton County PS	1.56	23%	13%	20%	77%	87%	80%
Hastings Quinte PS	1.03	33%	24%	29%	67%	76%	71%
Kawartha Lakes PS	1.07	31%	21%	27%	69%	79%	73%
Lanark County PS	1.05	38%	21%	31%	62%	79%	69%
Leeds-Grenville PS	1.26	32%	21%	28%	68%	79%	72%
Lennox & Addington PS	1.33	28%	20%	25%	72%	80%	75%
Nothumberland County PS	1.10	35%	17%	27%	65%	83%	73%
Peterborough County/City PS	0.95	43%	25%	35%	57%	75%	65%
Prescott-Russell PS	1.75	46%	20%	34%	54%	80%	66%
Renfrew County PS	1.39	46%	19%	35%	54%	81%	65%
Cornwall-SDG PS	1.18	40%	26%	35%	60%	74%	65%
Eastern Region	1.17	37%	22%	31%	63%	78%	69%

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

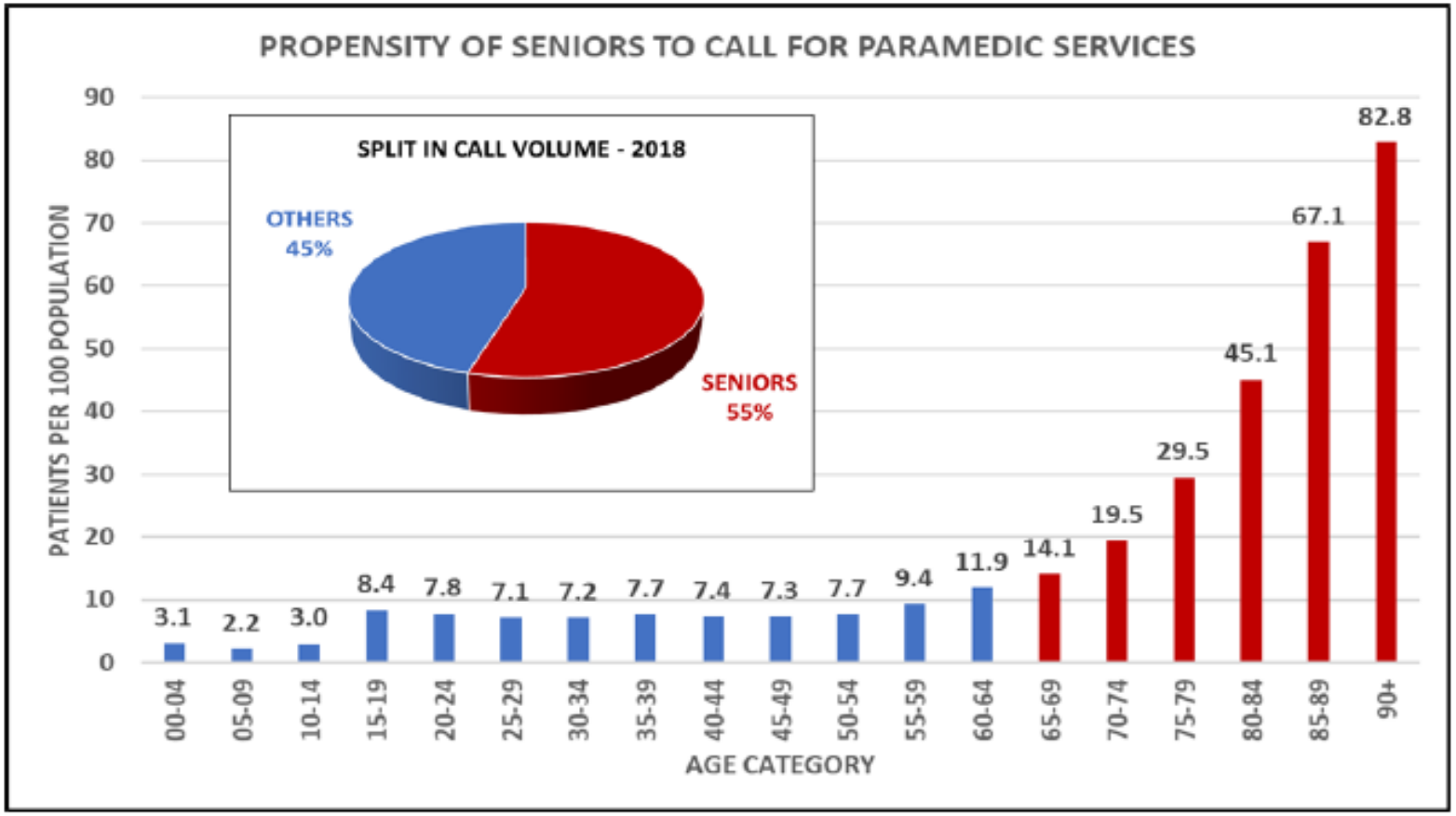
AGENDA ITEM #a)

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Exhibit 8.2: Offload Delay Impact

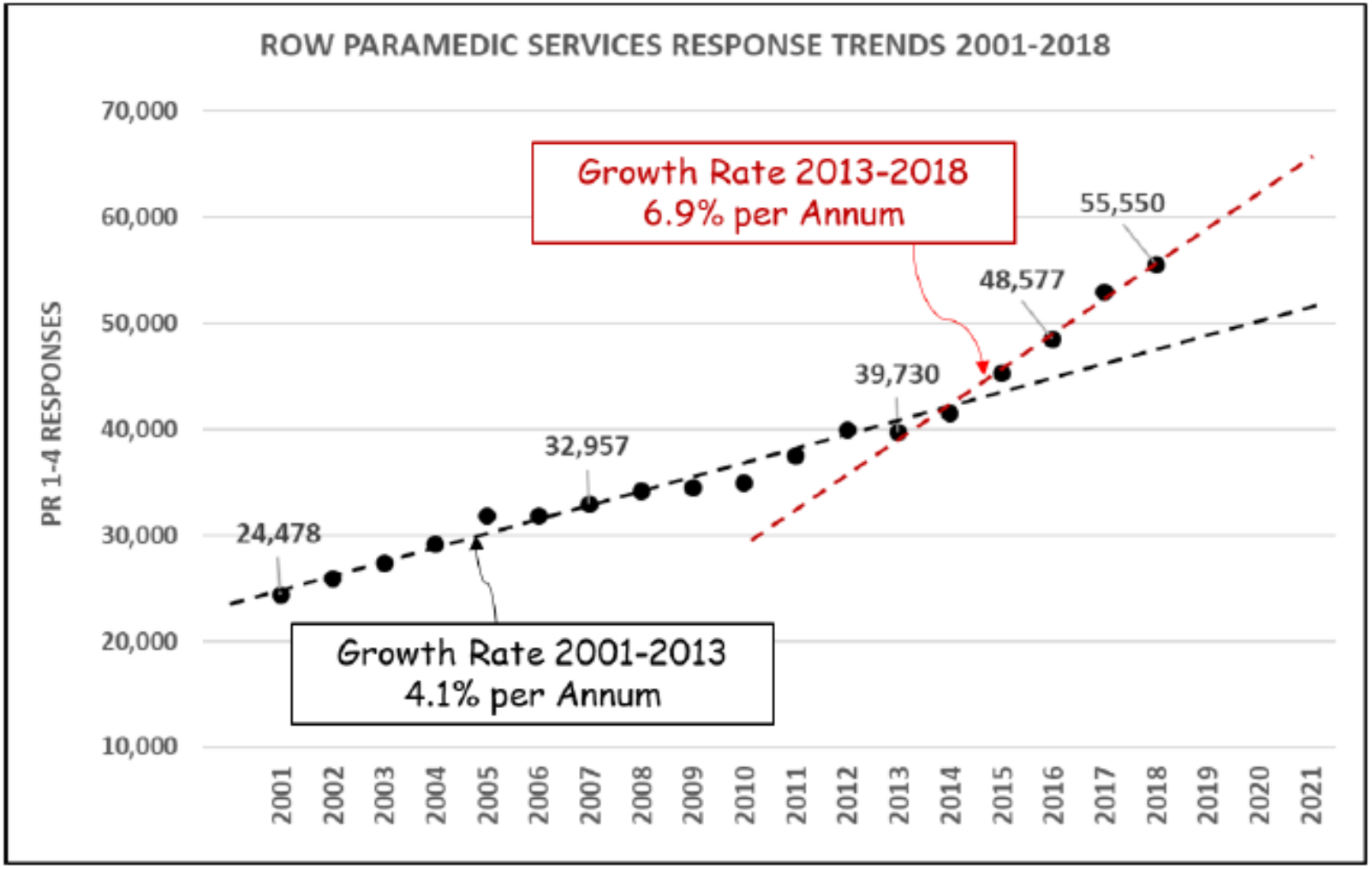
Paramedic Service	UU 24 Hour	Offload Delay (2018)			
		OLD Incidents	OLD Hours	Coverage Hrs	12-Hr Shifts
Frontenac County PS	31%	3,342	591	1,909	0.44
Haliburton County PS	20%	423	186	944	0.22
Hastings Quinte PS	29%	896	255	881	0.20
Kawartha Lakes PS	27%	1,392	464	1,711	0.39
Lanark County PS	31%	866	329	1,048	0.24
Leeds-Grenville PS	28%	1,213	390	1,382	0.32
Lennox & Addington PS	25%	331	66	265	0.06
Nothumberland County PS	27%	1,543	558	2,081	0.48
Peterborough County/City PS	35%	2,859	1,089	3,133	0.72
Prescott-Russell PS	34%	3,616	1,238	3,636	0.83
Renfrew County PS	35%	2,067	658	1,879	0.43
Cornwall-SDG PS	35%	2,854	790	2,284	0.52
Eastern Region	31%	21,402	6,615	21,154	4.83

Exhibit 9.1: Propensity of Seniors to Call for Paramedic Services



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

Exhibit 8.4: ROWPS Response Trends, 2001-2018



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

Exhibit 10.1: Response Volume Forecasts – Eastern Ontario

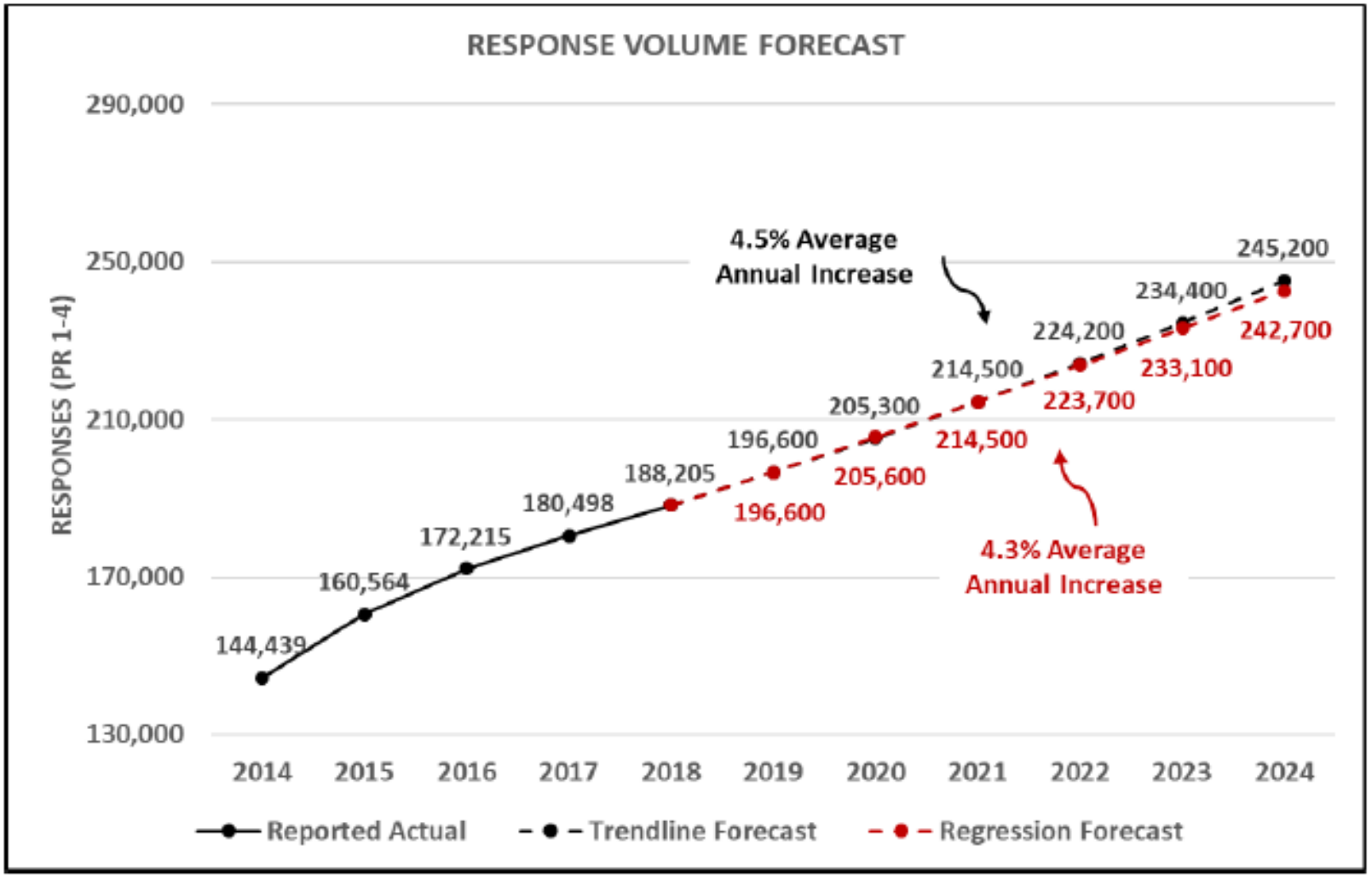


Exhibit 12.3: PTSD Costs

Paramedic Service	PTSD Costs 2017			
	WSIB Claims	Train'g/Supp.	Total Cost	Prov'l Funding
Frontenac Paramedics	$80,200	$27,000	$107,200	$29,200
Haliburton County PS	$0	$13,100	$13,100	$3,600
Hastings Quinte PS	$231,000	$24,000	$255,000	$70,500
Kawartha Lakes PS	$71,100	$58,100	$129,200	$26,500
Lanark County PS	$153,000	$34,200	$187,200	$51,000
Leeds-Grenville PS	$258,500	$173,300	$431,800	$114,300
Lennox & Addington PS	$44,000	$34,700	$78,700	$32,000
Nothumberland County PS	$65,600	$39,200	$104,800	$28,100
Peterborough County/City PS	$53,900	$32,400	$86,300	$26,500
Prescott-Russell PS	$25,400	$0	$25,400	$7,000
County of Renfrew PS	$177,300	$54,500	$231,800	$58,400
Cornwall-SDG PS	na	na	na	na
Eastern Region	$1,160,000	$490,500	$1,650,500	$447,100

Note: (a) NA means not available; (b) Values are rounded to nearest hundred.

AC

AGENDA ITEM #a)

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AGENDA ITEM #a)

Exhibit 12.2: Operating Costs by Service, 2014-2018

Paramedic Service	Total Operating $ Million 2,018	Avg. Annual Inc. since 2014	Municipal Share $ Million 2,018	Avg. Annual Inc. since 2014
Frontenac County PS	$18.9	4.6%	$9.3	4.7%
Haliburton County PS	$5.7	5.1%	$2.8	3.5%
Hastings Quinte PS	$20.2	5.4%	$9.9	5.7%
Kawartha Lakes PS	$10.4	3.3%	$5.9	6.5%
Lanark County PS	$10.1	4.5%	$4.9	3.2%
Leeds-Grenville PS	$13.5	6.3%	$7.1	6.6%
Lennox & Addington PS	$7.8	6.6%	$4.2	5.1%
Nothumberland County PS	$13.7	5.7%	$6.2	3.0%
Peterborough County/City PS	$16.2	4.5%	$8.2	4.1%
Prescott-Russell PS	$15.1	4.9%	$7.4	3.7%
Renfrew County PS	$18.1	4.0%	$8.7	4.0%
Cornwall-SDG PS	$14.8	4.5%	$7.7	4.0%
Total - Eastern Region	$164.5	4.9%	$82.4	4.6%

Exhibit 12.4: Capital Assets - Facilities

Paramedic Service	# Stations Owned	Acquisition Value	Accumulated Depreceiation	Current Net Book Value
Frontenac Paramedics	5	$2,670,000	$467,000	$2,203,000
Haliburton County PS	3	$1,771,000	$269,000	$1,502,000
Hastings Quinte PS	2	$548,000	$87,000	$461,000
Kawartha Lakes PS	5	$1,078,000	$585,000	$493,000
Lanark County PS	0	--	--	--
Leeds-Grenville PS	1	$550,000	$118,000	$432,000
Lennox & Addington PS	4	$3,207,000	$417,000	$2,790,000
Nothumberland County PS	4	$7,662,000	$930,000	$6,732,000
Peterborough County/City PS	3	$5,903,000	$1,450,000	$4,453,000
Prescott-Russell PS	5	$4,494,000	$1,055,000	$3,439,000
County of Renfrew PS	5	$5,182,000	$1,063,000	$4,119,000
Cornwall-SDG PS	2	$5,028,000	$1,108,000	$3,920,000
Eastern Region	39	$38,093,000	$7,549,000	$30,544,000

Values rounded to nearest thousand

Exhibit 12.7: Operating Revenue by Source (2018)

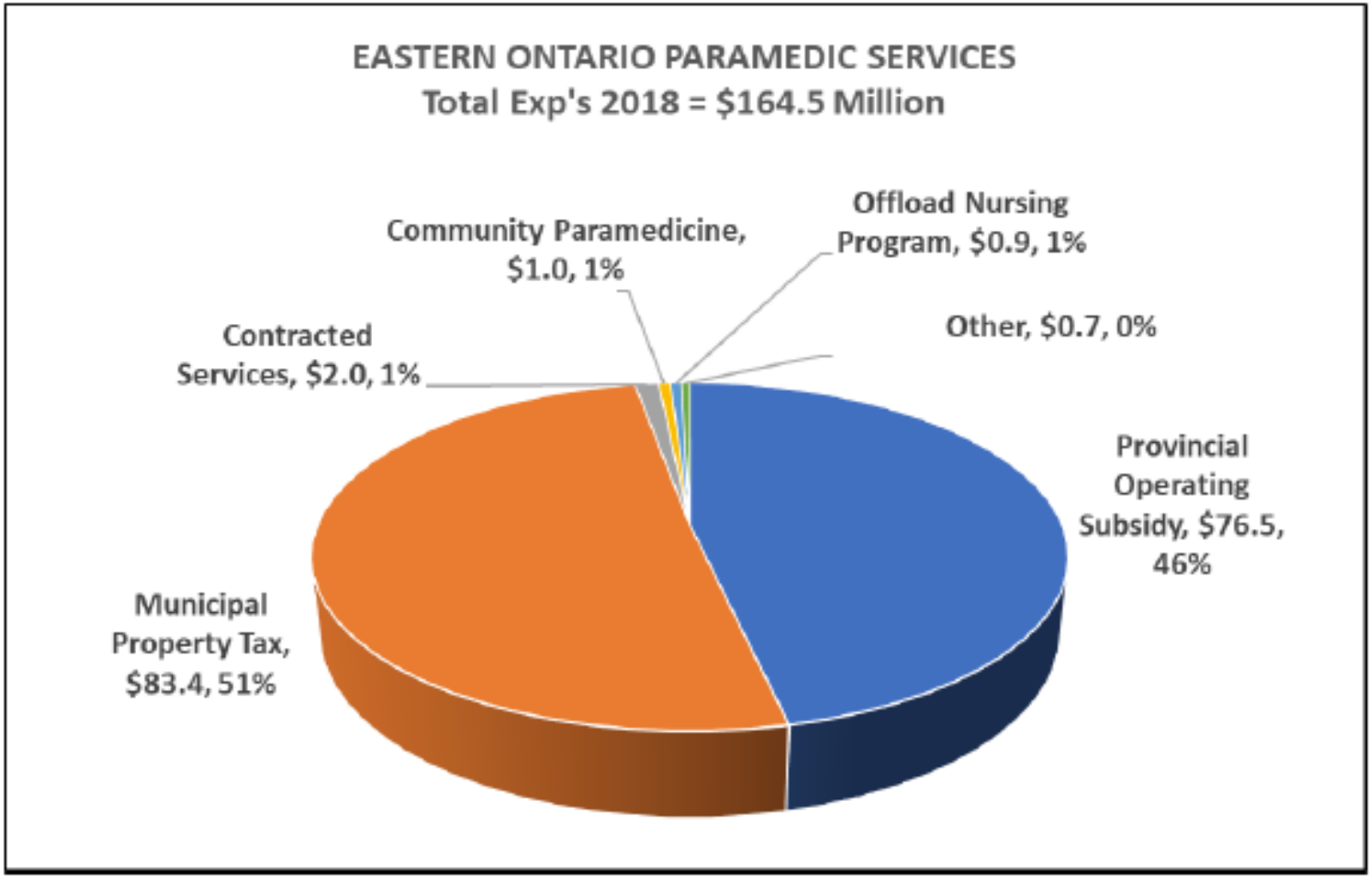


Exhibit 12.8: Financial Metrics (2018)

Paramedic Service	Responses (Pr 1-4) per 100 Capita	Staffed Amb. Hrs per 100 Capita	Cost per Capita	Cost per Call (Pr 1-4)	Cost per Amb. Hour	Incremental Cost per Amb. Hour
Frontenac County PS	14.1	46	$115	$816	$249	$208
Haliburton County PS	18.1	143	$307	$1,695	$215	$164
Hastings Quinte PS	14.7	52	$121	$825	$232	$199
Kawartha Lakes PS	14.7	58	$133	$901	$227	$187
Lanark County PS	19.2	64	$145	$755	$225	$182
Leeds-Grenville PS	14.4	64	$132	$917	$206	$171
Lennox & Addington PS	15.9	84	$177	$1,118	$210	$154
Nothumberland County PS	15.6	64	$154	$989	$240	$179
Peterborough County/City PS	16.8	46	$111	$661	$241	$192
Prescott-Russell PS	14.5	74	$165	$1,141	$222	$183
Renfrew County PS	17.7	70	$170	$963	$243	$213
Cornwall-SDG PS	17.4	59	$128	$733	$215	$176
Eastern Region	15.8	60	$138	$874	$229	$187

Note: The above statistics are based on year-round residential populations. Haliburton County's population surges to approximately 60,000 during seasonal peaks (up from 18,695 year-round residential population). Using the seasonal peak population, Haliburton County's metrics align more closely to peer services, i.e., changing to 5.6 responses (Pr 1-4) per 100 capita; 45 staffed ambulance hours per 100 capita; and a cost per capita of $96.

Exhibit 12.10: Projected Operating Costs by Service

Paramedic Service	Reported Actual		Expenditure Trendline Projection		Call Trendline Projection		Call Regression Projection	
	$ Total (M) 2,018	*Avg. Annual Inc. (2014-18)*	$ Total (M) 2,024	*Avg. Annual Inc. (2019-24)*	$ Total (M) 2,024	*Avg. Annual Inc. (2019-24)*	$ Total (M) 2,024	*Avg. Annual Inc. (2019-24)*
Frontenac County PS	$18.9	*4.6%*	$23.4	*4.6%*	$23.2	*4.4%*	$23.2	*4.5%*
Haliburton County PS	$5.7	*5.1%*	$7.2	*5.1%*	$6.7	*3.5%*	$6.4	*2.7%*
Hastings Quinte PS	$20.2	*5.4%*	$26.6	*5.4%*	$28.0	*6.4%*	$28.0	*6.4%*
Kawartha Lakes PS	$10.4	*3.3%*	$11.9	*3.3%*	$11.8	*3.3%*	$11.7	*3.1%*
Lanark County PS	$10.1	*4.5%*	$13.3	*4.5%*	$12.0	*2.4%*	$11.8	*2.0%*
Leeds-Grenville PS	$13.5	*6.3%*	$20.5	*6.3%*	$17.9	*3.4%*	$17.4	*2.9%*
Lennox & Addington PS	$7.8	*6.6%*	$11.9	*6.6%*	$12.6	*7.9%*	$10.9	*4.7%*
Nothumberland County PS	$13.7	*5.7%*	$18.3	*5.7%*	$18.3	*5.7%*	$17.4	*4.7%*
Peterborough County/City PS	$16.2	*4.5%*	$21.2	*4.5%*	$20.5	*3.9%*	$21.1	*4.5%*
Prescott-Russell PS	$15.1	*4.9%*	$20.2	*4.9%*	$18.8	*3.4%*	$19.0	*3.7%*
Renfrew County PS	$18.1	*4.0%*	$23.2	*4.0%*	$20.8	*1.8%*	$21.0	*2.0%*
Cornwall-SDG PS	$14.8	*4.5%*	$16.8	*4.5%*	$15.5	*0.9%*	$15.7	*1.3%*
Eastern Region	$164.5	*4.9%*	$214.5	*4.8%*	$206.1	*3.9%*	$203.8	*3.7%*

FRONTENAC

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

AMO

- The 2020 AMO Annual General Meeting and Conference will be held in Ottawa from August 16-19, 2020.
- 2020 Roma Conference pre-registration closes January 16, 2020 at 12:00 p.m.

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

Summary

In Eastern Ontario FPS:

- Serves the largest population in the region
- FPS has the largest staff complement
- Has the second highest vehicle hours only behind H-QPS
- Has a below ave. call duration (1.01 vs 1.17 hrs)
- UHU is average for the region at 31% (skewed by Urban/Rural)
- Provincial aging in place strategy is driving call volume
- Call volume expected to increase by 4.3-4.5% p.a. (slightly higher than the ORH Study)
- Budget increase were the average of the group (2014-18) 4.7% vs Region average of 4.6%
- Capital assets (not incl. vehicles) is less than average
- Our expenditure profile is similar to the regions
- Our cost per call is less than average ($816 vs $874 ave.)
- Our projected annual budget increase (2019-24) is slightly below average (4.6% vs 4.8% p.a. ave.)

FRONTENAC

Mr. Kelly Pender , Chief Building Official, will provide Council wi...

AMO Provincial Matters

- As of January 1, 2020, the WSIB is introducing a new way of setting premium rates for almost 300,000 businesses across Ontario, including Schedule 1 Municipalities.
  - County staff are reviewing the potential

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

AMCTO Legislative Updates

AMCTO THE MUNICIPAL EXPERTS

- Minister of Health Christine Elliott announced that 5 of the 6 health agencies will move under Ontario Health, a new “super agency,” starting on December 2, 2019. The five agencies transferring into Ontario Health are: Cancer Care, Health Quality, eHealth, Health Shared Services, and HealthForceOntario Marketing and Recruitment Agency. The remaining health agency, Trillium Gift of Life Network, will be transferred at a later date.

Congratulations on Service Medals

FRONTENAC PARAMEDICS



Geoff Crawford and Percy Vine were presented with their first bar for the Emergency Medical Services Exemplary Service Medal at Queen's Park, having served as paramedics for more than **30 years**. Also present in photo: Superintendent Todd Fisher and Chief Chevalier.

Mr. Kelly Pender , Chief Building Official, will provide Council wi...
Page 50 of 485

Congratulations on years of service

Fairmount Home



30 Years:
Andrea Bos, Laundry Aide
Deb Crawford, Executive Assistant

20 Years:
Dave McShane, Lead Hand Maintenance

Fairmount Home staff celebrating 5, 10, 15, 20 and 30 years of dedicated service.

Mr. Kelly Pender , Chief Administrative Officer, will provide Council wi...
Page 60 of 485

2019 Celebrating Accessibility Award



Congratulations to the Southern Frontenac Community Services as this years recipient of the Celebrating Accessibility Award for its past and continued efforts in making the Grace Centre fully accessible

ACCESSIBILITY IN FRONTENAC

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

Communications Update

Highlights

- Media release Royal Winter Fair and social media posting
- Media relations regarding plane crash in Kingston, paramedics involvement

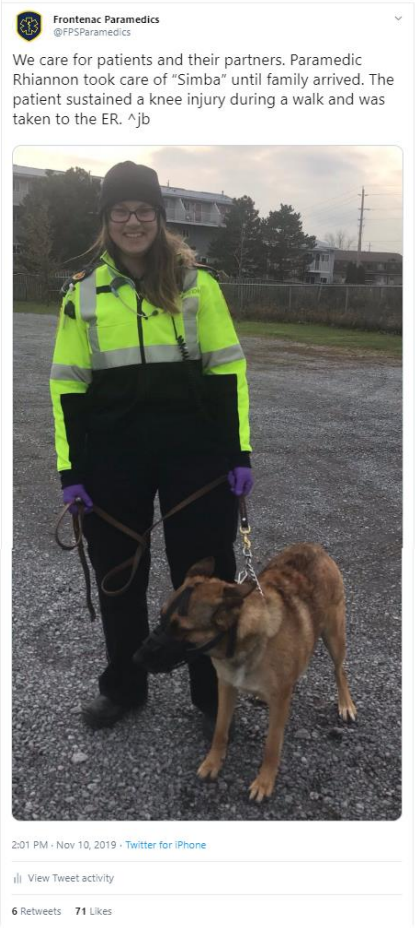
Website traffic November

- www.frontenaccounty.ca 15,670 page views
- www.infrontenac.ca 3,868 page views
- www.frontenacmaps.ca 4,134 page views

Social media audience on November 31

County Facebook	3,934	
County Twitter		2,463
County Instagram	1,144	
FPS Twitter	4,607	
Fairmount Home Facebook		563
Howe Island Ferry Twitter	952	
		13,663
Increase since Oct 30	178 followers	





FRONTENAC

AGENDA ITEM #a)

redbrick COMMUNICATIONS

2019 MUNICIPAL SOCIAL MEDIA SURVEY

AN IN-DEPTH LOOK AT HOW ONTARIO'S MUNICIPALITIES USE SOCIAL MEDIA

The Redbrick Communications Municipal Social Media Survey has been the industry standard for municipal communicators in Ontario since its inception in 2010. The County of Frontenac's social media strategy is prominently featured as a case study in the 2019 edition, which was just released.



FRONTENAC COUNTY: #BUILDINGCOMMUNITY

USER AND STAFF GENERATED CONTENT DRIVES FRONTENAC COUNTY SUCCESS

Frontenac County has found a great solution to engaging sprawling, sparsely rural communities using limited staff resources.

When the County rebranded in 2016, it developed #inFrontenac, a catch-all hashtag that focused on quality of life in the County. It was not only used online but plastered on everything from vehicles to business cards.

The County first used the hashtag to grow its Facebook following. The economic development officer created an Ambassador program, visiting and photographing local businesses then profiling them on Facebook, tagging them and using #inFrontenac. This gives the County FB page exposure to the business' social media audience, many of whom become followers and create meaningful growth.

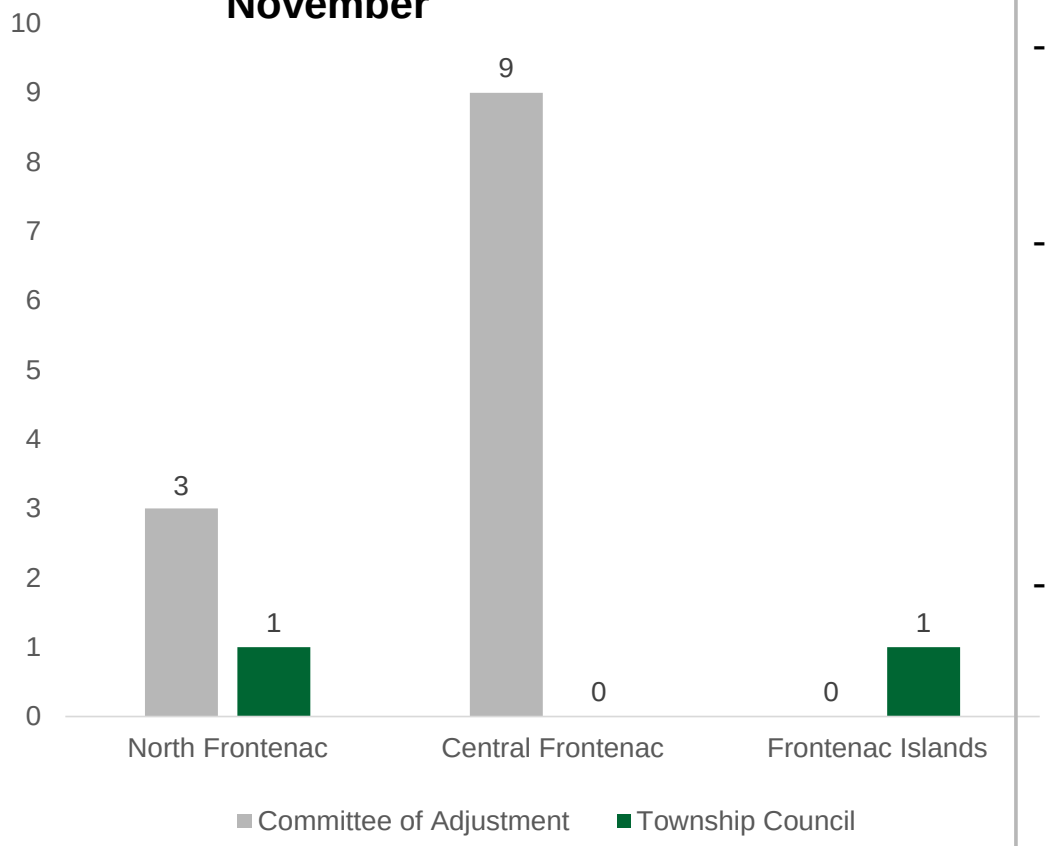
"A single post could generate 200 likes," said Marco Smits, Frontenac's Communications Officer. "So far we have profiled 160 businesses. The added bonus is with consent forms signed, I have a growing database of material to draw from."

When it came to Instagram, the County took the hashtag even further in the summer, encouraging residents and visitors to share their best photos in a weekend roundup every Monday. In all, the #inFrontenac hashtag has more than 14,000 posts on Instagram.

Frontenac also boasts one of the top 10 paramedic accounts on Twitter in Ontario. All Superintendents have access to the account, sharing good news from the road. All medics, including new hires, get an orientation session on guidelines for dealing with media, citizen journalists and social media. Local media use the feed for stories – generating good news about a critical local service and easing workload for the Communications Officer.

Mr. Kelly Pender , Chief Building Official, will provide Council wi...

Planning Update



Department Highlights

- LEAN Implementation Team meeting scheduled for December
- Attended Granite Ridge Education Centre for World Planning Day. Engaged with students on the Central Frontenac Official Plan
- Working on complex development files:
  - Multiple easements
  - Commercial development

FRONTENAC

AGENDA ITEM #a)

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

County of Frontenac United Way Workplace Campaign

A total of **$7001** was raised for the United Way serving KFL&A



At the United Way Touchdown Breakfast on November 28, 2019: Melissa Pedlar, Brieanna Saunders, Angelique Tamblyn, Councillor Doyle, Lisa Hirvi, Chief Gale Chevalier, Richard Allen and Kingston Police Chief Antje McNeely.

FRONTENAC

Mr. Kelly Pender , Chief Building Official, will provide Council wi...

Regional Roads Update

Regional Roads Joint Council Meeting

January 29, 2020

County of Frontenac, Auditorium

5:00 p.m.

FRONTENAC

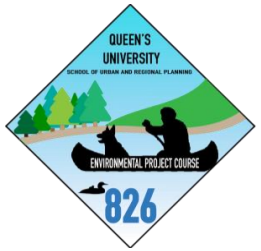
AGENDA ITEM #a)

Shoreline Planning in Frontenac County

SURP 826 Project Course







Presentation Overview

1. Introduction
2. Case Studies
3. Data Analysis
4. Recommendations
5. Conclusion



Introduction



Background Preparation

- Team members hosted a Rural Land Stewardship Workshop in Sharbot Lake on March 22, 2019
- Topics included land stewardship and shoreline protection
- Opportunity to consult the public on these topics – 40 people attended



Frontenac News

HOME OPINIONS & COLUMNS OBITUARIES CLASSIFIEDS SEARCH

Addington Highlands Central Frontenac North Frontenac South Frontenac Frontenac County Lanark County Northern Happenings Business Listings

North Frontenac

Planning workshop takes on definite rural flavour

Craig Bakay | Mar 27, 2019

The Queen's University School of Urban and Regional Planning leaned towards the regional side last Friday, bringing a workshop on rural planning to St. James Major in Sharbot Lake. In particular, the workshop was focused towards North Frontenac but the content was still applicable to much of the Frontenacs.

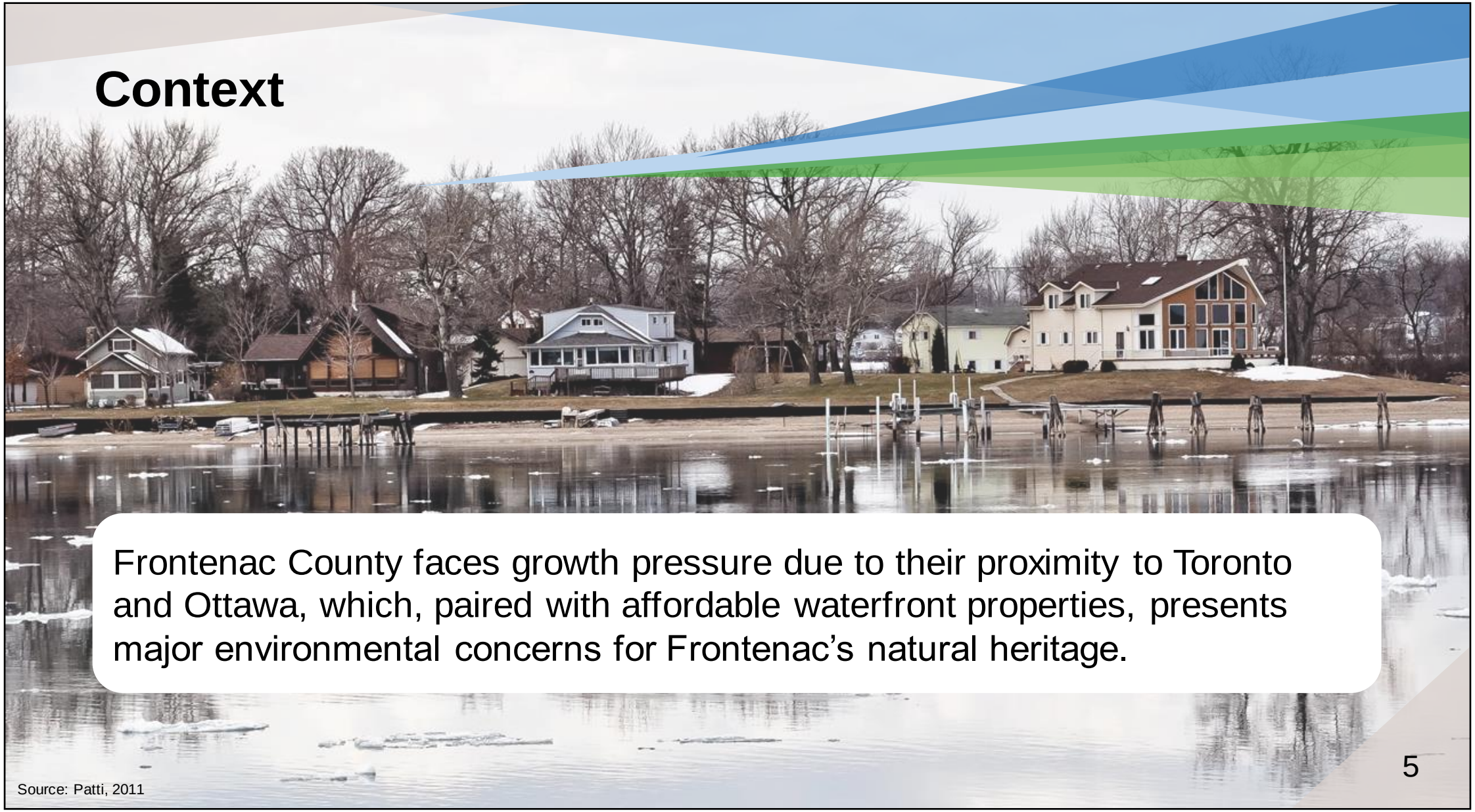
"We were approached by citizens and representatives of the Frontenacs to address the problems North Frontenac is specifically facing," said graduate student Alex Pysklywec. "We're looking at land stewardship, shoreline management, services delivery and economic development."

A total of 16 grad students broke into groups of four to address one of the above topics, presenting seminars and then having the audience participate in an exercise.

Queen's University grad students put on a series of seminars and exercises at a planning workshop last Friday in Sharbot Lake. Photo/Craig Bakay

Share Facebook Twitter LinkedIn

Context



Frontenac County faces growth pressure due to their proximity to Toronto and Ottawa, which, paired with affordable waterfront properties, presents major environmental concerns for Frontenac's natural heritage.

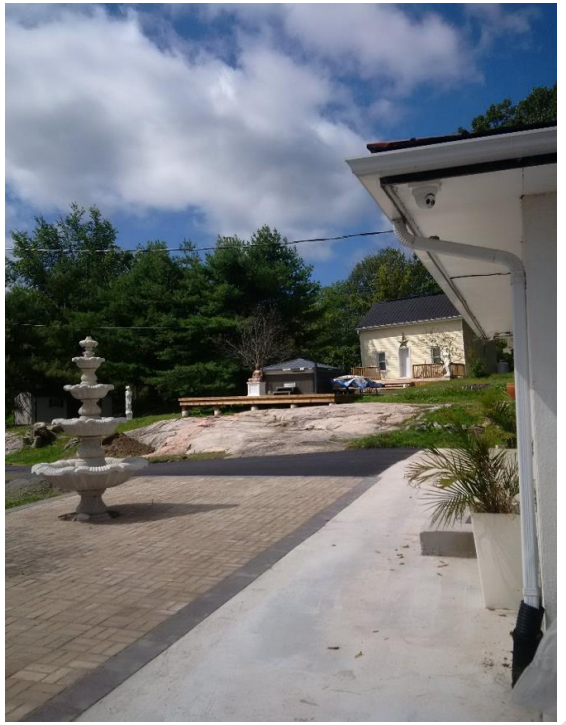
Source: Patti, 2011

Current Challenges

- Limited resources and capacity
- Water quality is an immediate priority
- Non-complying structures within 30 metre high water mark setback triggers planning approval for expansion
- Current zoning inadequately regulates shoreline development
- Volume of waterfront redevelopment applications at Committee of Adjustment







Source: Rueckwald, 2019

Current Challenges



Project Objectives

The aim of the research was to:

- **Identify current policies** used by Ontario municipalities to regulate waterfront development;
- **Evaluate the suitability** of various development policies and *Planning Act* and *Municipal Act* tools for potential use across Frontenac County;
- **Provide policy recommendations** that will effectively and efficiently regulate waterfront development in Frontenac County.



Community Planning Permit System (CPPS)
Development Permit System (DPS)

- Can be used at various geographic scales
- Implemented through Official Plan Amendment or Review and by-law
- Must list permitted uses and may have discretionary uses
- Only allows appeals from the applicant
- Allows for staff-delegated authority to approve applications



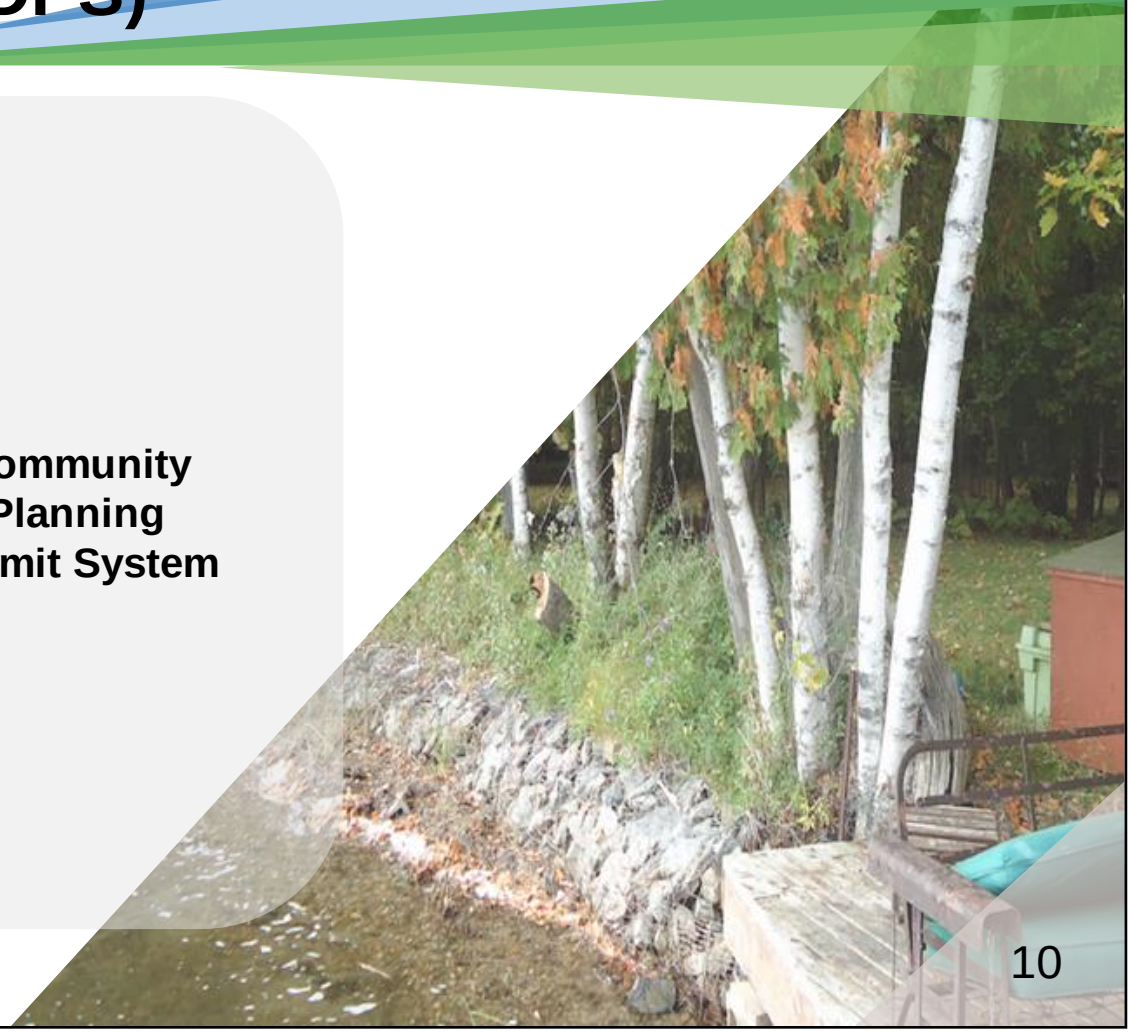
Community Planning Permit System (CPPS)
Development Permit System (DPS)

Minor Variance

Site Alteration By-law

Site Plan Control

Community Planning Permit System



Source: School of Urban and Regional Pla...

Case Studies

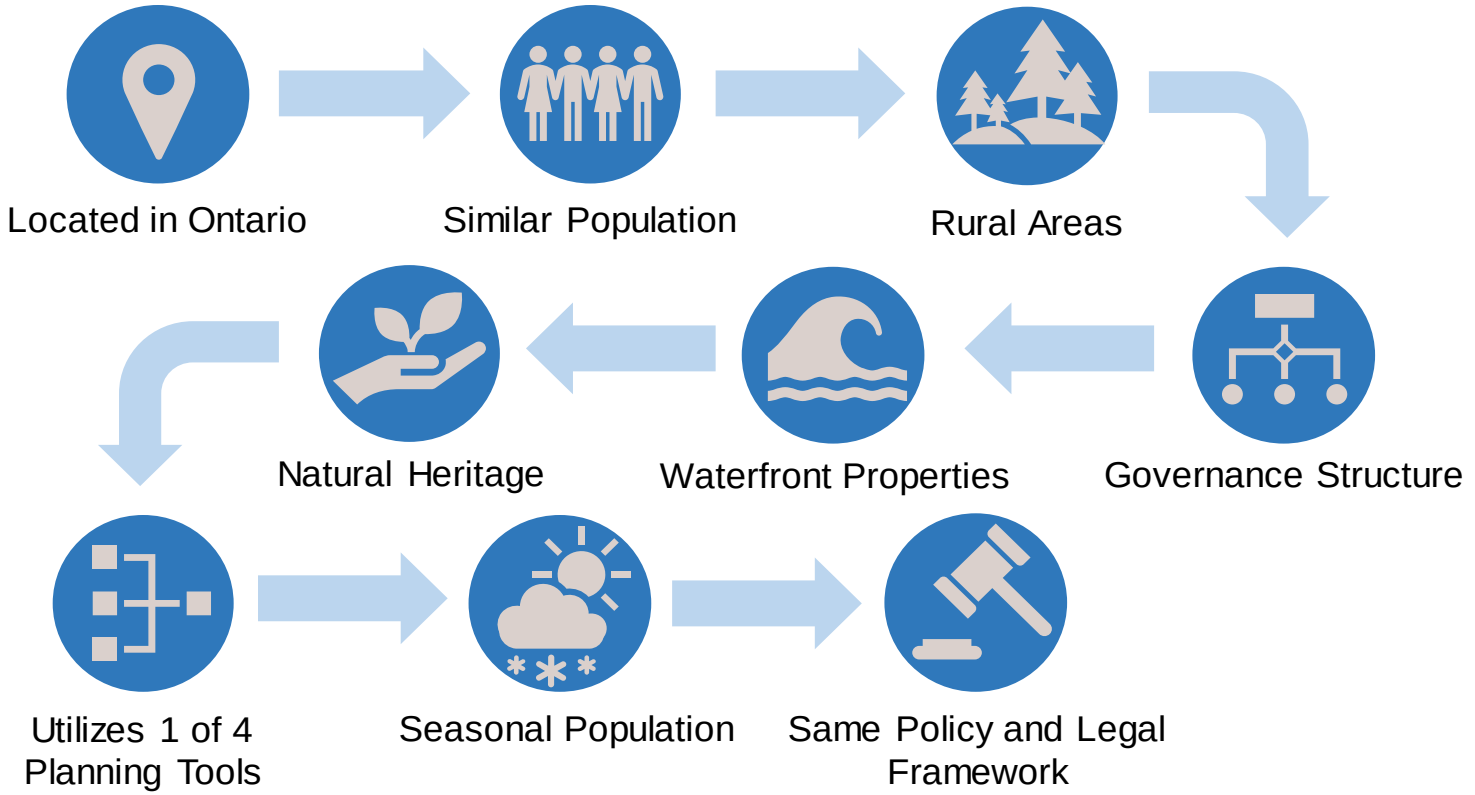


Case Studies

CPPS/DPS	Minor Variance	Site Alteration	Site Plan Control
Lake of Bays	Prince Edward County	Haliburton	North Bay
Gananoque	Kawartha Lakes	Georgina	Temiskaming Shores
Innisfil	Havelock-Belmont-Methuen	Scugog	
Carleton Place			

AGENDA ITEM #a)

Case Study Selection Criteria



Data Analysis

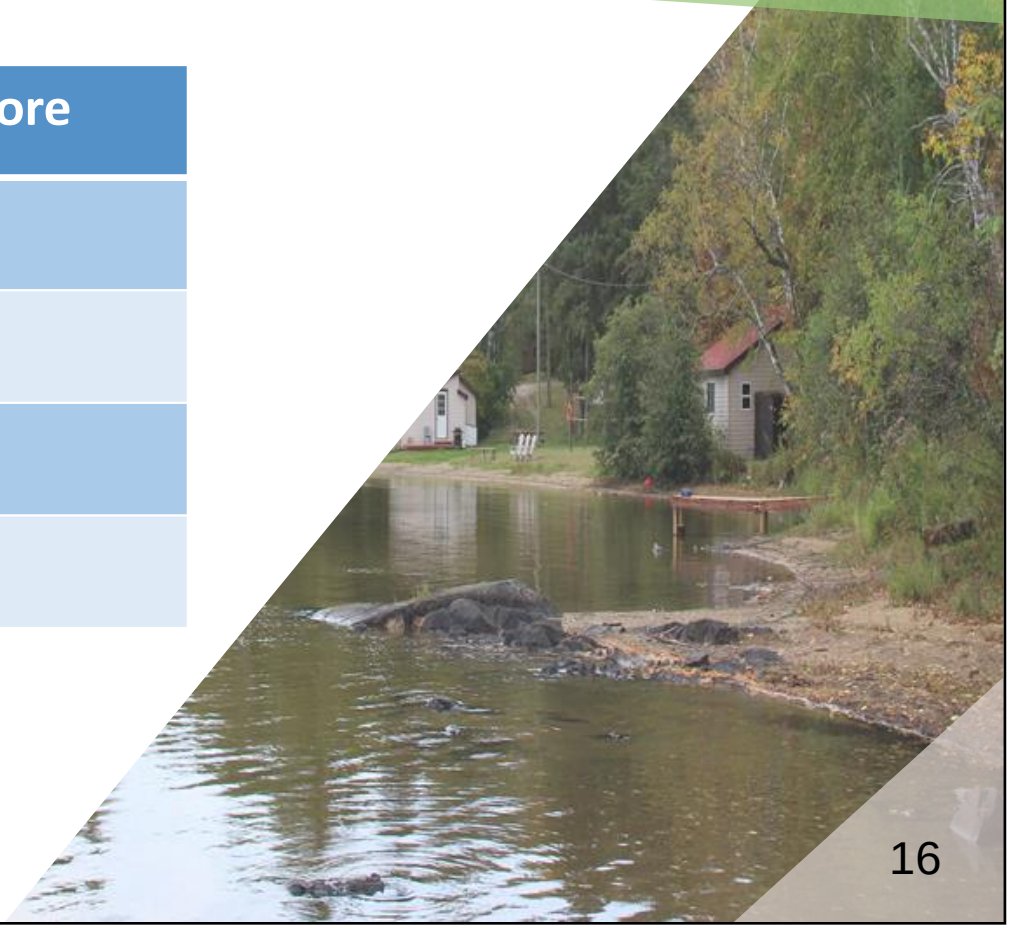


Evaluation Criteria



Final Scores

Planning Tool	Rating	Score
Minor Variance	61/90	68%
Site Plan Control	42/57	74%
Site Alteration By-law	66/84	79%
CPPS/DPS	99/120	83%



Recommendations



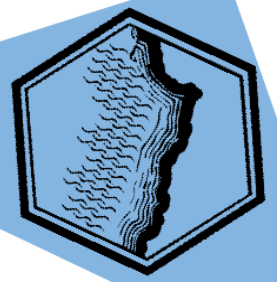
Community Planning Permit System

Key themes of the CPPS that make it suitable for use in Frontenac County include:

- Efficiency
- Shoreline Protection
- Flexibility
- Geographic Scope









Current Challenges

- Limited resources and capacity ✓
- Water quality is an immediate priority ✓
- Non-complying structures within 30 metre high water mark setback triggers planning approval for expansion ✓
- Current zoning inadequately regulates shoreline development ✓
- Volume of waterfront redevelopment applications at Committee of Adjustment ✓

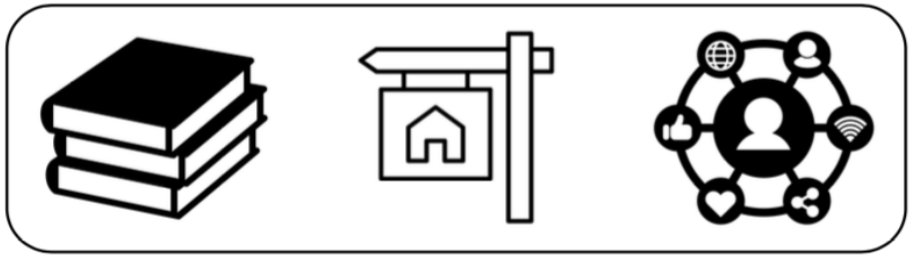


Source: Good Free Photos, n.d.

Recommendations

Education for Planning Staff and the Public

Education for Planning Staff and the Public



- Concentrate on public education
- Collaborate with lake associations, real estate agents, and relevant stakeholders
- Engage through social media platforms

Public Education

Protecting the Health of Your Lake

Why is lake health important?

More and more people are taking advantage of the beautiful waterfront areas this province has to offer. Whether it is going out for a boat ride, taking a hike along a waterfront trail, going for a swim on a hot day, or fishing off the dock as the sun sets, families across Ontario love to enjoy everything lakes provide for us. However, increasing development is threatening the health of our lakes. It is critical that we work together to protect the natural environment so future generations can continue to enjoy Ontario's lakes.



Source: Coalition of Haliburton Property Owners Associations

What makes a lake healthy?

- Good water quality, with low levels of pollutants
- Natural shorelines
- Diverse wildlife and vegetation
- Free of invasive species
- Well vegetated shorelines that provide shade

What can you do to protect your lake?

- Reduce the amount of nutrients that enter your lake by avoiding the use of fertilizers, ensuring your septic system is functioning properly, and using phosphate-free soap
- Create a natural shoreline buffer that will filter pollutants, reduce erosion, and provide habitat for wildlife by planting native species of vegetation along your shoreline
- Help prevent the spread of invasive species by ensuring your boat is free of plant and animal material before entering a lake, avoiding the use of invasive species of baitfish, and selecting native plant species for your garden
- Enhance biodiversity on your property by leaving rock and brush piles, logs, and dead trees for wildlife habitat when it is safe to do so

Community Planning Permit System

What is the Community Planning Permit System (CPPS)?

The Community Planning Permit System (CPPS) is a land use planning tool which combines minor variance, zoning, and site plan processes into one application. This tool allows municipalities to address issues in local planning, create strong communities, and streamline development processes. This 'one-stop' planning service accelerates the planning process by merging the applications and approval timelines of three planning tools into one process.

Key Features of the CPPS

Streamlined
- Combines three planning tools into one
- Requires only one approval for one application
- Faster review timelines for applications

Flexible
- Allows for the approval of discretionary uses when certain criteria are met
- Ability to have variation in development standards
- Better able to address site specific situations

Environmental Protection
- Provides a range of options for protecting environmentally sensitive areas
- Can be used to encourage sustainable development
- Allows for greater protection of vegetation

Community
- Helps to facilitate appropriate development
- Community involvement occurs during the creation of the CPPS
- Supports the development of strong and healthy communities

When is a planning permit under the CPPS required?

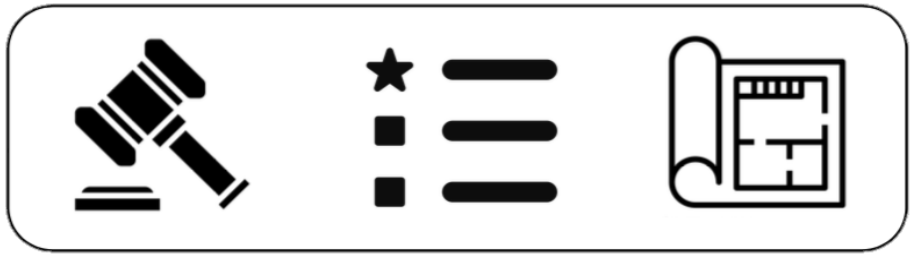
All development in areas where the CPPS applies requires a permit. The CPPS defines development as:

- The construction of new buildings or structures, and additions or alterations to existing buildings or structures to increase size or usability
- The creation of a commercial parking lot, the creation of lots to be used for three or more mobile homes, and the construction of three or more land lease community homes
- Site alteration, including alterations to grade and the placing or dumping of fill
- Removal of vegetation

Recommendations

- Education for Planning Staff and the Public
- **Ensure Compliance with Ontario Regulation 173/16**

Ensure Compliance with Ontario Regulation 173/16

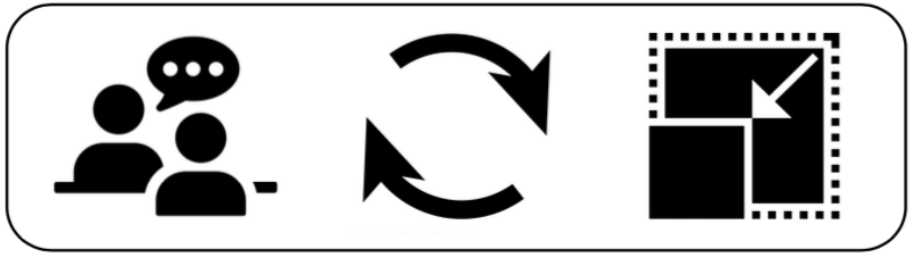


- Ontario Regulation 173/16 - Community Planning Permits
- Official Plan shall designate, set scope, state objectives, outline conditions, and establish criteria in implementation
- Official Plan Amendment

Recommendations

- Education for Planning Staff and the Public
- Ensure Compliance with Ontario Regulation 173/16
- **Utilize a Pilot Program for CPPS Shoreline Permits**

Utilize a Pilot Program for CPPS Shoreline Permits



- Interviewees suggested phasing the implementation of the CPPS
- Community planning system by-law cannot be changed, revoked or replaced for 5 years
- Limit scope to shoreline areas

Recommendations

- Education for Planning Staff and the Public
- Ensure Compliance with Ontario Regulation 173/16
- Utilize a Pilot Program for CPPS Shoreline Permits
- **Consult with Public and Relevant Stakeholders**
-
-

Consult with Public and Relevant Stakeholders



- Provide public consultation in all townships
- Public consultation was emphasized by interviewees
- Lake associations can provide local knowledge

Recommendations

- Education for Planning Staff and the Public
- Ensure Compliance with Ontario Regulation 173/16
- Utilize a Pilot Program for CPPS Shoreline Permits
- Consult with Public and Relevant Stakeholders
- **Formulate Application Criteria and Create Application Form**

Formulate Application Criteria and Create Application Form

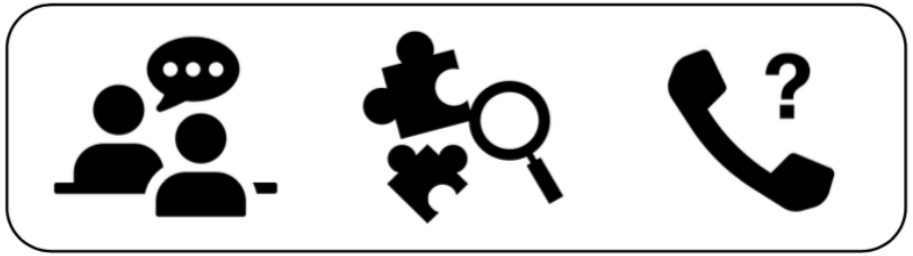


- Application criteria must be established based on class types
- Ontario Regulation 173/16 - Community Planning Permits
- Sample application can provide guidance

Recommendations

- Education for Planning Staff and the Public
- Ensure Compliance with Ontario Regulation 173/16
- Utilize a Pilot Program for CPPS Shoreline Permits
- Consult with Public and Relevant Stakeholders
- Formulate Application Criteria and Create Application Form
- **Consult with Municipalities Using the CPPS**

Consult with Municipalities Using the CPPS



- Interviewees provided great insight into the transition, daily use of, and challenges surrounding the CPPS
- Consulting with municipalities using CPPS would be worthwhile
- Township of Lake of Bays, the Town of Innisfil, the Town of Carleton Place and the Town of Gananoque

Final Considerations

- Enforcement
- Transition Process
- Appeals
- Community Consultation

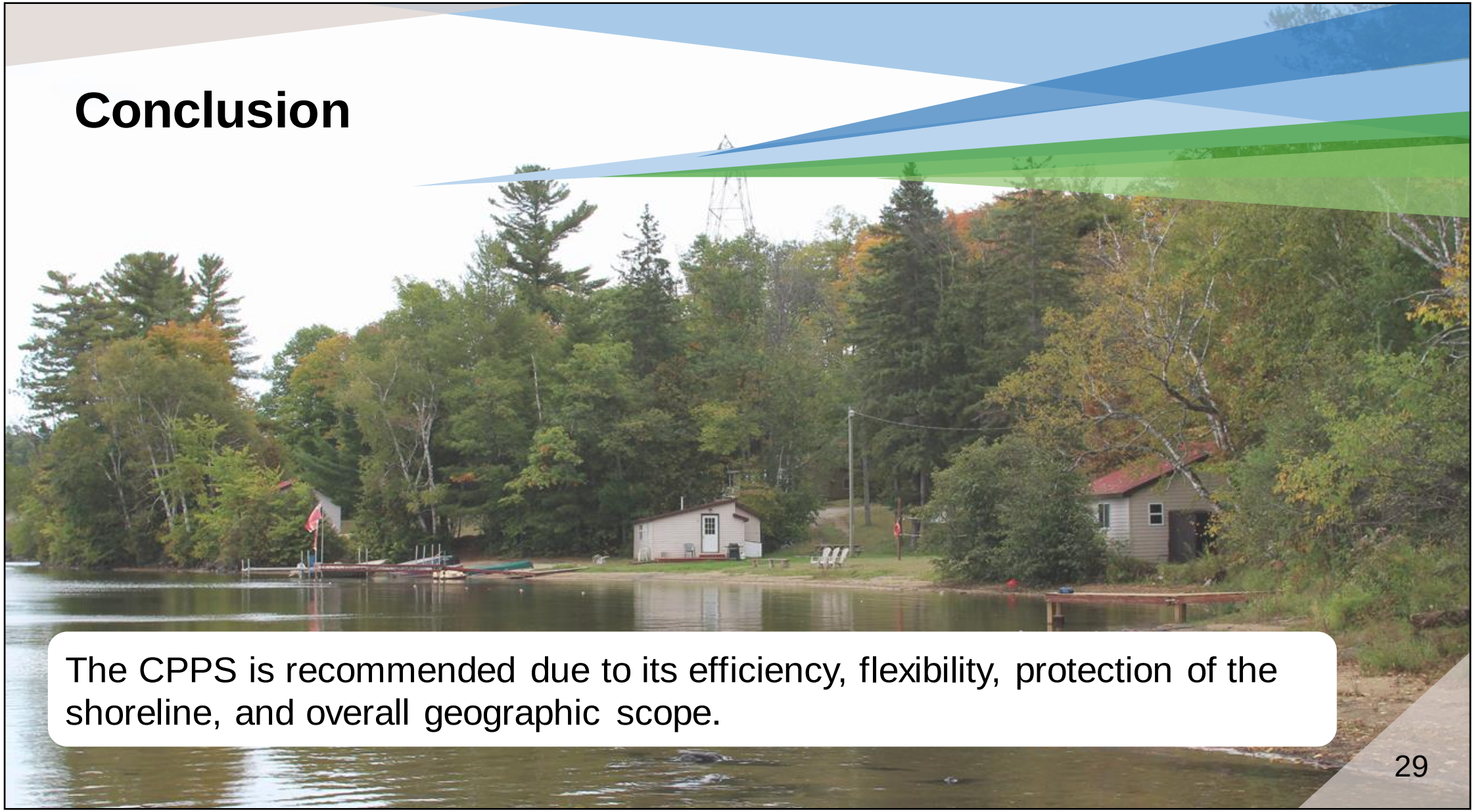


Source: Ferguson, 2018.

Conclusion



Conclusion



The CPPS is recommended due to its efficiency, flexibility, protection of the shoreline, and overall geographic scope.


Questions?

Appendix

Note: These slides do not form part of the presentation, but instead will be used to answer any questions that Council may have

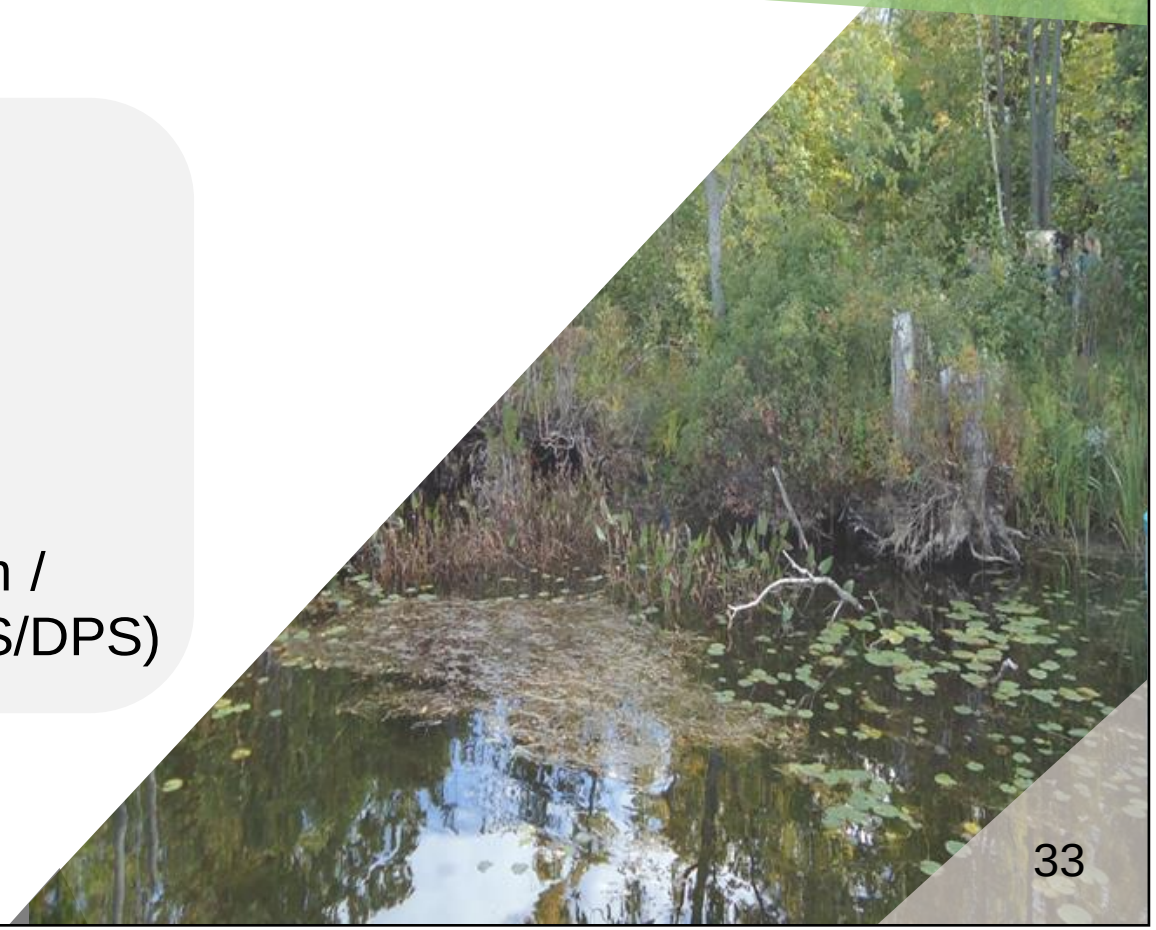
Frontenac County



- Approx. 4,000 sq km adjacent to the City of Kingston
- Four lower-tier municipalities
- Year-round population: 26,677 with significant seasonal population
- Over 1,000 lakes

Planning Tools

- Minor Variances
- Site Alteration By-law
- Site Plan Control
- Community Planning Permit System / Development Permit System (CPPS/DPS)



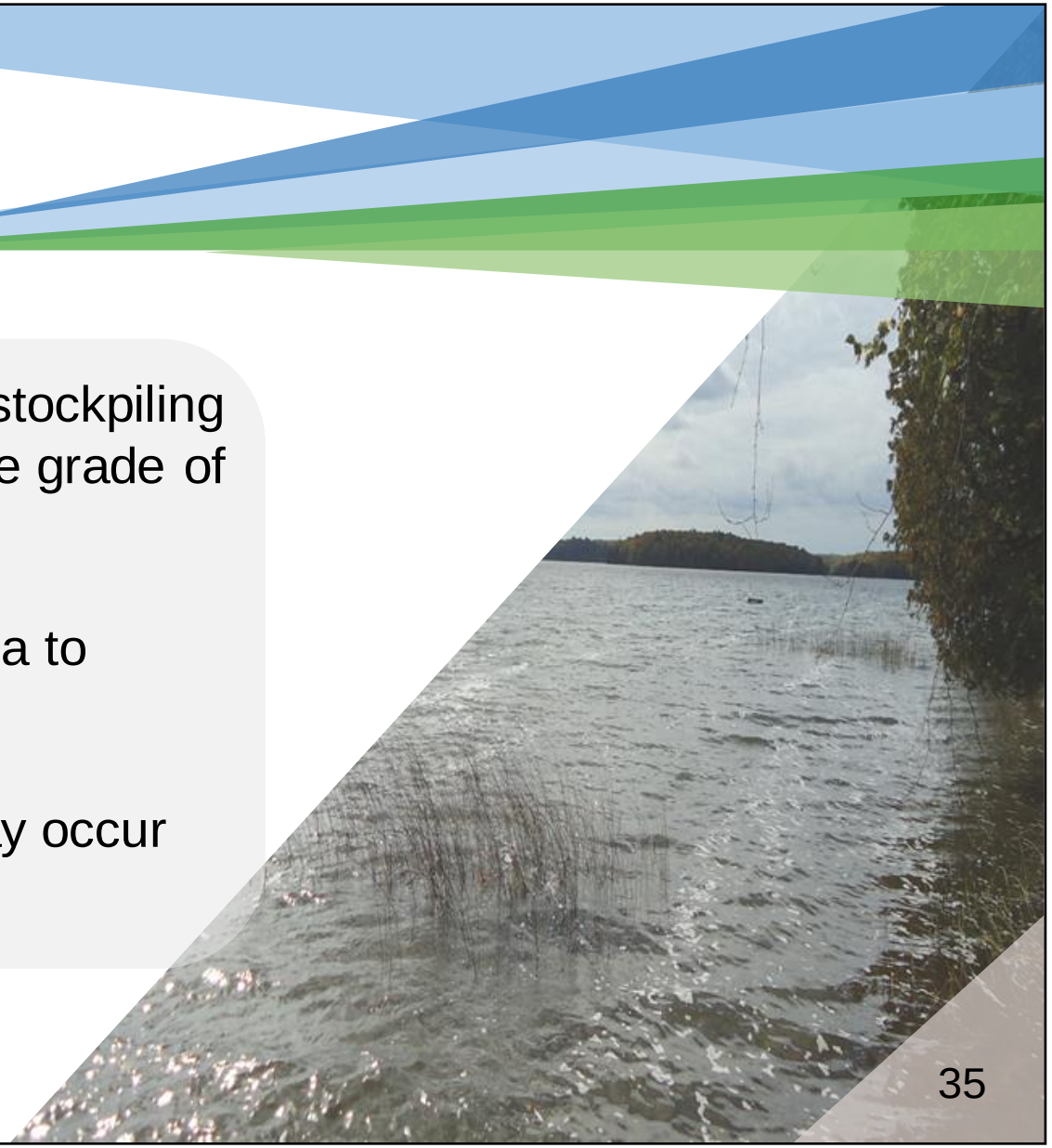
Minor Variance

- May cover portions of or the whole of a municipality
- Contains a set of legally enforceable requirements
- Approved through the Committee of Adjustment
- Excuses certain provisions under the zoning by-law



Site Alteration By-law

- Prohibit or regulate the dumping and stockpiling of fill, removal of topsoil, or altering the grade of the land
- Applicant must meet prescribed criteria to receive a permit
- Some activities are exempted and may occur without the need for a permit

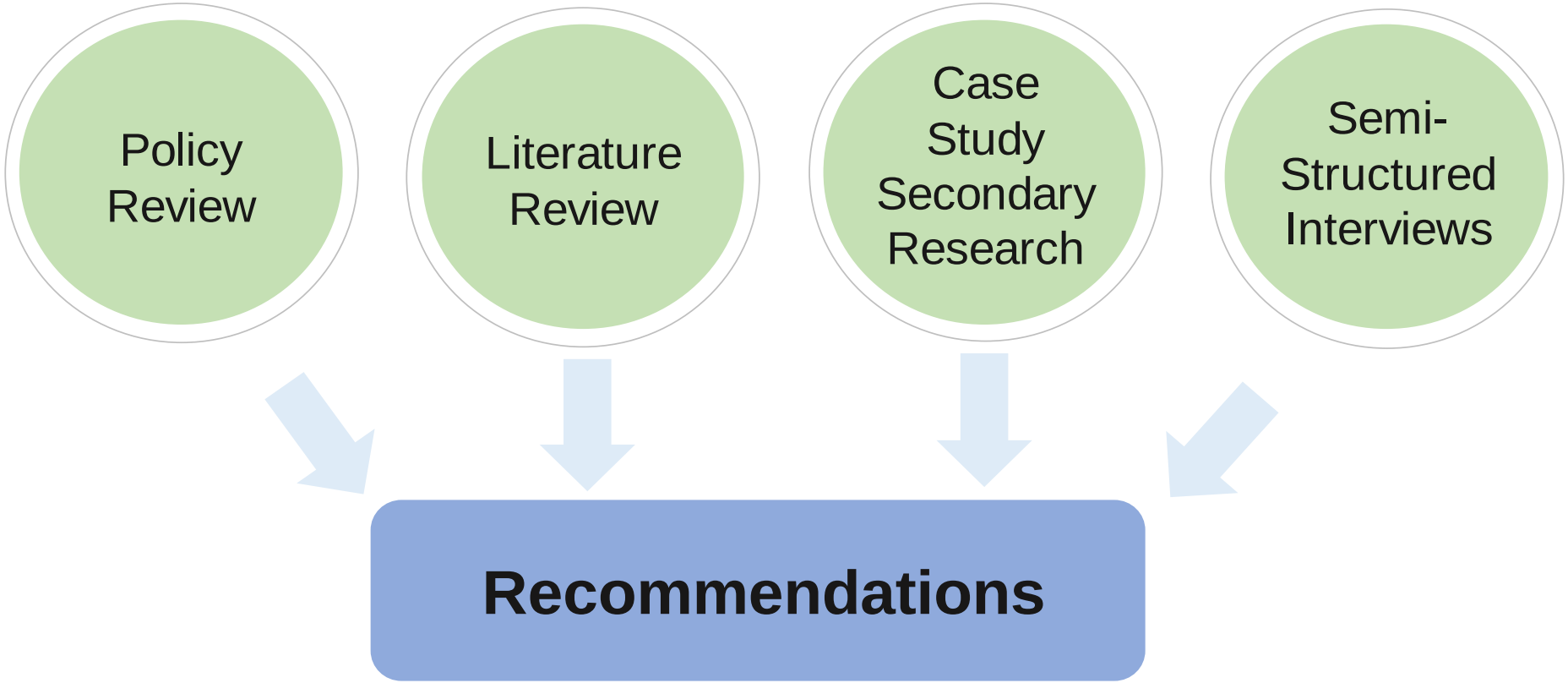


Site Plan Control

- Additional regulatory layer added to a zoning by-law
- Applies to certain portion of a municipality termed “site plan control area”
- Defined in the Official Plan
- Building permits require detailed plans and drawings



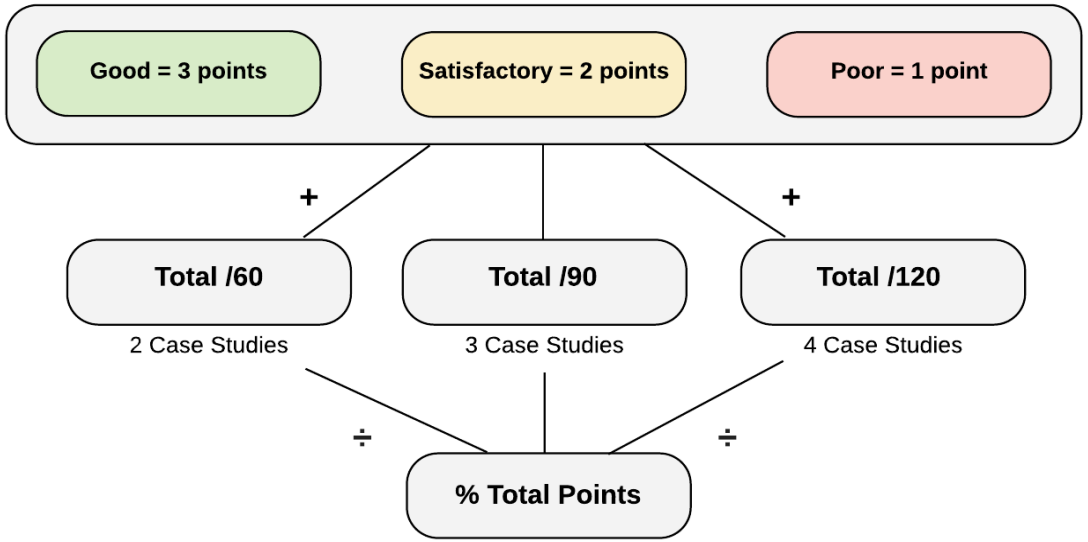
Methods


Policy Review
Literature Review
Case Study Secondary Research
Semi-Structured Interviews
Recommendations

Sampling Bias

Convenience Sampling

- Interviewees were selected based on their ability to respond within a given timeframe
- Led to varying numbers of case studies for each planning tool
- Mitigated through the point system used for rating the planning tools



Rating Scale



Good = 3 points



Satisfactory = 2 points



Poor = 1 point

Havelock-Belmont-Methuen (Sample)







	Good	Satisfactory	Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio		Between 51 and 99 applications are processed between 2 planning staff.	
Transition Process	No transition was required.		
Ease of Enforcement			The complaint-based system is more difficult to enforce.

Minor Variance



Good = 3 points



Satisfactory = 2 points



Poor = 1 point

	Good (3)	Satisfactory (2)	Poor (1)	Total
Cost Effective (Applicant)	Havelock-Belmont-Methuen	Prince Edward County	Kawartha Lakes	6/9
Staff to Application Ratio	Prince Edward County Kawartha Lakes	Havelock -Belmont-Methuen		8/9
Transition Process	Prince Edward County Kawartha Lakes Havelock -Belmont-Methuen			9/9
Ease of Enforcement	Prince Edward County		Havelock -Belmont-Methuen Kawartha Lakes	5/9
Applicant Effort		Havelock -Belmont-Methuen Prince Edward County Kawartha Lakes		6/9
Application Timeline		Havelock -Belmont-Methuen Prince Edward County	Kawartha Lakes	5/9
Collaboration With External Agencies	Prince Edward County	Kawartha Lakes	Havelock-Belmont-Methuen	7/9
Geographic Scope			Havelock -Belmont-Methuen Prince Edward County Kawartha Lakes	3/9
Shoreline Protection		Prince Edward County Kawartha Lakes	Havelock -Belmont-Methuen	5/9
Public Support	Prince Edward County	Kawartha Lakes Havelock -Belmont-Methuen		7/9
Total Score				61/90 = 68%

Site Plan Control



Good = 3 points



Satisfactory = 2 points



Poor = 1 point

	Good (3)	Satisfactory (2)	Poor (1)	Total
Cost Effective (Applicant)	Temiskaming	North Bay		5/6
Staff to Application Ratio	Temiskaming	North Bay		5/6
Transition Process	Temiskaming North Bay			6/6
Ease of Enforcement	Temiskaming North Bay			6/6
Applicant Effort		Temiskaming North Bay		4/6
Application Timeline	North Bay	Temiskaming		5/6
Collaboration with External Agencies	Temiskaming		North Bay	4/6
Geographical Scope		North Bay	Temiskaming	3/6
Shoreline Protection		North Bay	Temiskaming	3/6
Public Support			Temiskaming	1/3
Total Score				42/57 = 74%

Site Alteration By-law



Good = 3 points



Satisfactory = 2 points



Poor = 1 point

	Good (3)	Satisfactory (2)	Poor (1)	Total
Cost Effective (Applicant)	Haliburton	Scugog	Georgina	6/9
Staff to Application Ratio	Georgina Haliburton Scugog			9/9
Transition Process	Georgina Haliburton	Scugog		8/9
Ease of Enforcement	Georgina		Haliburton Scugog	5/9
Applicant Effort	Haliburton		Georgina Scugog	5/9
Application Timeline	Haliburton Scugog			6/6
Collaboration with External Agencies	Haliburton Scugog	Georgina		8/9
Geographic Scope	Georgina Scugog	Haliburton		8/9
Shoreline Protection	Haliburton	Georgina Scugog		7/9
Public Support		Haliburton Scugog		4/6
Total Score				66/84 = 79%

CPPS/DPS



Good = 3 points



Satisfactory = 2 points



Poor = 1 point

	Good (3)	Satisfactory (2)	Poor (1)	Total
Cost Effective (Applicant)	Carleton Place Gananoque Innisfil Lake of Bays			12/12
Staff to Application Ratio	Gananoque Innisfil	Lake of Bays	Carleton Place	9/12
Transition Process	Gananoque	Carleton Place Innisfil Lake of Bays		9/12
Ease of Enforcement	Gananoque		Carleton Place Innisfil Lake of Bays	6/12
Applicant Effort	Innisfil	Carleton Place Gananoque Lake of Bays		9/12
Application Timeline	Carleton Place Gananoque Innisfil Lake of Bays			12/12
Collaboration with External Agencies	Carleton Place Innisfil		Gananoque Lake of Bays	8/12
Geographic Scope	Carleton Place Gananoque Lake of Bays	Innisfil		11/12
Shoreline Protection	Carleton Place Innisfil Lake of Bays	Gananoque		11/12
Public Support	Carleton Place Gananoque Innisfil Lake of Bays			12/12
Total Score				99/120 = 83%

Case Study Selection Criteria

Lake of Bays	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gananoque	✓				✓	✓	✓	✓	✓
Innisfil	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prince Edward County	✓	✓	✓		✓	✓	✓	✓	✓
Kawartha Lakes	✓		✓		✓	✓	✓	✓	✓
Havelock-Belmont-Methuen	✓		✓	✓	✓	✓	✓	✓	✓
Haliburton	✓	✓	✓	✓	✓	✓	✓	✓	✓
Georgina	✓		✓	✓	✓	✓	✓		✓
Scugog	✓	✓	✓	✓	✓	✓	✓		✓
North Bay	✓				✓	✓	✓		✓
Temiskaming Shores	✓		✓		✓	✓	✓		✓
Carleton Place	✓	✓			✓	✓	✓		✓

Definitions

Cost Effective (Applicant)

Each planning tool was rated on a scale, with higher costs receiving a lower ranking. Excluding two outlier municipalities, the costs associated with the four planning tools range from $0 to $2000. It was decided that applications costing less than $1000 were to be ranked as good, between $1000 and $2000 as satisfactory, and above $2000 as poor.

Staff to Application Ratio

If the ratio of a municipality exceeded staff resources for Frontenac County, it received a lower rating on the scale. The staff to application ratios of all municipalities were based on the number of applications that are managed by two staff members in one year. Ratios of 1 to 50 applications between two staff members were ranked as good. Ratios of 51 to 99 applications between two staff members were ranked as satisfactory. Ratios of 100 or more applications between two staff members were ranked as poor.

Definitions

Transition Process

This criterion was evaluated based on whether it was felt that the transition involved no transition or little difficulty, some difficulty, or great difficulty, which determined whether it was ranked as good, satisfactory, or poor. Difficulties included the need for extensive public consultation or LPAT hearings.

Ease of Enforcement

Some of the case study municipalities required applicants to pay a deposit fee, which would only be reimbursed if the applicant complied with the requirements set out by their permit. Municipalities using this method of enforcement were ranked as good, as the fee would likely encourage compliance. Other municipalities rely on complaints to inform enforcement and do not request a deposit. This was ranked as poor, as non-compliance is more difficult to control using this method.

Definitions

Applicant Effort

If applicants could complete their application independently, the criterion received a rating of good. If applicants required some collaboration with experts, this was rated as satisfactory. If applicants required extensive collaboration with experts to complete their applications, this was rated as poor.

Application Timeline

Two methods were used to evaluate this criterion. There are legislated timelines for minor variance, site plan control, and the Development Permit System/Community Planning Permit System. So the first was to determine if the legislated timelines were met.
Second, based on the number of days municipalities reported as the average length of time between application submission and decision, a scale was created for evaluating this criterion. Municipalities which, on average, take fewer than 50 days were ranked as good. Those which take between 50 and 100 days were ranked as satisfactory. Municipalities which have an application timeline of over 100 days were ranked as poor.

Definitions

Collaboration with External Agencies

Planning tools requiring collaboration with 1 to 2 agencies were ranked as good. Tools requiring collaboration with 3 to 4 agencies were ranked as satisfactory. Planning tools requiring collaboration with 0 or 5 or more agencies were ranked as poor.

Geographic Scope

Tools that are used to control development over larger areas were rated as good with sufficient geographic scope. Tools which are used on more than a site-by-site basis but did not cover as large an area were ranked as satisfactory with moderate geographic scope. Tools which control smaller areas on a site-by-site basis were rated as poor with limited geographic scope.

Shoreline Protection

Planning tools which provide an adequate level of shoreline protection were ranked as good. Tools which provide some degree of shoreline protection were ranked as satisfactory. Planning tools which provide inadequate shoreline protection were ranked as poor.

Definitions

Public Support

Public support was evaluated based on two factors. First, whether the public was involved in the creation of the planning tool and subsequent decisions made using the tool. For example, if the public can attend public meetings and comment on applications, this was rated as good. The second factor was whether it was felt that the public is overall supportive of the use of the planning tool.

If municipal staff felt the majority of the public was supportive of the tool, this was rated as good. If the public was either supportive of the tool or had the opportunity to participate in the decision-making process, but not both, the municipality was ranked as satisfactory under this criterion. If the public was not supportive of the tool and did not have the opportunity to participate, this was ranked as poor.

CPPS for Shoreline Protection

"Overall, this By-law protects the health of the shoreline, ensuring that vegetation is protected, prevents the walling effect along the shore, better implements the LSPP (Lake Simcoe Protection Plan) and keeps Septic systems away from the water." - Innisfil

"[…] the beauty of utilizing this system is delegation to staff. The approval delegation to staff. So, if Council and the public are satisfied that staff have the ability to approve certain applications. As you continue to process and facilitate new applications there's always opportunities to expand that range of delegation." - Planscape

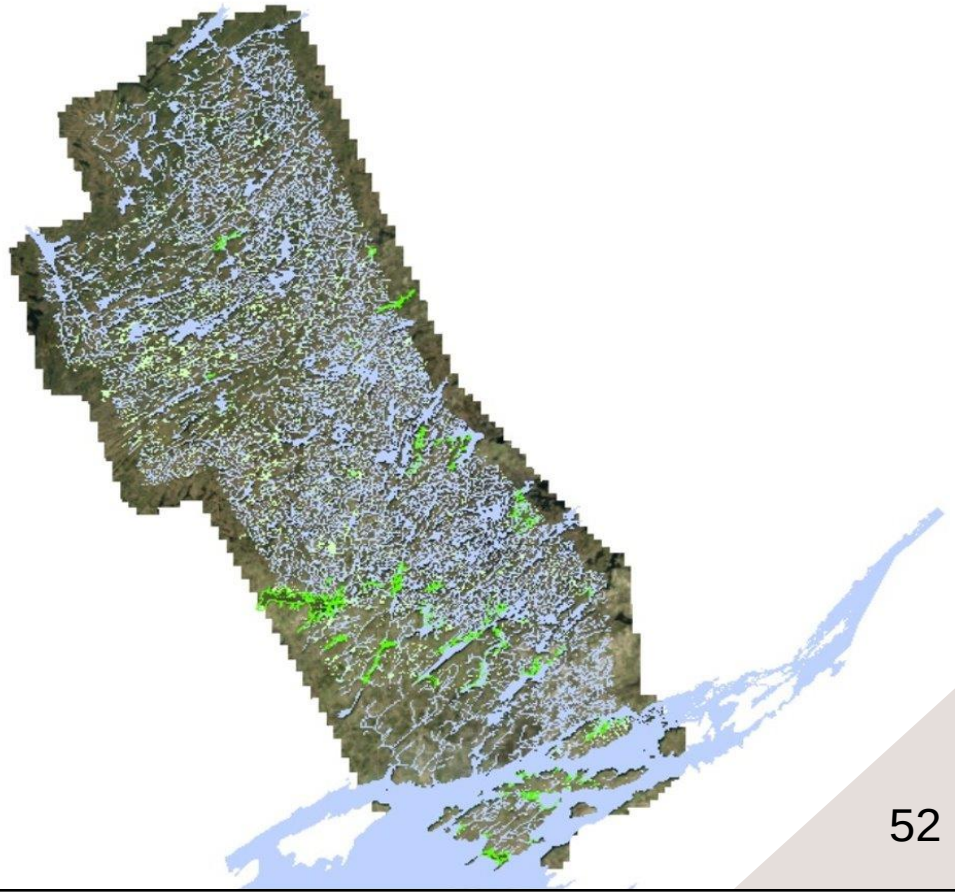
"[…] tree removal and site alteration are also included in the definition of development within a Development Permit System. So, that in itself would allow for an extra level of protection for the waterfront properties within the Township" - Lake of Bays

Population Comparison

	North Frontenac	Central Frontenac	South Frontenac	Frontenac Islands	Ontario
Population (2011)	1,857	4,556	18,113	1,864	12,851,821
Population (2016)	1,898	4,373	18,646	1,760	13,448,494
Land Area (km^2)	1,164.77	1,015.20	971.56	175.04	908,69.33
Population Density (individuals per km^2)	1.6	4.3	19.2	10.1	14.8
Average Age	54.1	47.9	43.0	50.4	41.0
# of Private Dwellings	2,966	3,726	9,213	1,273	5,598,391
% of Private Dwellings Permanently Occupied	31	51	78	62	92
Average Household Size	2.0	2.3	2.6	2.3	2.6
Average Household Income After Tax ($)	56,119.00	62,265.00	84,953.00	119,635.00	80,322

Importance of Natural Heritage

Almost 90 % of planning approvals in Frontenac involve a natural heritage component.



Site Visits

Date: September 27, 2019	
Location	**Purpose**
Sharbot Lake (Central Frontenac)	This site visit provided an excellent example of shoreline naturalization.
White Lake (Central Frontenac)	This site visit demonstrated the important role lake associations play in shoreline planning and protection, and the positive impact strict environmental regulations can have on improving lake water quality.
Marble Lake (North Frontenac)	This site visit provided an example of the negative impacts of over-development along shorelines.



Bill 108 Amendments

- **O Reg 301/19: Community Planning Permit Systems** - Amends O Reg 173/16.
- Enables the **Minister to require** the community planning permit system to be **used in specified areas** (e.g., major transit station areas and provincially significant employment zones).
- **Removes the ability to appeal** (except by the province) the by-law that implements the community planning permit system **when the Minister issues an order** to require a municipality to adopt or establish a system.
- **Clarifies community benefits charge** by-law is so it is **not applied in areas** within a municipality **where a community planning permit system is in effect**.
- Ultimately would have **no effect on implementation** of the **CPPS in Frontenac County**.

FRONTENAC

Report 2019-154

Council Recommend Report

To:	Warden and Council
From:	Kelly Pender, Chief Administrative Officer
Prepared by:	Megan Rueckwald, Manager of Community Planning
Date of meeting:	December 18, 2019
Re:	**Planning and Economic Development – Queen's University Project Course – Shoreline Protection in Frontenac County**

Recommendation

Resolved That the Council of the County of Frontenac accept the Shoreline Protection in Frontenac County Study dated December 2019 prepared by the project team from the Queen's University School of Urban and Regional Planning;

And That the Council of the County of Frontenac thank the students for their contributions and dedication to waterfront planning across the County;

And Further That the Council of the County of Frontenac direct planning staff to explore recommendations within the study to evaluate alternatives to shoreline protection across the County including the implementation of a Community Planning Permit System.

Background

In September 2019, Frontenac County retained a graduate student team from the Queen's University School of Urban and Regional Planning to conduct research to help inform a policy update with respect to waterfront development and redevelopment. The objective of the research was as follows:

- To identify current policies used by Ontario municipalities to regulate waterfront development;
- To evaluate the suitability of various waterfront development policies, Planning Act and Municipal Act tools for potential use in Frontenac County; and
- To provide policy recommendations that will effectively and efficiently regulate waterfront development in Frontenac County.

Through a policy review of County-wide Official Plans, Provincial legislation and planning documents, the Project Team concluded that there was a strong basis for the implementation of an improved shoreline development approval process, as well as a collective vision for the protection of the natural environment. Within this context, the Project Team identified four planning tools for possible use in Frontenac County in order to regulate waterfront development: minor variances, site plan control, site alteration by-laws, and the Community Planning Permit System (previously referred to as the Development Permit System).

Ten criteria were selected to evaluate the planning tools and twelve municipal case studies were reviewed, with each municipality using one of the four planning tools explored in the report. In addition to the review of documents, the Project Team also conducted interviews with key stakeholders including conservation authority staff, municipal planning staff and private consulting firms.

The Project Team recommended the Community Planning Permit System as the best planning tool and approach for waterfront planning across Frontenac County.

The Shoreline Protection in Frontenac County study is attached.

Comment

Based on the review, the Community Planning Permit System was recommended by the Project Team. A Community Planning Permit System may be established by a local municipality in a targeted area, which combines zoning review, site plan control and the minor variance process into a single application. A Community Planning Permit System was recommended for the following reasons:

Efficiency: By combining planning tools through a permitting system, a more cohesive approach is taken to development which can reduce the duplication of applications/approvals and reduce the amount of time required to process development applications.

Flexibility: Development applications can be categorized into classes through which applications requiring fewer changes to existing regulations can be processed quickly and require only approval of planning staff, rather than the Committee of Adjustment.

Shoreline Protection: The Community Planning Permit System contains measures, such as discretionary uses, through which to protection of natural heritage can be achieved. This may allow for greater control over development that may negatively impact the waterfront.

Geographic Scope: The Community Planning Permit System may be implemented only in specific areas of concern, which may help ease the transition while protecting areas that are in urgent need of regulation.

In addition to the recommendation of the Community Planning Permit System, the Project Team also compiled a number of recommendations for the implementation of the system. These included:

- Education for Planning Staff and the Public;
- Ensure Compliance with Ontario Regulation 173/16 (O Reg 173/16) - Community Planning Permits;
- Utilize a Pilot Program for CPPS Shoreline Permits;
- Consult with Public and Relevant Stakeholders;
- Formulate Application Criteria and Create Application Form;
- Consult with Municipalities Using the CPPS.

Sample public education fact sheets were also created for “Protecting the Health of Your Lake” and the “Community Planning Permit System” (Attachment 2) and a sample application (Appendix F of the report).

Key features of the Community Planning Permit System that were identified by the Project Team were also identified as part of the LEAN process improvement exercise for Committee of Adjustment applications. Should Council receive the study and direct planning staff to explore recommendations within the study to evaluate alternatives to shoreline protection, including the implementation of a Community Planning Permit System, staff will do so in consultation with the LEAN process team and ongoing Township-County collaborative planning efforts to identify efficiencies.

County of Frontenac Strategic Priority Implications

Priority 1: **Build community vitality and resilience.**

This priority includes refining and investing in efforts to accelerate economic development – to grow businesses, attract more visits and expand the tax base. A combined planning approval process of zoning, site plan control and minor variance with straightforward approvals being delegated to staff may accelerate approval processes leading to accelerate economic development.

Ensuring that the appropriate amount of resources are dedicated to the establishment of the permitting system and for approval processes will ease with the transition and ensure the strategic priority is met.

Priority 3: **Champion and coordinate collaborative efforts with partners to resolve complex problems.**

This priority identifies working 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. Engaging the Project Team from Queen’s University represented an opportunity to collaborate externally; the implementation of a Community Planning Permit System would represent an opportunity for Township planning departments to work collaboratively to support regional waterfront protection.

Financial Implications

None at this time.

Organizations, Departments and Individuals Consulted and/or Affected

Frontenac County Planning and Economic Development Department
Township Planning Departments including LEAN Frontenac Consentors
Conservation Authorities
Key stakeholders in waterfront planning and protection across the County

Attachments

1 - Shoreline Protection in Frontenac County Study, December 2019

2 – Public Education Fact Sheets



Shoreline Planning in Frontenac County

December 2019



Foreword



Tori Ruck, Katherine Evans, Christina Culley, Jenny Sutton, Fiona Titley, Chloe Reaburn, Leah Curtis

Derek Newton and Eric Post

The project team is comprised of second year master's students at the School of Urban and Regional Planning (SURP) at Queen's University in Kingston, Ontario. This report reflects the individual research findings and opinions of the students in the 2019 Environmental Planning Project Course, SURP 826. This report was prepared for the County of Frontenac and the findings and recommendations are herein the opinions of the authors and may not reflect the adopted policy of the County, or the positions of SURP or Queen's University.

Acknowledgments

The project team would like to thank:

- Our client supervisors, Joe Gallivan and Megan Rueckwald for their support, guidance and passion for waterfront planning throughout the project term, and for giving us the opportunity to put our planning education into action.
- Our project supervisor, Dr. John Meligrana, for allowing us to take the lead in approaching this project while providing support and guidance at decisive moments.
- Residents of the County of Frontenac for inviting us to visit their properties to learn firsthand the importance of the waterways in Frontenac, and the work that is being done to protect them; and to Jennie Kapusta for taking the time to show us around Frontenac.
- Those planners and consultants from Planscape, Skelton Brumwell & Associates, the Townships of Scugog, Lake of Bays, and Havelock-Belmont-Methuen, the County of Haliburton, Prince Edward County, the Towns of Carleton Place, Gananoque, and Innisfil, the Cities of Kawartha Lakes and Temiskaming Shores, and Cataraqui Region Conservation Authority, Rideau Valley Conservation Authority, and Mississippi Valley Conservation Authority who took time out of their busy schedules to answer our questions regarding planning tools.
- Jo-Anne Tinlin, Angela Balesdent, Kathy Hoover, and Joan Knox for their administrative support.
- Finally, our friends and family for their continued support throughout our educational journey.

Executive Summary

Context

Frontenac County ("the County") is located in the eastern part of Southern Ontario and consists of approximately 4,000 square kilometres of land adjacent to the City of Kingston. The County is comprised of four lower-tier municipalities including North Frontenac, Central Frontenac, South Frontenac, and the Frontenac Islands. The rural character of the County provides a scenic landscape and slow-paced lifestyle that offers diverse economic opportunities such as tourism and agriculture, many cultural activities, and a vast variety of outdoor activities. Frontenac County is recognized for their strong, resilient, and rural communities. The County has a year-round population of 27,000 people with limited population growth, however there is also a significant seasonal population.

Contained within Frontenac County are over 1000 lakes and significant wetlands, coastal wetlands, and fish habitat areas, all of which rely on water to retain their ecological functionality. The County Official Plan as well as the four Townships' Official Plans emphasize the importance of protecting and conserving the Waterfront Area, which is defined in the County's Official Plan as those lands extending 150 metres from the waterbody. The most common redevelopment proposal to go before the Committee of Adjustment is waterfront redevelopment. Currently, waterfront redevelopment applications come before the Committee of Adjustment in the form of minor variances, but deep concern and strong community support for the protection of the waterfront has identified the need for a policy update in order to provide an effective, efficient, and consistent approach to waterfront redevelopment that is appropriate for a rural context and sensitive to limited staff resources.

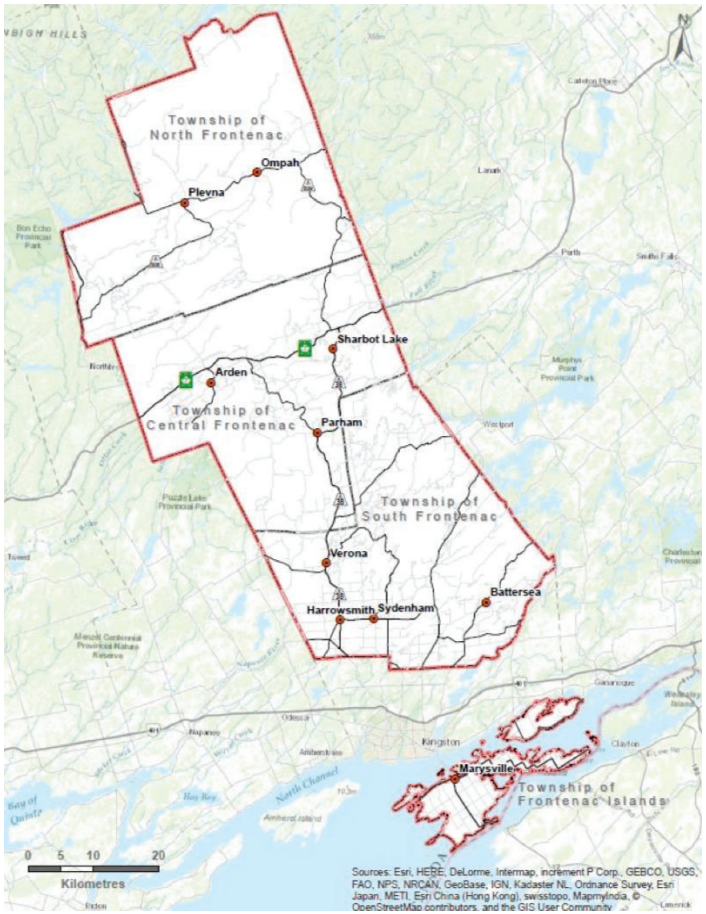


Figure E1. Townships, hamlets, and villages within the County of Frontenac. Retrieved from https://www.frontenaccounty.ca/en/government/resources/ Documents/2019-071-Frontenac-Stratplan-2019-2022.pdf

Project Objective

In the fall academic semester of 2019, Frontenac County retained a student project team from the Queen's University School of Urban and Regional Planning to conduct research to help inform a policy update with respect to waterfront redevelopment. The objectives of this research are as follows:

- To identify current policies used by Ontario municipalities to regulate waterfront development;
- To evaluate the suitability of various waterfront development policies and *Planning Act* and *Municipal Act* tools for potential use in Frontenac County; and
- To provide policy recommendations that will effectively and efficiently regulate waterfront development in Frontenac County.

Research Method

This report was completed using a qualitative research approach that flowed from observation towards the development of recommendations. Four planning tools were identified for possible use by Frontenac County in order to regulate waterfront development: minor variances, site plan control, site alteration by-laws, and the Community Planning Permit System (also known as the Development Permit System). Twelve case studies that met established selection criteria were chosen for research in this report.

The research was completed in the following phases:

1. Policy Review
2. Literature Review
3. Case Study Secondary Research
4. Case Study Interviews
5. Data Analysis
6. Formulation of Recommendations

Policy Review

In preparation for this project, waterfront planning policies were reviewed at the Provincial, County, and Township levels. This review demonstrated that Frontenac County is supportive of protecting shorelines and water quality and revealed several regulatory options that exist to ensure this protection. To conduct this policy review, the following documents were reviewed:

- Ontario Provincial Policy Statement (2014)
- Ontario *Planning Act* (2019)
- County of Frontenac Official Plan (2016)
- Frontenac County Strategic Plan (2019)
- Township of North Frontenac Official Plan (2017)
- Township of Central Frontenac Official Plan (2008)
- Township of South Frontenac Official Plan (2003)
- Township of Frontenac Islands Official Plan (2013)
- Cataraqui Region Conservation Authority Ontario Regulation 148/06 (2017)
- Quinte Conservation Authority Ontario Regulation 319/09 (2013)
- Mississippi Valley Conservation Authority Ontario Regulation 153/06 (2013)
- Rideau Valley Conservation Authority Ontario Regulation 174/06 (2013)

In reviewing these documents, it was found that there is a strong policy basis for the implementation of an improved shoreline development approval process, as well as a collective vision for the protection of the natural environment in Frontenac County. Almost all the policy documents provided guidance for waterfront development approval processes, though all slightly differed from each other. A cohesive approach to shoreline protection across the entirety of Frontenac County would make for a more streamlined approach.

Literature Review

A literature review was conducted to gain a better understanding of the topics surrounding waterfront development. For this review, both academic and non-academic sources were considered to better understand the conversations taking place in both academic and non-academic contexts. The key words that were searched for this review included:

- Waterfront Planning
- Lakeshore Capacity
- Shoreline Protection and Stewardship
- Site Plan Control
- Development Permit System
- Community Planning Permit System
- Site Alteration By-Laws
- Vegetation Buffers and Corridors

Key takeaways from the literature review include:

- Climate change and human activities are known to alter the rate of productivity and physical characteristics of temperate lakes.
- There are economic benefits to developing waterfronts, whether it is large scale or small scale, however this also brings up issues of public access, conservation and monitoring.
- Assessing and managing watersheds takes cooperation and involves numerous agencies, regulatory frameworks, and jurisdictions in order to successfully implement strategies.
- Vegetated buffer zones are very important for water quality protection.

Evaluation Criteria

Ten criteria were formulated for evaluation of both the case studies individually, as well as the planning tools as a whole. The criteria were generated based on the limitations and needs expressed by Frontenac County. A standardized three-level scoring system through which to provide a rating of either 'good' (3 points), 'satisfactory' (2 points) or 'poor' (1 point) for each criterion was established in order to consistently evaluate each case study and planning tool. Descriptions of the criteria are listed in the table on the next page.

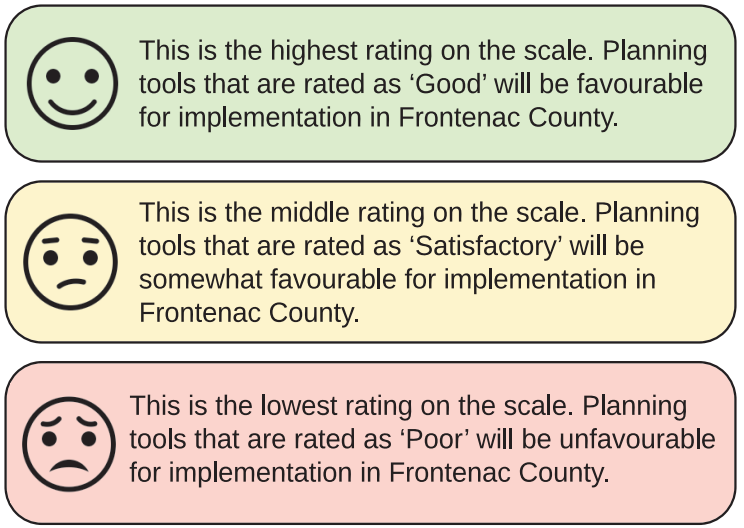


Figure E2. Definitions for the rating scale used in the evaluation of the planning tools.

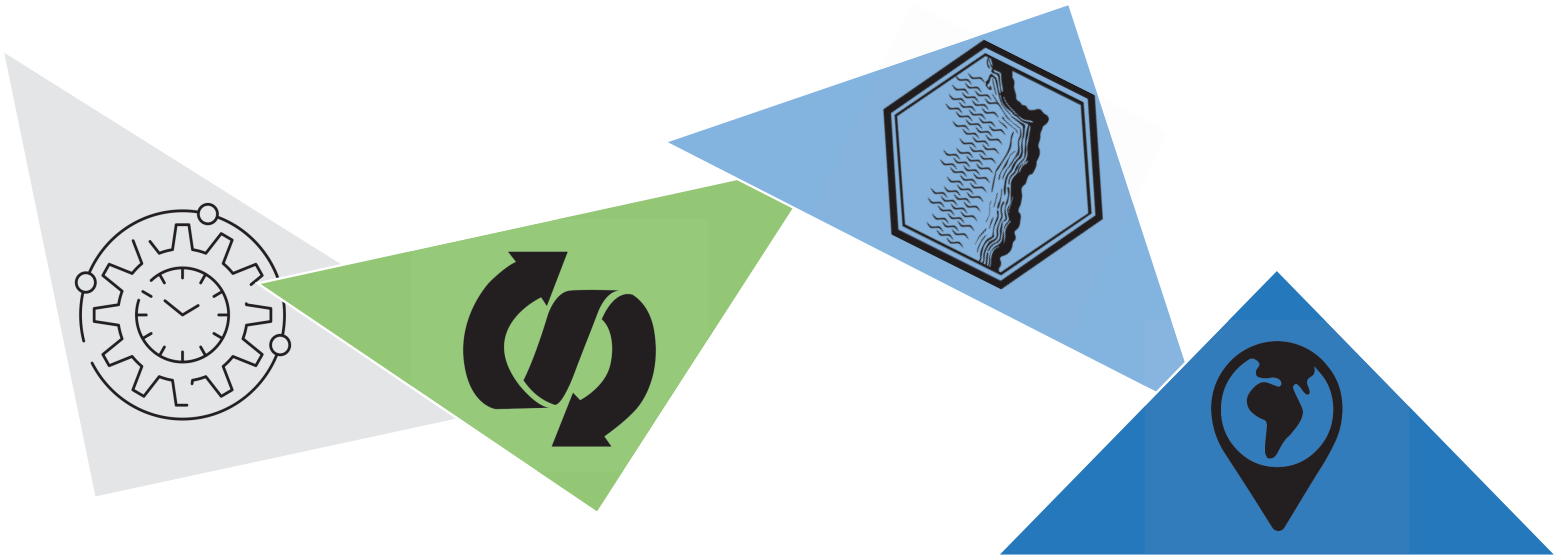
Table E1.Descriptions of the twelve case study evaluation criteria.

Criteria	Explanation
Cost Effectiveness (Applicant)	Cost effectiveness refers to the monetary amount applicants are required to pay through the application process in each municipality when seeking a permit. Applications can vary in cost depending on the size of a project, with higher costs potentially deterring applicants from following proper procedure.
Staff to Application Ratio	Staff to application ratio is a comparison between the number of staff processing applications, and the number of applications received by a municipality over the course of one year. A ratio representing the number of staff to the number of applications was determined and compared to the staff to application ratio of Frontenac County.
Transition Process	The transition process refers to the transition a municipality must make when changing from the use of one planning tool to another. The transition process was evaluated based on whether the municipality transitioned from one planning tool to the current planning tool in use, and if so, how this transition occurred.
Ease of Enforcement	Ease of enforcement was included as a criterion in order to determine how the requirements of each planning tool are enforced. The process involved with each planning tool could influence the ease of enforcing the goals outlined in the tool. In addition, a planning tool that is easier to enforce requires fewer by-law enforcement officers. The ease of enforcement was evaluated based on the method of enforcement employed by the municipality.
Applicant Effort	Applicant effort was evaluated based on the amount of effort required of the applicant when completing the application process. Longer applications result in a larger amount of applicant effort, which could deter applicants from abiding by the relevant planning tool. Applicant effort was evaluated based on the amount of collaboration with experts applicants would require when completing their applications.
Application Timeline	Application timeline was evaluated in order to determine the amount of time between when an applicant submits an application and when they receive a decision from the municipality. Two methods were used to evaluate this criterion; the amount of time between the submission of an application and a decision, and the legislated timelines for municipal decisions.
Collaboration with External Agencies	Some planning tools require collaboration with external agencies such as conservation authorities or lake associations. Collaboration is beneficial but can increase the application timeline. Collaboration with external agencies was evaluated based on the number of agencies required for collaboration under the planning tool.
Geographic Scope	Geographic scope was included to evaluate the extent of the area covered by the planning tools in each municipality. Some of the tools control development across the entire municipality, while others are utilized on a site-by-site basis. This criterion is based on the potential impact that waterfront developments have on the greater surrounding area, beyond lakes and waterfronts.
Shoreline Protection	It is important that Frontenac County uses a planning tool which effectively protects shorelines. Shoreline protection was evaluated based on how each planning tool approached shoreline protection and whether it was prioritized.
Public Support	Public support was evaluated in order to determine whether the general public in each municipality has a positive or negative opinion of the use of the planning tools. Interest and willingness from the public can influence the effectiveness of a planning tool.

Recommendations

Based on the evaluation criteria, the Community Planning Permit System (CPPS) received the highest rating with a score of 83%. Therefore, it was determined that the CPPS would be the most appropriate planning tool for implementation in Frontenac County. Key features of the CPPS that make it suitable for use in Frontenac County include:

Efficiency:	By combining zoning and site plan control by-laws, as well as minor variance processes into one system, a more cohesive approach is taken toward development which can reduce the duplication of applications/approvals and reduce the amount of time required to process development applications.
Flexibility:	There is flexibility built into the CPPS, as development applications are categorized into classes through which applications requiring fewer changes to existing regulations can be processed quickly and only require approval of planning staff, rather than the Committee of Adjustment.
Shoreline Protection:	The CPPS contains measures, such as discretionary uses, through which to specifically protect natural heritage. Through these measures, the County would have greater control over development that may negatively impact the waterfront.
Geographic Scope:	The CPPS may be implemented only in specific areas of concern, which may help the County ease into the transition to a CPPS while protecting areas that are in urgent need of regulation.



In order to put the CPPS into effect in Frontenac County, the following recommendations were determined for implementation.

Recommendation: Education for Planning Staff and the Public

Prioritizing public education will contribute to the overall success of the implementation of the CPPS. In interviews, municipalities who emphasized public education and utilized various methods found that they received a higher number of completed applications and therefore, had fewer issues with non-compliance.

Recommendation: Ensure Compliance with Ontario Regulation 173/16 (O Reg 173/16) – Community Planning Permits

Ontario Regulation 173/16 – Community Planning Permits governs the development of the Community Planning Permit System. Any municipality creating a CPPS by-law within their jurisdiction shall comply with the provisions outlined in the regulation.

Recommendation: Utilize a Pilot Program for CPPS Shoreline Permits

The County has the ability to implement the CPPS in stages and may consider implementing the CPPS on a smaller scale in the beginning in order to allow planners and the public time to adjust to the new system.

Recommendation: Consult with Public and Relevant Stakeholders

Public consultation will be a critical component of the transition to the CPPS. Ensuring members of the community are able to participate in the initial stages of the creation of the CPPS and are educated about the new system will help encourage public support of the new planning tool.

Recommendation: Formulate Application Criteria and Create Application Form

The CPPS allows municipalities to create classes of applications which require varying degrees of collaboration and external expertise. A sample application has been created that may assist the County in creating a CPPS application form.

Recommendation: Consult with Municipalities Using the CPPS

Consulting with the case study municipalities examined in this report may greatly benefit Frontenac County planners in creating a CPPS. The case municipalities that use a CPPS or DPS are: the Township of Lake of Bays, the Town of Innisfil, the Town of Carleton Place, and the Town of Gananoque.

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Chapter One - Introduction



1. Introduction

1.1 Project Overview

This report provides Frontenac County with recommendations regarding the most appropriate waterfront development policies. Currently, the Committees of Adjustment of the Townships deal with a significant number of applications with potential impacts on the natural heritage system (NHS). This NHS, as defined in Section 7.1.1. of the County of Frontenac's Official Plan (2016), includes significant wetlands, significant coastal wetlands, and fish habitat, among other features. Water quality is an important aspect for the ecological function of each of these features. Therefore, it is critical that a consistent, effective, and efficient approach is used across the County to review waterfront development and redevelopment applications. There is strong community support for policy change, as demonstrated by members of the public and local lake associations as gathered from site visits. However, the County is constrained by limited resources and capacity for enforcement.

For the purposes of this report, a vast collection of data on waterfront development and redevelopment policies was evaluated using specific criteria relevant to the needs of Frontenac County. This report is intended for use by Frontenac County and Township planning staff as well as County Council for updating planning policies for waterfront development and redevelopment.

The objectives of this report are as follows:

- To identify current policies used by Ontario municipalities to regulate waterfront development;
- To evaluate the suitability of various waterfront development policies for potential use by Frontenac County; and
- To provide policy recommendations that will effectively and efficiently regulate waterfront development in Frontenac County.



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1.2 Frontenac County Context

1.2.1 Location

The County of Frontenac, henceforth referred to as Frontenac County, is comprised of approximately 4,000 square kilometres of land adjacent to the City of Kingston in Eastern Ontario (County of Frontenac, 2016). However, the City of Kingston is outside of the County's municipal jurisdiction (County of Frontenac, 2018). The County includes four lower-tier municipalities: North Frontenac, Central Frontenac, South Frontenac, and the Frontenac Islands.

The County contains a beautiful landscape and serene atmosphere characteristic of a rural area, but is geologically unique due to its position on the Canadian Shield (Crins, Gray, Uhlig, & Wester, 2009). Its close proximity to urban centres such as Kingston and Ottawa allows for access to amenities and services. Figure 1 illustrates the County's townships as well as unincorporated hamlets and villages.



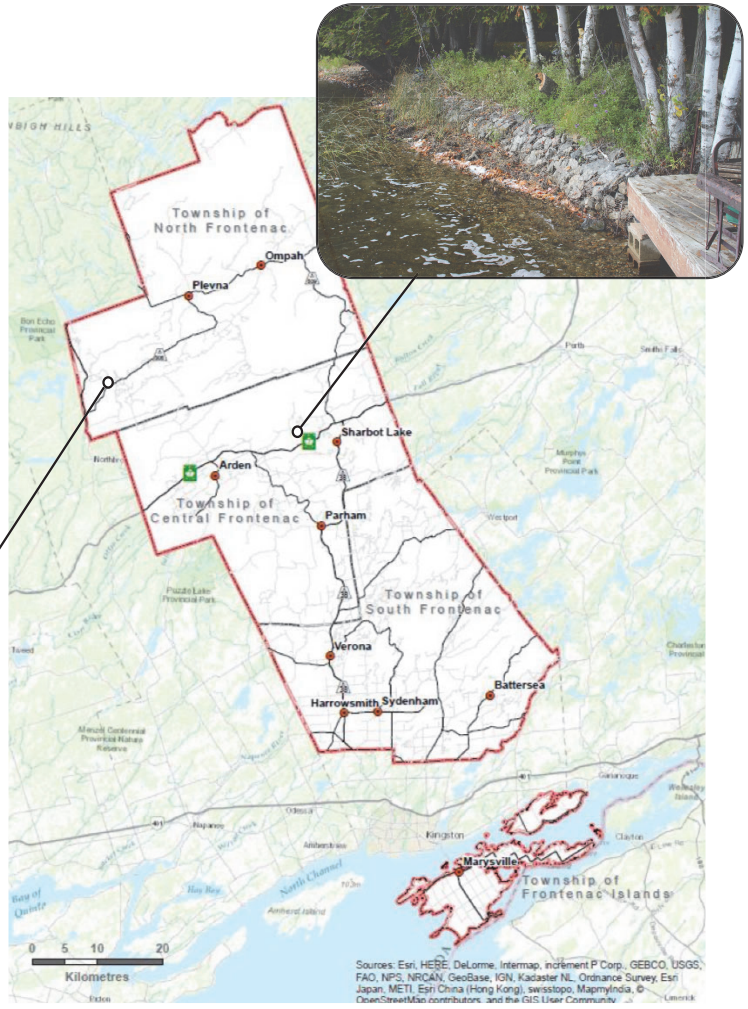


Figure 1. Townships, hamlets, and villages within the County of Frontenac. Retrieved from https://www.frontenaccounty.ca/en/government/resources/Documents/2019-071-Frontenac-Stratplan-2019-2022.pdf

1.2.2 Economic Sectors

The Frontenac County website identifies four major sectors that are critical components of its overall economy (Frontenac Economic Development, 2017).



Agriculture	Agriculture has resulted in economic growth within the County as small and large-scale farming operations have increased over the past decade. There is also an expanding market for young farmers establishing organic and sustainable farms, in addition to existing traditional farms.
Food and Beverage	Local food and beverage is another key sector within Frontenac County's economy. The County is part of Ontario's Artisan Food and Beverage Region, the goal of which is to help entrepreneurs establish artisanal food and beverage businesses.
Manufacturing and Technology	The County's economy also relies on manufacturing and technology. Manufacturing in the County is highly specialized and includes production such as aluminum boat manufacturing and millwork providers.
Tourism	The expansive trail network in Frontenac County attracts local residents and visitors from outside the County. As the construction of the Kingston & Pembroke (K&P) Trail continues, tourism will increase and more businesses will be established in Frontenac County.

(Frontenac County, 2017)

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1.2.3 Population

As of 2016, Frontenac County's total population was 26,677. The County's population is dispersed unevenly throughout the four townships with South Frontenac containing the largest portion of the County's population with approximately 18,646 individuals living within its boundaries. Frontenac Islands has the smallest population with 1,760 residents, slightly fewer than North Frontenac's 1,898. Despite having a small population, Frontenac Islands is the second most densely populated with a population density of 10.1 individuals per square kilometre, while North and Central Frontenac have densities of 1.6 and 4.3 individuals per square kilometre, respectively.

Table 1. Demographic data for the County of Frontenac and the province of Ontario. Source: Statistics Canada (2016).

	North Frontenac	Central Frontenac	South Frontenac	Frontenac Islands	Ontario
Population (2011)	1,857	4,556	18,113	1,864	12,851,821
Population (2016)	1,898	4,373	18,646	1,760	13,448,494
Land Area (km^2)	1,164.77	1,015.20	971.56	175.04	908,69.33
Population Density (individuals per km^2)	1.6	4.3	19.2	10.1	14.8
Average Age	54.1	47.9	43.0	50.4	41.0
# of Private Dwellings	2,966	3,726	9,213	1,273	5,598,391
% of Private Dwellings Permanently Occupied	31	51	78	62	92
Average Household Size	2.0	2.3	2.6	2.3	2.6
Average Household Income After Tax ($)	56,119.00	62,265.00	84,953.00	119,635.00	80,322

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Frontenac County's senior population is increasing and younger individuals are moving out of the County, as reflected by age and household size data (County of Frontenac, 2016). All four townships have an average age greater than Ontario's 41.0 years of age. Two townships, North Frontenac and Frontenac Islands, have an average age over the age of 50, demonstrating the higher senior population within the County. The average household size in Frontenac County's townships ranges from 2.0 to 2.6 individuals, with all but South Frontenac's average being smaller than the provincial average of 2.6.

Frontenac County's population varies as a result of its large seasonal population. In total there are 17,178 private dwellings within the County's boundaries. Of these, 10,777 (63 percent) are permanently occupied. South Frontenac has the largest number of private dwellings within the County and the highest proportion of private dwellings permanently occupied at 78 percent. The Township of North Frontenac has the smallest percentage of private dwellings that are permanently occupied with 31 percent, and therefore has the largest seasonal population relative to the number of dwellings.

1.2.4 Services

There is a lack of access to services within Frontenac County. With the exception of Sydenham, no areas in the County are connected to municipal water or wastewater systems and property owners are responsible for their own well and septic system (County of Frontenac, 2014). In June 2019, the County commissioned a Communal Services Study in order to determine the feasibility of implementing communal servicing in Frontenac County. Communal servicing refers to systems which provide water and wastewater treatment to groups of households or commercial establishments. Though the County has not yet implemented a communal servicing system, the 2019 study found that this type of servicing is a feasible option and would benefit the municipality, developers, and residents of Frontenac County (WSP Consulting, 2019).

Access to health services is also challenging, as residents must travel to the City of Kingston if they need to visit a hospital. Other professional services, as well as cultural and recreational amenities, are not widely available within the County and may require travel to outside locations (County of Frontenac, 2016).



1.2.5 Natural Heritage

Frontenac County is well known for its beautiful natural heritage. The County contains more than 1,000 lakes and vast forested areas as well as several provincial parks. It is also comprised of large amounts of Crown land. These natural heritage features benefit the economy as they are a critical draw for tourism. A wide variety of visitors travel to Frontenac County to experience the pristine natural

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environment it offers (County of Frontenac, 2016). These natural heritage features are closely tied to the overall identity of the County, and it is important that they are protected. This duty to protect the environment is shared by County and Township staff, conservation authorities, and lake associations (County of Frontenac, 2016).



1.2.6 Governmental Structure

Frontenac County is an upper-tier municipality which is comprised of four lower-tier municipalities. The current government structure is a result of a series of municipal amalgamations that took place in 1998. As previously noted, these member municipalities include the Townships of North Frontenac, Central Frontenac, South Frontenac, and Frontenac Islands. The County is comprised of an eight-member council represented by the mayor and a councillor from each of the four townships (County of Frontenac Council, no date). For planning matters, County Council is the approval authority for updates to the Township Official Plans, plans of subdivision, and plans of condominium (County of Frontenac Council, no date).

Each of the township mayors has an opportunity to act as the Deputy Warden before becoming the County Warden, both positions spanning a year-long term (County of Frontenac Council, no date). The mayors of each of the townships are appointed to Planning Advisory Committees, the Seniors Housing Task Force, and the CAO Performance Appraisal Committee (County of Frontenac Council, no date). The second appointed members of council, the council liasons, for each township facilitate communication between council and staff members from Emergency and Transportation Services, Long-term Care (Fairmont Home), Corporate Services, and Planning and Economic Development (County of Frontenac Council, no date). Figure 2 illustrates these positions in further detail.

1.2.7 Background Preparation

This report benefited from extensive engagement with the Frontenac community. On March 22, 2019, a number of the project team members and other graduate students hosted a successful Land Stewardship Workshop held at Saint James Major Catholic Church in Sharbot Lake, Central Frontenac. It was attended by about 40 participants including local politicians, property owners, members of various local organizations and residents. It was well received, with the event reported in the Frontenac News (Bakay, 2019).

The workshop covered such topics as rural land stewardship, shoreline protection, servicing options and rural economic development. The insight gained from this workshop provided important background information for this report.

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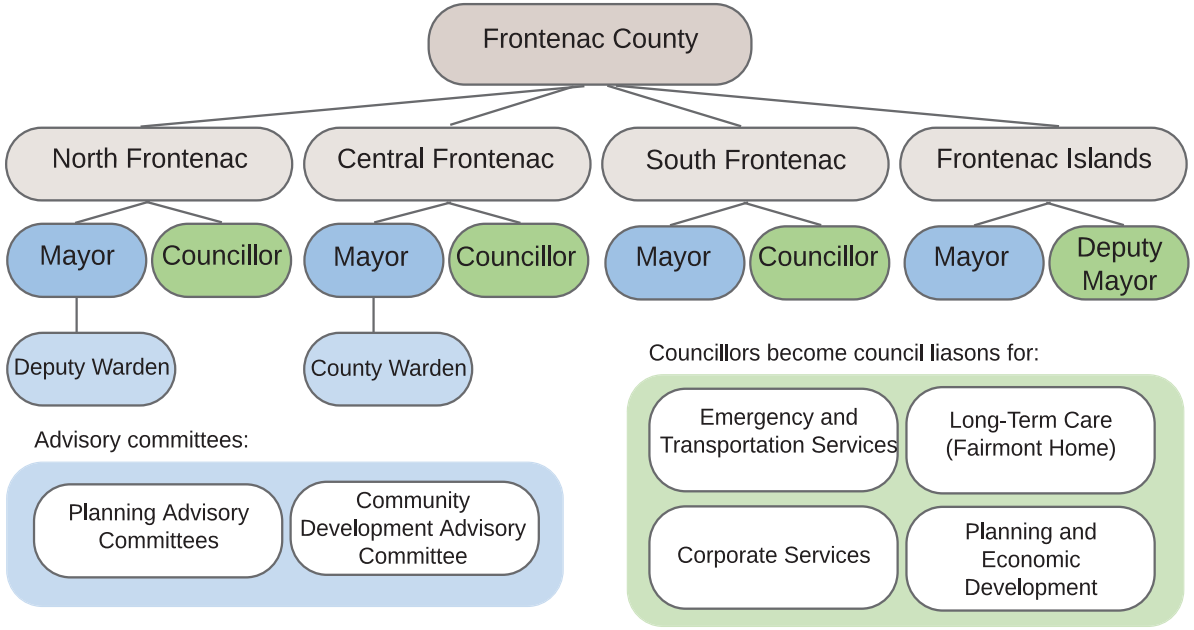
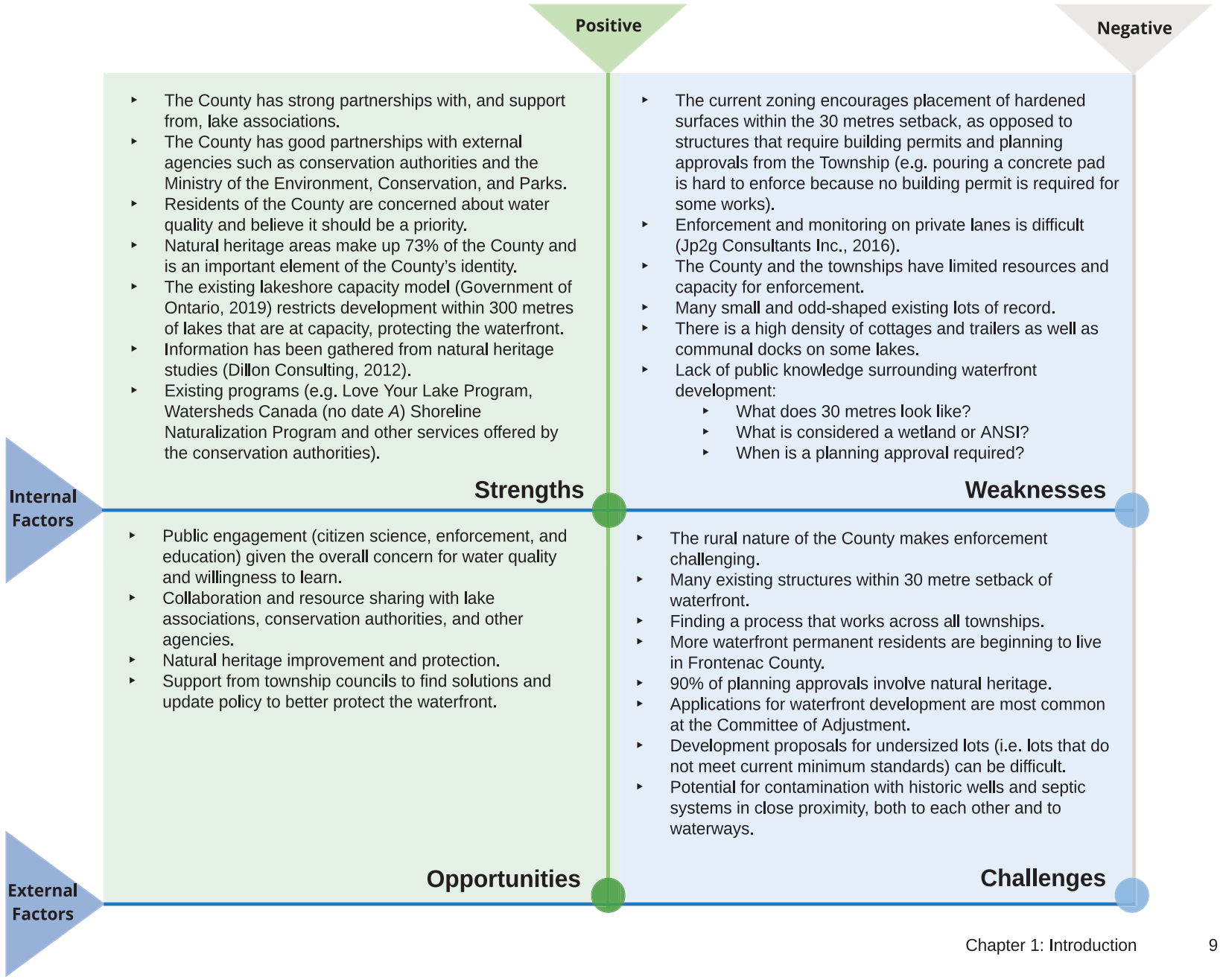


Figure 2. Example of the governmental structure for Frontenac County over one calendar year.

1.3 SWOC Analysis

A Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis was completed for Frontenac County. A SWOC Analysis is a planning method which identifies areas of success and areas with opportunities for improvement. The purpose of this analysis was to establish context for Frontenac County and to examine the current state of waterfront planning and policy. Characteristics such as current waterfront planning policy, available resources, the natural environment, relevant stakeholders and partnerships, and public opinion/knowledge were examined. These characteristics were identified as a strength, weakness, opportunity, or challenge in order to provide a broad overview of the ways in which waterfront planning has been successful and where there is potential for improvement.

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Positive
Negative
Internal Factors
External Factors
Strengths
Weaknesses
Opportunities
Challenges
The County has strong partnerships with, and support from, lake associations.
The County has good partnerships with external agencies such as conservation authorities and the Ministry of the Environment, Conservation, and Parks.
Residents of the County are concerned about water quality and believe it should be a priority.
Natural heritage areas make up 73% of the County and is an important element of the County's identity.
The existing lakeshore capacity model (Government of Ontario, 2019) restricts development within 300 metres of lakes that are at capacity, protecting the waterfront.
Information has been gathered from natural heritage studies (Dillon Consulting, 2012).
Existing programs (e.g. Love Your Lake Program, Watersheds Canada (no date A) Shoreline Naturalization Program and other services offered by the conservation authorities).
The current zoning encourages placement of hardened surfaces within the 30 metres setback, as opposed to structures that require building permits and planning approvals from the Township (e.g. pouring a concrete pad is hard to enforce because no building permit is required for some works).
Enforcement and monitoring on private lanes is difficult (Jp2g Consultants Inc., 2016).
The County and the townships have limited resources and capacity for enforcement.
Many small and odd-shaped existing lots of record.
There is a high density of cottages and trailers as well as communal docks on some lakes.
Lack of public knowledge surrounding waterfront development:
What does 30 metres look like?
What is considered a wetland or ANSI?
When is a planning approval required?
Public engagement (citizen science, enforcement, and education) given the overall concern for water quality and willingness to learn.
Collaboration and resource sharing with lake associations, conservation authorities, and other agencies.
Natural heritage improvement and protection.
Support from township councils to find solutions and update policy to better protect the waterfront.
The rural nature of the County makes enforcement challenging.
Many existing structures within 30 metre setback of waterfront.
Finding a process that works across all townships.
More waterfront permanent residents are beginning to live in Frontenac County.
90% of planning approvals involve natural heritage.
Applications for waterfront development are most common at the Committee of Adjustment.
Development proposals for undersized lots (i.e. lots that do not meet current minimum standards) can be difficult.
Potential for contamination with historic wells and septic systems in close proximity, both to each other and to waterways.

Chapter Two - Methods



2. Methods

The purpose of this chapter is to explain the processes that took place in order to complete the research outlined in this report, from September to December 2019. Four planning tools; minor variance, site plan control, site alteration by-laws, and Community Planning Permit Systems, were studied through the examination of 12 municipalities in Ontario. The planning tools were compared and evaluated using a ranking system which identified the strengths and weaknesses of each tool based on established criteria. The results of this comparison were used to develop a set of recommendations for Frontenac County. These recommendations reflect the planning tool that is deemed to be best equipped to meet the shoreline planning goals of Frontenac County.

2.1 Research Classification

A qualitative research approach was adopted for the completion of this report. Qualitative research can be performed in order to address real world issues and answer specific questions through the gathering, interpreting, and analysis of information. An inductive approach was taken, as the researchers began with observation and moved towards the development of recommendations (Blackstone, 2018). The observation process involved the collection of data from a variety of sources, including planning policies, academic and non-academic literature, and case study research both online and through the completion of interviews. These research methods informed the final recommendations of this report.

2.2 Contextual Research

2.2.1 Literature Review

This report included an extensive and integrative literature review in order to identify common themes and to advance the researchers' knowledge of the topic (Synder, 2019). The purpose of the literature review was to gather information on planning policies in Ontario, waterfront protection and management, and available planning tools which facilitate effective waterfront planning. Both academic and non-academic literature were reviewed to ensure that the information presented in the report reflects a variety of perspectives and approaches. This information provided context which informed the selection, evaluation, and interpretation of the case studies used to represent each of the four planning tools explored in this report. Based on the literature included in this review, a list of both recommended academic literature sources and a list of policy documents was compiled. These lists can be found in Appendix G.

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2.2.2 Site Visits

Site visits were completed during the research process. The researchers visited several waterfront properties within Frontenac County. The purpose of these site visits was to provide the researchers with context regarding Frontenac County. At each of the sites, the property owners gave the researchers a tour, while providing details about the property such as information about the history, servicing, issues onsite, environmental protection efforts, and the involvement of lake associations. This information proved to be extremely valuable, as it allowed the researchers to develop a deeper understanding of Frontenac County as well as planning processes and challenges associated with waterfront planning in this area.



Table 2. Overview of the site visits conducted in Frontenac County.

Date: September 27, 2019	
Location	Purpose
Sharbot Lake (Central Frontenac)	This site visit provided an excellent example of shoreline naturalization.
White Lake (Central Frontenac)	This site visit demonstrated the important role lake associations play in shoreline planning and protection, and the positive impact strict environmental regulations can have on improving lake water quality.
Marble Lake (North Frontenac)	This site visit provided an example of the negative impacts of over-development along shorelines.

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2.3 Case Study Research

This report made extensive use of comparative case study analysis. The purpose of case studies are to provide a greater understanding of a specific phenomenon. A case study is meant to demonstrate why a phenomenon occurred, how it was implemented, and what it ultimately resulted in. The case study approach allows researchers to develop an in-depth understanding of a particular topic within the appropriate context (Yin, 2009).

The case studies utilized in this report consisted of 12 different Ontario municipalities Each municipality used one of the four planning tools explored in this report: minor variance, site plan control, site alteration by-laws, and Community Planning Permit Systems. The use and effectiveness of these planning tools in each municipality was examined in order to contribute to a larger evaluation.

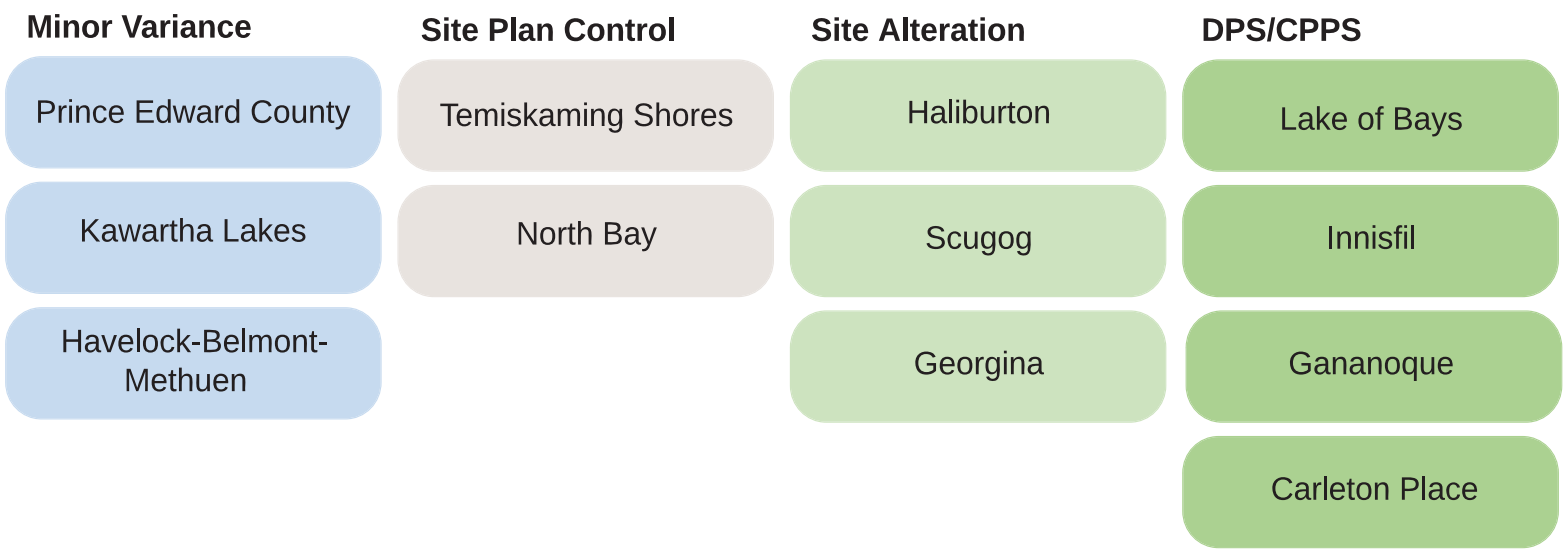


Figure 3. The twelve case study municipalities examined in the research categorized by the four planning tools.

AGENDA ITEM #b)

2.3.1 Case Study Selection

The case study municipalities were selected using a series of criteria established by the researchers. The purpose of the selection criteria was to ensure there was consistency across the selected municipalities and that research was based on waterfront planning tools utilized by municipalities that are similar to the County in order for the final recommendations to be applicable. Figure 4 illustrates the criteria used in the case study research, which is comprised of a series of municipal characteristics. To create a balance between consistency and variety, the municipalities only had to match the majority of the criteria to be selected. Table 3 outlines which of the nine criteria matched to each of the twelve case study municipalities, as indicated by a highlighted row, only three of the case study municipalities matched all of the criteria: Lake of Bays, Innisfil, and Haliburton.

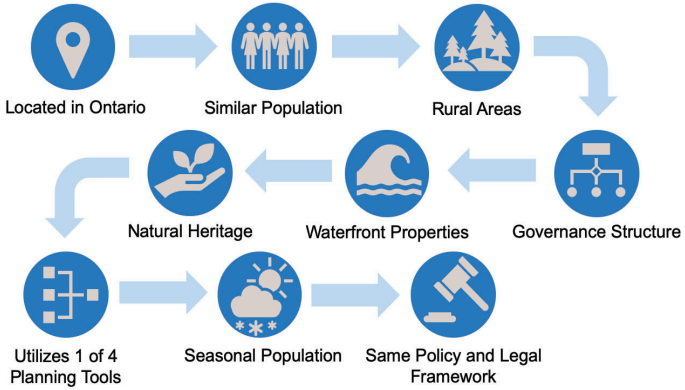


Figure 4. The nine selection criteria used to select the municipal case studies.

Table 3. Case study selection criteria matched to the municipalities.

Lake of Bays	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gananoque	✓				✓	✓	✓	✓	✓
Innisfil	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prince Edward County	✓	✓	✓		✓	✓	✓	✓	✓
Kawartha Lakes	✓		✓		✓	✓	✓	✓	✓
Havelock-Belmont-Methuen	✓		✓	✓	✓	✓	✓	✓	✓
Haliburton	✓	✓	✓	✓	✓	✓	✓	✓	✓
Georgina	✓		✓	✓	✓	✓	✓		✓
Scugog	✓	✓	✓	✓	✓	✓	✓		✓
North Bay	✓				✓	✓	✓		✓
Temiskaming Shores	✓		✓		✓	✓	✓		✓
Carleton Place	✓	✓			✓	✓	✓		✓

AGENDA ITEM #b)

2.3.2 Secondary Research

The case study research process began with secondary research regarding how the planning tools are used by each municipality. Each municipalities' website was examined for relevant by-laws, planning applications, and other information about the use of the tool. This information was used to create summaries of the ways in which minor variance, site plan control, site alteration by-laws, or Community Planning Permit Systems are employed in each municipality. These summaries included:

- an overall description of the municipality;
- an explanation of how and why the planning tool is used;
- a summary of the application fees associated with each tool; and
- key takeaways.

The summaries can be found in Appendix D. Secondary research was conducted to better understand the use of the four planning tools in each of the selected case studies.

2.3.3 Interviews

Interviews were also conducted as part of the case study approach. The purpose of the interviews was to gather information about the planning tool for each municipality that was not readily available from other secondary sources. The interviews were semi-structured, as they followed a formal interview guide that consisted of open-ended questions (Newcomer et al., 2015). The use of a formal interview guide provided necessary structure, as the interviews were conducted in order to answer specific questions about the planning tools. Open-ended questions were used to give the interviewees the opportunity to expand on the questions and provide additional information. The interview guides were tailored to each interviewee, as each planning tool required different questions and the roles of each interviewee within the planning community differed.

Interviews were conducted with a representative from all but one municipality included in the case study research. These included municipal planners, consultants, and conservation authority staff. Three different methods were used for conducting the interviews, as the method was based on the preference of each interviewee. Some of the interviews were completed over the phone. These interviews began with an introduction from the Project Manager, and were then completed by two researchers, each with a role of either asking questions or taking detailed notes. These interviews were recorded and then transcribed. A few of the interviews were completed in person and followed the same format as the phone interviews. The remaining interviews were completed by email. The interview guide was sent to the participants, who replied with their responses. The transcriptions and the emailed responses were analyzed for key themes and this contributed to the overall evaluation of each planning tool.

2.4 Evaluation of Planning Tools

The data collected through secondary research and interviews was used to evaluate each of the planning tools explored in this report. The purpose of this evaluation was to compare minor variance, site plan control, site alteration by-laws, and Community Planning Permit Systems in order to inform the recommendations provided in this report. Each

planning tool was evaluated, and the results determined which tool was ultimately recommended for use in Frontenac County. The planning tools were evaluated based on their performance across 10 criteria, such as application timeline, shoreline protection, and public support. These criteria were selected by the researchers, as they agreed that the performance of the planning tools in each of these areas could determine which is overall the most effective. An explanation of each evaluation criterion can be found in Appendix D. A series of charts were used to organize and present the evaluations of the planning tools for each municipality (see Appendix D).

The use of the planning tools in each case study municipality were evaluated based on a scale of 'Good', 'Satisfactory', and 'Poor'. Each of these categories was associated with a specific number of points, 'Good' earning three points, 'Satisfactory' earning two, and 'Poor' earning one point. Figure 5 provides an explanation of each of these rankings. The information gathered from secondary research and the interviews were used to determine how the planning tools performed in each category. This initial evaluation process determined the effectiveness of the planning tool in each of the selected municipalities. The results of these evaluations were then used to determine the overall performance of the planning tools based on the same criteria. At this stage, the planning tools were examined apart from their associated municipalities and evaluated more generally based on a rating scale. This stage of the evaluation resulted in the production of four charts, one dedicated to each planning tool. These charts can be found in Chapter 3. The results of this evaluation informed the recommendations made in this report and determined which planning tool was endorsed for implementation in Frontenac County.

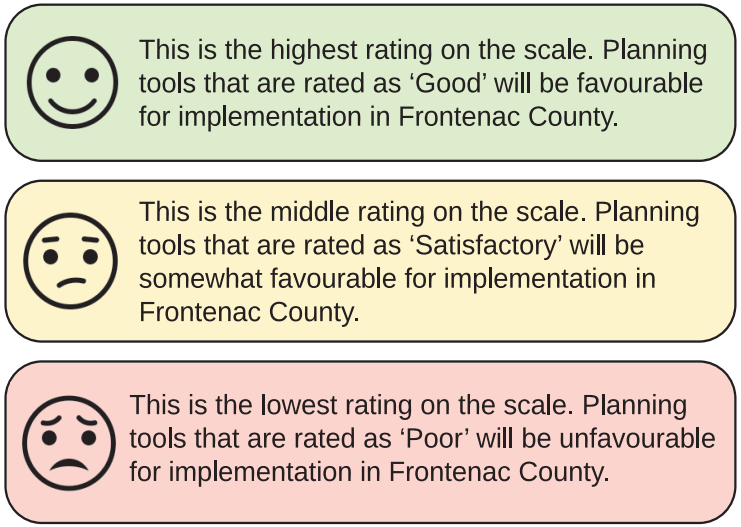


Figure 5. Definitions for the rating scale used in the evaluation of the planning tools.

2.5 Ethical Considerations

An application to the Queen's General Research Ethics Board (GREB) was submitted and approved for the participation of human subjects in this research. All individuals who participated in the research for this report, including property owners, municipal staff, private consultants, and conservation authority staff, were provided with letters of information and consent forms. This was done to ensure participants had a full understanding of the research and were able to give informed consent. The combined letter of information and consent form can be found in Appendix B. In the report, property owners involved in site visits were only identified by the lake their property is

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abutting. Interview participants were only identified by the organization they are employed under. This was done in order to provide a level of anonymity for research participants.

2.6 Research Limitations

2.6.1 Email Interviews

Some of the interviews completed for this research were conducted by email. When participants were approached with requests for interviews, they were given the option to participate in a phone interview or to email their responses. Some participants selected the email option. Providing this option allowed the researchers to gather information from individuals who could not participate in phone interviews. However, this method of interviewing is more restrictive, as it does not allow for a natural conversation between researchers and participants. This could have limited the information gathered from these interviews, as participants only answered the questions on the interview guide, without adding any additional information that can result from a conversation.

2.6.2 Number of Interviews

Another potential limitation is the number of interviews that were completed per case study municipality. Some municipalities were represented in the research through interviews with multiple individuals from the planning community, while in other municipalities only one individual was available to be interviewed. This was due to both differences in the size of municipal planning departments and time constraints. In some municipalities, researchers had the opportunity to speak with both municipal staff members and private consultants associated with the planning tools. Other municipalities had a smaller number of individuals in planning positions. Therefore, interviewing more individuals for these municipalities was not always an option. Additionally, researchers had to ensure that they managed their time appropriately. If more interviews were undertaken than what was appropriate for the span of time during which the research was conducted, the quality of these interviews and their analysis could have suffered.

2.6.3 Experience Amongst Interviewees

Another limitation to the research was the varying degrees of experience amongst the planning departments of the case study municipalities. Some of the individuals who were interviewed had been in their position at the municipality for a longer period of time and had a great deal of experience with the processes associated with the planning tool. Some interviewees were present for the transition from the previous planning tool used by the municipality to the current planning tool and possessed a great deal of knowledge about this transition process and why the change was made. Other municipalities had planning staff who possessed equally valuable knowledge about the current planning tool but had not been in their position for as long and therefore did not have as much knowledge about elements such as the transition process or the need for the change in planning tool. As a result, the information gathered from the interviews was different depending on the amount of experience the interviewee had in their current position.

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2.6.4 Lack of Interview

The original goal for the research was to conduct interviews with at least one representative from each municipality. However, an interview was not conducted with one of the municipalities as no response to the request for interview was received. As a result, one of the case studies is based solely on the information that was available on the municipality's website. Therefore, not as much information was gathered for this case study.

2.6.5 Bias

Personal bias must be acknowledged within the project course group. Though extensive research was completed on Frontenac County, and site visits were conducted by all members of the team, it is important to acknowledge that none of the researchers are from Frontenac County. Though they have conducted research, the researchers can in no way claim that they possess any lived experience of Frontenac County that residents and municipal staff have.

2.7 Literature Review

2.7.1 Policy Context

In preparation for this project, relevant policies for Frontenac County and for the context of planning waterfront development in Ontario were reviewed. This review demonstrated that Frontenac County is supportive of protecting shorelines and water quality and there are many regulatory options to ensure this protection. To conduct this policy review, the following documents were read and key take-aways were recorded as they relate to this project:

- Ontario Provincial Policy Statement (2019)
- Ontario *Planning Act (*2019)
- County of Frontenac Official Plan (2016)
- Frontenac County Strategic Plan (2019)
- Township of North Frontenac Official Plan (2017)
- Township of Central Frontenac Official Plan (2019)
- Township of South Frontenac Official Plan (2003)
- Township of Frontenac Islands Official Plan (2013)
- Cataraqui Region Conservation Authority Ontario Regulation (2013)
- Quinte Conservation Authority Ontario Regulation (2013)
- Mississippi Valley Conservation Authority Ontario Regulation (2013)
- Rideau Valley Conservation Authority Ontario Regulation (2013)

In reviewing these documents, it was found that there is a significant policy basis for the implementation of stronger shoreline development approval processes, as well as a collective vision for the protection of the natural environment in Frontenac County. Almost all of the policy documents provided guidance for waterfront development approval processes, though all slightly differed from each other. A cohesive approach to shoreline protection across the entirety of Frontenac County would make for a streamlined approach.

Ontario Provincial Policy Statement (2014)

According to the Provincial Policy Statement (PPS) (Ontario Ministry of Municipal Affairs and Housing [OMMAH], 2014), the guiding policy document for Ontario municipal governments, Frontenac County is responsible for protecting

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the natural environment and water quality. Municipal decisions must be consistent with the policies outlined in the PPS, ensuring a consistent approach to development across the province. The purpose of the PPS is to guide appropriate growth and development in Ontario, including the protection of water quality and shorelines (OMMAH, 2014). The 2019 draft version of the PPS is currently under review by the Province, and its contents are consistent with the information above.

Ontario *Planning Act* (2019)

The *Ontario Planning Act* provides the legal framework under which the PPS and the Natural Heritage Reference Manual are guiding documents. The *Planning Act* provides authority to Frontenac County to create a permit system (s. 70.2), delegate zoning to townships (s. 34(1)), or utilize additional criteria for assessing minor variances (s. 45(1.0.1).b) to effectively achieve the goals and priorities set out in documents such as the PPS. Frontenac County is able to implement a new planning tool to protect shorelines under the authorization of the Planning Act. Part III of the *Planning Act* details the jurisdiction of the County and the Townships to create Official Plans that direct the vision for their communities. The visions for the townships within Frontenac County each express the importance of maintaining the natural environment in their Township, aligning with the PPS.

Conservation Authorities

There are four conservation authorities within Frontenac County's jurisdiction, as there are four different watersheds within the County. Conservation authorities are governed by the Ontario Regulations established for each respective conservation authority. Within Frontenac County, there is Cataraqui Region Conservation Authority, Quinte Conservation Authority, Mississippi Valley Conservation Authority, and Rideau Valley Conservation Authority, each responsible for their respective watershed.



Figure 6. Conservation authorities in Eastern Ontario, including the four within Frontenac County's jurisdiction (Cataraqui, Quinte, Rideau and Mississippi Valley). Retrieved from https://d3n8a8pro7vhmx.cloudfront.net/greenbelt/pages/1023/attachments/original/1399920571/CA_map_08_28_2008_w_banner_web_large.jpg?1399920571

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Cataraqui, Quinte, Rideau, and Mississippi Conservation Authorities all provide development permits for any development that is proposed within environmentally sensitive areas that fall in their development control area. Within their regulations, these environmentally sensitive areas are outlined as adjacent or close to the shoreline of water bodies including the St. Lawrence River, areas within 120 metres of all provincially significant wetlands and wetlands greater than 2 hectares in size, and areas within 20 metres of wetlands less than 2 hectares in size. As the protection of these sensitive land uses has been mandated by the provincial government, there is a responsibility for municipalities to engage with their conservation authorities to enforce these regulations at the municipal level.

Official Plans

Each official plan within the County's jurisdiction contains policies for shoreline protection at the township level. Policies dictating buffering, forest management, shoreline development, and the management of environmental protection areas have been established by each township. The County is in a unique position to create a standardized approach to protect these sensitive land uses. The township's Official Plans consistently require a 30 metre setback from the high-water mark in order to be approved for construction. This 30 metre vegetated buffer originates from the *Natural Heritage Reference Manual (*Ontario Ministry of Natural Resources and Forestry [MNRF], 2010), which suggests 30 metres as the recommended minimum natural vegetation buffer adjacent to fish habitats for a variety of water body types. The official plans of the townships and the County all identify protection of shorelines and water quality as priorities, thus outlining the need for this project.

The Frontenac County Official Plan (2016) highlights the importance of collaboration with external agencies including lake associations (S.3.3.3.4.4(5)) and conservation authorities (S.3.3.3.4.4(3), S.7.1.1, S.7.1.4.7, Appendix 3). Due to the importance placed on collaboration by the County, it was ensured that the study and conclusions reflected this priority by including it as a criterion in the evaluation, and by specifically including the conservation authority regulations in this policy review.

It is evident that the natural environment must be protected, and this can be supported through the implementation of effective policy. The *Planning Act* permits Frontenac County to implement policies and planning tools that will be consistent with the goals and priorities of the PPS (2014) (S.3). Additionally, the Ontario Regulations that give authority to the conservation authorities within the County, provide an additional layer of protection. To elaborate, development projects may require permits from conservation authorities (S.4 of the Ontario Regulations for each conservation authority). The combination of these permit requirements and planning policies create a regulatory framework within which Frontenac County can implement a streamlined approach to protecting the shoreline from the pressures associated with waterfront development.

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2.7.2 Literature Context

A literature review was conducted to gain a better understanding of the topics surrounding waterfront development. For this review, both academic and non-academic sources were considered to better understand the conversations taking place in both academic and non-academic contexts. The key words that were searched for this review included:

- Watershed Planning
- Lakeshore Capacity
- Shoreline Protection and Stewardship
- Community Planning Permit System
- Development Permit System
- Site Alteration By-Laws
- Vegetation Buffers and Corridors
- Waterfront Development
- Minor Variance for Shoreline Protection
- Site Plan Control for Shoreline Protection

The findings demonstrate that there are several options for protecting shorelines and water quality through new development and the planning approval process. Site plan control, site alteration by-laws, the Development Permit System/Community Planning Permit System, and minor variance were all tools discussed as options for protecting environmentally sensitive areas. Beyond planning policies, there are many guidebooks and tool-kits available for homeowners residing on waterfront properties, educating them about how to care for the natural environment on their property and how their property impacts the entire ecosystem. This literature review demonstrated the best practices across North America for planners to effectively protect shorelines and water quality.

Watershed Planning

The government of British Columbia initiated a Riparian Area Regulation to protect fish habitat (British Columbia Ministry of Forests, Lands and Natural Resource Operations, 2016). While the regulations apply to new developments, there may be comparable solutions for existing Frontenac County waterfront properties. This guidebook parallels the type of implementation that Frontenac County is working towards for waterfront development by specifying tools for protection (i.e. Official Community Plan, Development Permit Areas, zoning by-laws etc.) and the legislative basis for that tool (i.e. *Local Government Act*, Part 14, *Land Title Act* etc.) (British Columbia Ministry of Forests, Lands and Natural Resource Operations, 2016). Frontenac County may decide to implement a similar guideline that outlines how each of the options for implementing waterfront development regulations would function in their own context.

Rideau Valley Conservation Authority created a guidebook for citizens concerning planning in their watershed, which would be a useful resource for the County to share with residents. The document includes information about lake management and suggestions for what residents can do to protect their lake. It is a useful tool for ensuring responsible shoreline development beyond the policy and planning tools traditionally used by municipalities (Rideau Valley Conservation Authority, no date).

In Lake Simcoe, a heavily populated watershed catchment affected by intensive farming and urbanization, it was found that achieving long-term ecosystem sustainability requires interdisciplinary research methods to investigate long-term evolution of social and economic pressures

(Neumann et al., 2017). With a similar focus on human impacts, in Southwestern Ontario, the idea of Cumulative Effects Assessment and Management for assessing the environmental impacts of shoreline development is considered by Chilima et al. (2017). The piecemeal framework for Environmental Impact Assessments (EIA) currently serves as the primary instrument for assessing potential impacts of development, but does not adequately capture the effects on watersheds caused by multiple developments amassed over time. Determining how human activity is affected specifically by shoreline development in Frontenac County is beyond the scope of the current project.

Across Canada, the responsibility for implementing integrated watershed management is fragmented. A feasible solution by which to approach integrated watershed management is for water management agencies to foster partnerships, coordinate planning and management activities, engage stakeholders, secure funding, and monitor and report on progress. As citizens become more involved, the roles of all participants must be clearly defined in order to promote success and facilitate implementation (Shrubsole et al 2017; 2016). Amongst this literature, there is a theme highlighting the importance of a multi-disciplinary approach to watershed planning that is beyond the scope of this project but may be a useful consideration for Frontenac County as they move forward with their policy tool for protecting shorelines and water quality.

Lakeshore Capacity

The Lakeshore Capacity Model (LCM) is a tool that was developed by the Ontario Ministry of the Environment, Conservation, and Parks to evaluate the effects of increased shoreline development on the concentration of phosphorus present in lakes during the ice-free season. The model has been updated over the years and the results of the findings have influenced decision-making in both the public and private spheres. As Paterson et al. (2006) outlined, all lakes collect some phosphorus from natural sources such as atmospheric precipitation. Major sources of phosphorus in lakes include domestic sewage and water, residential occupancy, the age and attenuation of septic systems, shoreline clearing (tree removal), agriculture, and urbanization. The Ministry of the Environment, Conservation, and Parks, the Ministry of Natural Resources and Forestry, and the Ministry of Municipal Affairs and Housing created a handbook on lakeshore capacity assessment as a resource for Ontario municipalities and other relevant stakeholders looking to protect their inland lakes. It is based on older policy documents (i.e. the 2005 PPS), however the science remains relevant and can be used by municipalities within Ontario's Canadian Shield, including Frontenac County.

Shoreline Protection and Stewardship

It is evident from the Frontenac County Official Plan that shoreline protection and stewardship are essential in their planning processes. The Federation of Ontario Cottager's Associations (2011; 2016) provides a variety of handbooks for Ontario cottage owners to inform them on how to best care for the natural environment on their property. Their handbook on healthy waterfronts (2011) provides information regarding the balance between enjoying one's property and protecting the natural environment. It offers information and advice for how to limit the amount of nutrients entering lakes, the benefits of shoreline buffers, environmentally friendly alternatives for traditional docks, keeping recreational activities low-impact, preventing invasive species, and protecting biodiversity. The document also provides detailed information about the importance of functioning septic systems and what property

owners can do to ensure their system is working properly in order to avoid negative environmental impact. Additionally, the document provides advice for how residents can create their own lake management plan, as well as more general information about how to be lake stewards.

The Federation's handbook on managing waterfront properties in a changing climate (2016) provides waterfront property owners with information about climate change and what they can do to protect their property. The document describes the various impacts of climate change, such as increasing temperatures, changing rainfall patterns, and more frequent extreme weather events and how these impacts can affect lakes and surrounding natural areas. A similar handbook was created by Watersheds Canada (n.d.a.), specifically for participants in their shoreline renaturalization project to outline the importance and maintenance of natural shorelines.

A study conducted in 2017 by Hartig and Bennion found that 97% of the total loss of coastal wetlands along the Detroit River could be attributed to human development. In applying these findings to the Frontenac County context, it is evident that it is important for the County to pursue a planning tool that regulates development that is contributing to the loss of wetlands across North America. Kreutzwiser and Slaats (1994) examined and evaluated a shoreline development program that was implemented by Ontario conservation authorities in 1988 to determine its success along the Great Lakes. It was determined that the initiative lacked an educational component for the public and had issues ensuring compliance from the public These are two key components of the implementation of a shoreline protection policy in Frontenac County.

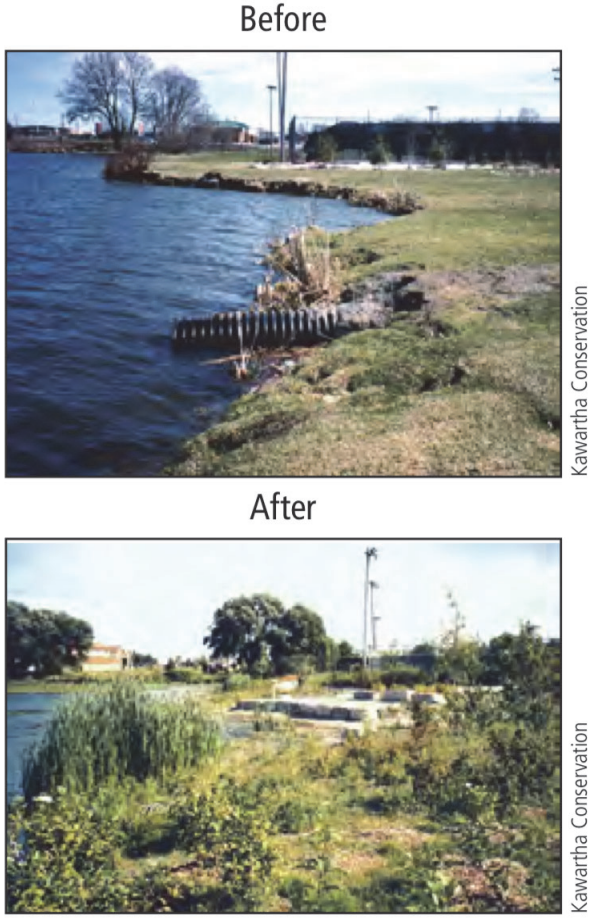


Figure 7. Successful shoreline renaturalization. Retrieved from http://foca.on.ca/wp-content/uploads/2014/05/Watershed_booklet_FULL_2011_with_covers-1.pdf

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Community Planning Permit System

The proposal to transition to a Community Planning Permit System (CPPS), previously called the Development Permit System, in the City of Toronto (2018) was reviewed to better understand how a transition could occur in Frontenac County. The document outlines the definition of the CPPS and goes into detail about how Toronto could implement the system. It is outlined that the first step would be to create a framework within the Official Plan to provide guidance for the CPPS. The City would then work with residents to understand how to best implement the system. This would be followed by the creation of the new CPPS by-law that would be used to legally establish the regulations for development. Lastly, the City of Toronto would begin reviewing development applications under the new by-law and issue Community Development Permits upon approval. The remainder of the document responds to specific questions about the status of Toronto's CPPS, as the policies proposed in 2014 were appealed and are under review by the OMB. The information in this document may be useful if Frontenac County chooses to implement a CPPS.

As an expert on the CPPS, a presentation by Szcerbak (2019) on Lake of Bays and Innisfil was included in this review. The presentation focuses on the implementation of a Community Planning Permit System in Lake of Bays and Innisfil. The presentation provides a brief explanation of what the CPPS is and why it was implemented. The presentation includes the benefits of a CPPS and the steps that are required for implementing a CPPS by-law. The presentation also details some information about the results of the CPPS, including a reduction in the amount of time dedicated to planning applications.

Development Permit System

As the original zoning by-law alternative, the Development Permit System (DPS) was included in this review. It is important to note that this type of system is no longer in use in Ontario as municipalities are being encouraged to use the name Community Planning Permit System. The Ontario Ministry of Municipal Affairs and Housing wrote a handbook for municipal implementation in 2008 to assist municipalities as they transition to this system. The information in this handbook may be useful in the implementation of a CPPS in Frontenac County, if the County selects this tool. An interesting discussion on how the DPS would work in the City of Toronto was written by Reid (2014) outlining the public perception on the benefits and challenges associated with implementing a DPS. Additionally, a Master's report by Stopar (2014) provides information on why some factors of the DPS create barriers to implementation in communities while helping to facilitate implementation in others. This report may be useful in understanding the challenges and the opportunities Frontenac County would face should they choose to implement a DPS.

Site Alteration By-Laws

Site alteration permitting systems are often abused by developers and landowners wishing to make a quick profit at the expense of the local environment (Loopstra, 2014). This is especially true when lucrative "tipping fees" can be collected by landowners for allowing illegal hauling and dumping of fill onto their land (Loopstra, 2014). Often, contractors and businesses will intentionally acquire low value agricultural or derelict mineral aggregate sites for large scale, unpermitted, fill hauling and dumping operations (Loopstra, 2014).

Many rural municipalities across Ontario rely on a complaint-based system in order to enforce their site alteration by-law provisions (Loopstra, 2014). In cases where landowners are repeat offenders, higher action must be taken and municipalities can appeal to various levels of the Ontario judiciary to place injunctions on these owners, effectively stopping these illegal activities (Loopstra, 2014). In the Township of Uxbridge, their Site Alteration By-law 2010-084 provides that "No person shall place or dump any fill, remove any topsoil or other form of site alteration on land within the Township without the owner first receiving a permit" (The Corporation of the Township of Uxbridge v. Talbot, 2014). Within the by-law itself, site alteration is defined as "dumping, the removal of topsoil from land, or the alteration of the grade of land by any means including placing fill, clearing and grubbing, the compaction of soil or the creation of impervious surfaces, or any combination of these activities" (The Corporation of the Township of Uxbridge v. Talbot, 2014).

The Township's position in a legal case was that the respondents were in contravention of their zoning and site alteration by-laws, having performed site alterations that left the respondents' properties unsuitable for agricultural purposes having illegally deposited fill on a former farm field and converted another former farm into an "industrial soil screening and mixing operation" (The Corporation of the Township of Uxbridge v. Talbot, 2014). The Ontario Superior Court of Justice ruled that the actions of the respondents were clearly in contravention of the site alteration by-law and issued a mandatory order requiring the respondents to remove the fill that had been placed on their property and the restoration of the property in a manner that would be suitable for the use as permitted by the Township zoning by-law (The Corporation of the Township of Uxbridge v. Talbot, 2014).

Site alteration in a shoreline setting must consider where the water meets land. Beaches are in a constant state of flux, accreting and eroding in response to waves, currents, winds, storms, and water-level change (Viola et al., 2014). As a consequence, development along shorelines entails substantial risk of property loss. For many with waterfront properties, the creation and maintenance of their shoreline (be it beach or lawn) is often an objective of residents (Tip of the Mitt Watershed Council, no date). However, creating sandy beaches where one doesn't naturally exist, or replacing soil that has eroded away can negatively impact water quality (Tip of the Mitt Watershed Council, no date). Dumped sand or soil is at risk of drifting away with shoreline current and wave action. Although the sand disappears, it remains in the lake and hastens the filling and aging process of lakes (Tip of the Mitt Watershed Council, no date).

The composition of the fill can also be an issue, as the quality of the soil is not always the same. If it contains chemicals such as phosphorus, it can further degrade water quality and contribute to increased plant growth (Tip of the Mitt Watershed Council, no date). Finally, the physical process of filling in a lake or shoreline has major biological impacts on near-shore habitat and species; adjacent habitats are often impacted as well (Viola et al., 2014). Another type of site alteration which might affect a lake ecosystem is the removal of vegetation close to the shoreline. Many municipalities look to create a 30 metre setback from the high water mark to protect water quality, and shoreline habitats and species.

Vegetation Buffers and Corridors

There is an abundance of existing literature regarding the importance and positive outcomes associated with vegetation buffers adjacent to waterways, including benefits

to water quality and native fish species. While outlining specifications for buffer varieties pertaining to different types of water bodies, Corell (2005) provides useful guidance for what types of buffers Frontenac County should require in their new planning tool. The District of Muskoka (2003) website outlines the role of buffers in providing habitat and protecting water quality – two goals Frontenac County is looking to achieve.

An article by Kenwich, Shammin, and Sullivan (2009) examines how the practice of modifying the water's edge and straightening streams in the Mid-western United States affects not only nearby riparian ecosystems but also a large portion of the overall water system. It is necessary to develop and implement new management strategies such as establishing riparian buffer zones and allowing streams to meander naturally to protect the ecological values of an area. The authors used photographs and questionnaires to determine stakeholders' (residents and planners) preferences for riparian land management strategies for waterways in Illinois in both rural and suburban environments. Generally, it was found that both residents and planners were supportive of tree buffers and meandering streams in rural areas. Additionally, most respondents agreed that the government should make vegetation in riparian zones mandatory. They also introduced the idea that either the government should hold the responsibility to finance and manage these buffer zones, or it should be a joint responsibility between landowners and the government. The authors suggest that vegetation in riparian zones be realized through a buffer implementation plan and zoning regulations which would specify comprehensive regulations regarding the goal and time frame for creating buffer areas and maintaining the vegetation over time. Overall it was determined that residents and planners prefer natural vegetation and trees along a water's edge to preserve the visual appeal and ecological health of the riparian area and were therefore relatively supportive of the introduction of a riparian buffer zone and establishing more sustainable methods to manage riparian areas.

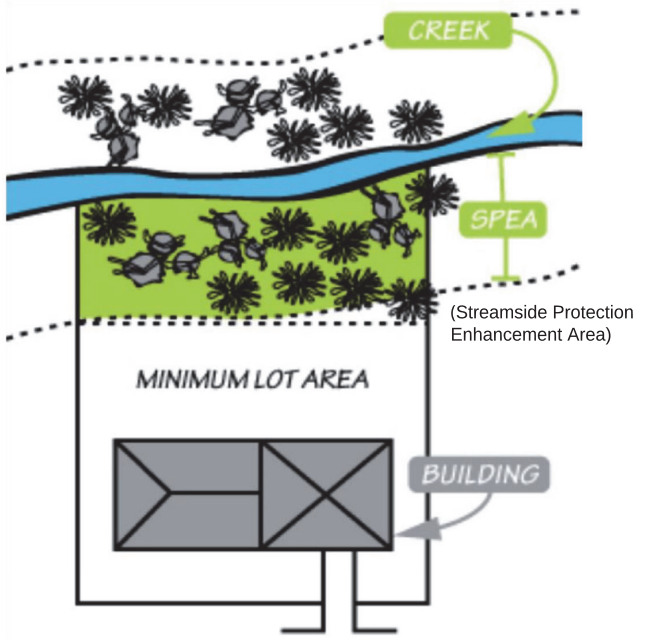


Figure 8. Illustration of the Riparian Area buffer in British Columbia. A similar approach to protecting shorelines with a 30 metre vegetative buffer is applicable in Frontenac County. (British Columbia Ministry of Forests, Lands and Natural Resource Operations, 2016)

Waterfront Development

The City of Hamilton is in favour of developing along the waterfront, as they found their waterfront trail improved their economic and environmental viability (Wakefield, 2007). Heavy industry continues to dominate the local economy in the City of Hamilton, and mills and smokestacks remain highly visible along the harbourfront. Major investments have been made to improve the City's environment and reputation. Pollution control and clean-up efforts have improved the harbour water quality over decades, but it remains an area of concern. In 2000, the Hamilton Harbour Waterfront Trail was opened to the public and is now seen as an icon of the 'new' City of Hamilton and is key in the vision of transforming it from an industrial town to a green and healthy city.

Wakefield (2007) investigates the underlying forces shaping the waterfront revitalization using newspapers and municipal documents to track development. Development of the waterfront trail is linked to discourse of environmental and economic revitalization within the City, and highlights issues of access and inclusiveness as local concerns. The findings of the research draw attention to the waterfront development trend of cities and how economic and political discourse is often highly involved. While this context is not the same as Frontenac County, the idea that waterfront development has both positive and negative impacts is important. This project has the bias that waterfront development is inherently bad for the environment, however this article outlines how it can be beneficial both environmentally and economically if it is undertaken with environmental protection as a priority.

The opposing opinion is that of Croft-White et al (2017) who state that the relationship between urban and agricultural stressors and water quality has been well established. The study concluded that areas along the north shore of Lake Ontario that were more developed had lower water quality than areas with less development. It is for this reason that Frontenac County is looking to monitor and regulate shoreline development.

Minor Variance for Shoreline Protection

The minor variance process presents applicants with an opportunity to seek permission or relief from specific provisions within a town's zoning by-law. Each township in Frontenac County has a zoning by-law which requires property owners to have a 30 metre setback from waterbodies. Applicants looking to obtain relief from the 30 metre setback can apply for minor variances on a dwelling or accessory structure. The County's geography is unique and contains approximately 1,000 lakes. As such, the majority of the minor variance applications received are applying to receive a reduced setback from the shoreline. Whether these variance applications are minor or not is related to planning impacts and whether any of the identified impacts can successfully be mitigated. When an application is rejected, the applicant may choose to contest the decision by bringing the application to the Local Planning Appeal Tribunal (LPAT).

This planning tool provides a means to protect shorelines for various environmental goals including the protection of riparian and littoral zones as well as any associated habitats. Having setbacks around lakes and waterbodies enables municipalities to address lake capacity and water quality issues, reduce the loss of natural vegetation, and reduce the phosphorus load from stormwater runoff to maintain the natural integrity of

shorelines, fish, and wildlife habitat. The provisions for these setbacks are included within the policies of official plans. For example, the Township of Minden Hills has identified Gull Lake to be moderately sensitive to additional shoreline development and is nearing development capacity in terms of water quality. Through policies such as Section 3.2.3.4 in their Official Plan, they establish environmental protections on their shoreline (Township of Minden Hills v Minden Hills (Township), 2019).

In accordance with policy, a lesser setback may be permitted provided the site meets at least one of the following three circumstances: (1) it is not physically possible to construct a development on a lot as a result of terrain or lot depth features; (2) in the case of redevelopments where the imposition of a new setback would result in a more negative impact than by allowing the reconstruction to occur; or (3) when a site evaluation report supports the request to reduce the setback (Township of Minden Hills v Minden Hills (Township), 2019). A site evaluation report may include a fish habitat impact assessment where recommendations on buffers and setbacks along the shoreline can be used to address the protection of fish habitat and water quality. Additionally, a Stormwater Management Plan can be used to further support a proposal by ensuring that existing stormwater management facilities are sized adequately and identifying methods for controlling water quality and quantity for a property (Huntsville Long Term Care Centre Inc. v Huntsville (Town), 2018).

Site Plan Control for Shoreline Protection

As a method for monitoring and protecting water quality, townships in Renfrew County are using site plan control. The Town of Laurentian Hills requires a 15 metre vegetated buffer, which is enforced through site plan control. It was observed by Rueckwald (2016) that of the townships in Renfrew County, this Official Plan had the strongest policies for protecting water quality. However, an issue raised by Rau (2015) with the use of site plan control for shoreline development is the lack of monitoring ability, specifically in the District of Muskoka, though this issue applies across Ontario. Suggested solutions from Rau (2015) include introducing monitoring policies for shoreline properties to ensure long term observation and adherence to site plan agreements.

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Chapter Three - Data Analysis



3. Data Analysis

This chapter includes descriptions of each planning tool and a brief description of their legal basis in the *Planning Act* and the *Municipal Act.* Additionally, it includes the evaluation charts developed for the four planning tools; minor variance, site plan control, site alteration by-laws, and the CPPS/DPS. Along with these charts are explanations of why each criterion received its score, including reference to each case study and how they scored in each criterion.

3.1 Planning Tools

3.1.1. Minor Variance

A zoning by-law may cover portions of or an entire municipality. It is passed by the Council of the local municipality and contains a tangible set of legally enforceable requirements for what can be built, where it can be built, and how the land is to be used. To receive a building permit for new construction or development within the municipality, it must be within the parameters set out in the zoning by-law or be approved via a minor variance through the Committee of Adjustment (CoA). However, if a minor variance application is approved, the zoning-by-law is not amended. Rather, the minor variance excuses the applicant from meeting certain provisions under the by-law for that specific development if it passes the four tests of minor variance outlined in Section 45 of the *Planning Act* (Ontario Ministry of Municipal Affairs and Housing, 2019). These tests consider whether a variance:

1. Is minor in nature;
2. Is desirable for the appropriate use or development of the land, building, or structure;
3. Maintains the general intent and purpose of the Zoning By-law; and
4. Maintains the general intent and purpose of the Official Plan.

3.1.2. Site Plan Control By-law

A site plan control by-law is a separate, additional regulatory layer added on top of a zoning by-law. It applies to certain prescribed areas of a municipality, referred to as a site plan control area, and it must be defined in a municipality's official plan. Before a municipality will issue a building permit for a property within a site plan control area, they require that the owner submit detailed plans and drawings of the proposed undertakings that show how the design will meet standards for certain aspects. Property owners are required to enter into a legal agreement, registered on title, that includes the site plan diagram. Applicants wishing to develop within a site plan control area may also be required to set aside land(s) for municipal easement(s) (OMMAH, 2019).

3.1.3. Site Alteration By-law

A local municipality, or if delegated, an upper-tier municipality, may create a site alteration by-law. These by-laws may prohibit or regulate the dumping and stockpiling of fill, removal of topsoil, or altering the grade of the land. In order to grant a permit under this by-law, the applicant must meet the prescribed criteria set out within the site alteration by-law (Loopstra, 2014). There are some exempted activities that may continue to take place without the need for a permit (*Municipal Act, 2001, ss.142(5)*).

3.1.4. Development Permit System/ Community Planning Permit System (DPS/CPPS)

The DPS/CPPS is a planning tool that can be used to varying degrees at various geographic scales within a municipality. This system must have a policy basis in the official plan of a municipality and be implemented through a

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by-law. Once implemented, it supersedes the previous planning approvals needed within the area to which it applies. Although a DPS/CPPS must list permitted uses, much like a zoning by-law would, it can also have discretionary uses that can be permitted based on fulfillment of additional criteria. However, the appeal process for development application decisions is different than that for conventional planning systems, as it only allows appeals from the applicant.

This planning system streamlines traditional development planning processes (e.g. zoning, site plan, and minor variance) into one and allows for some degree of staff-delegated authority, avoiding the need for CoA approval in some cases. Originally named the Development Permit System, in 2016, the system was renamed the Community Planning Permit System, through O. Reg. 173/16. Some of the case studies explored in this report still use the DPS, however both systems are functionally the same.

3.2 Evaluating the Planning Tools

There are many approaches to determining the preferred planning tool. The approach taken in this report was as follows:

1. Municipalities were selected as case studies for each of the planning tools that were considered;
2. A set of criteria was developed to evaluate each case study's planning tool, as discussed in Chapter 2;
3. One chart was created per municipality to score the chosen criteria. A scoring system was used that assigned 3 points for a 'good' rating, 2 points for a 'satisfactory' rating, and 1 point for a 'poor' rating;
4. The information from these charts was consolidated to create broader evaluation charts assessing each planning tool as a whole on each of the chosen criteria. A total score was calculated for each planning tool taking into consideration the rating of each criterion.

The 12 evaluation charts for each of the municipal case studies can be found in Appendix D along with explanations of the factors which contributed to the scores for each criterion. As an example of a case study evaluation chart, the completed chart for Innifil's Community Planning Permit System has been included (Table 4).

3.2.1. Evaluation Criteria

To evaluate each municipality and each planning tool, a set of ten criteria was developed. Considerations for these criteria were specific to the identified goals of shoreline protection in Frontenac County. The following explains how each criterion was established and scored:

Cost Effectiveness (Applicant)

Cost effectiveness refers to the monetary amount applicants are required to pay in each municipality through the application process when seeking a permit. Applications can vary in cost depending on the size of a project, with higher costs potentially deterring applicants from adhering to proper procedure. Each planning tool was rated on a scale, with higher costs receiving a lower ranking. Excluding two outlier municipalities, the costs associated with the four planning tools range from $0 to $2000. It was decided that applications costing less than $1000 were to be ranked as 'good', between $1000 and $2000 as 'satisfactory', and above $2000 as 'poor' (Figure 9).

Staff to Application Ratio

Staff to application ratio is a comparison between the number of staff processing applications, and the number of applications received by a municipality over the course of one year. A ratio representing the number of staff to the

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Table 4. Sample of the evaluation chart completed for Innisfil as it applies to their CPPS.

	 Good	 Satisfactory	 Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process		The transition process was somewhat difficult.	
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort	This application can be completed without the help of a consultant		
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies	Collaboration occurs with 1 to 2 external agencies.		
Geographic Scope		This planning tool provides moderate geographic scope.	
Shoreline Protection	This planning tool provides adequate shoreline protection.		
Public Support	The public has the opportunity to be involved in the decision-making process and the majority are supportive of the use of this planning tool.		

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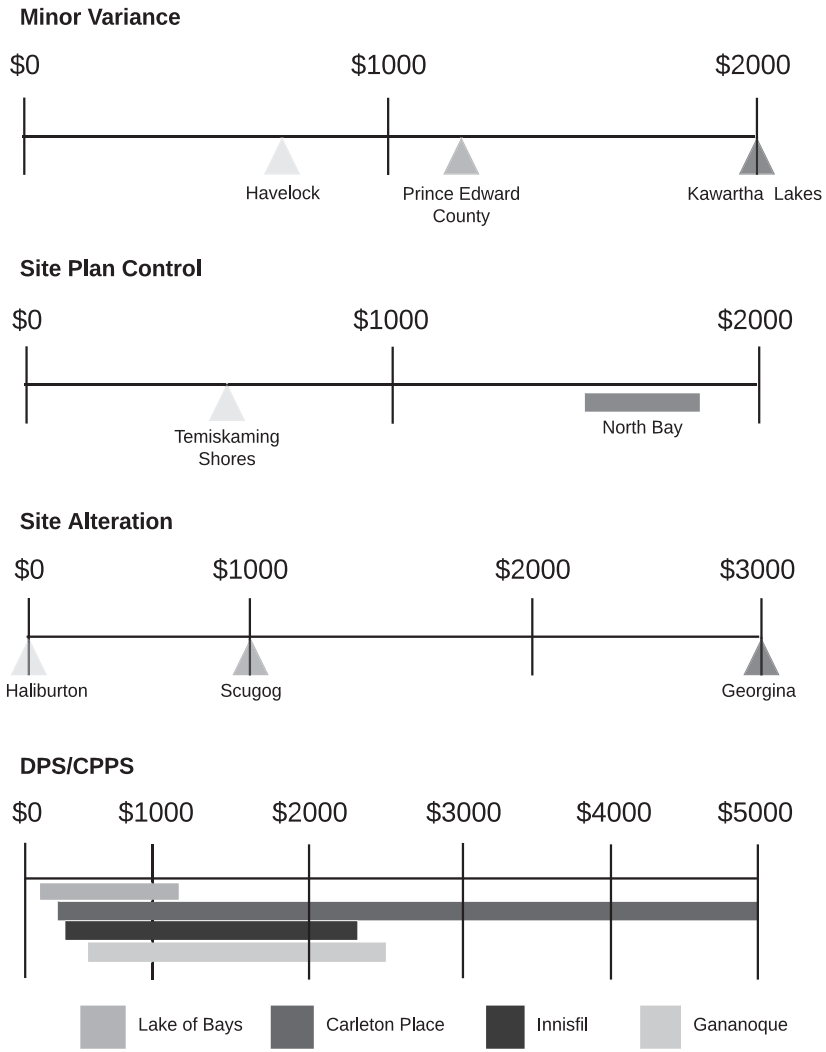


Figure 9. Scales for ranking the Cost Effectiveness (Applicant) criterion with case study municipalities sorted by planning tool. A triangle marker indicates a set cost while a rectangle indicates a range of costs dependent on multiple factors.

number of applications was determined and compared to the staff to application ratio of Frontenac County. If the ratio of a municipality exceeded staff resources for Frontenac County, it received a lower rating on the scale. The staff to application ratios of all municipalities were based on the number of applications that are managed by two staff members in one year. Ratios of 1 to 50 applications between two staff members were ranked as 'good'. Ratios of 51 to 99 applications between two staff members were ranked as 'satisfactory'. Ratios of 100 or more applications between two staff members were ranked as 'poor'.

Transition Process

The transition process refers to the transition a municipality must make when changing from the use of one planning tool to another. The transition process was evaluated based on whether the municipality transitioned from one planning tool to the current planning tool in use, and if so, how this transition occurred. This criterion was evaluated based on whether it was felt that the transition involved no transition or little difficulty, some difficulty, or great difficulty, which determined whether it was ranked as 'good', 'satisfactory', or 'poor'. Difficulties included the need for extensive public consultation or LPAT hearings.

Ease of Enforcement

Ease of enforcement was included as a criterion in order to determine how the requirements of each planning tool are enforced. The process involved with each planning tool could influence the ease of enforcing the goals outlined in the planning tool. In addition, a planning tool that is not difficult to enforce will require fewer by-law officers. The ease of enforcement was evaluated based on the method of enforcement employed by the municipality. Some of the case study municipalities required applicants to pay a

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deposit fee, which would only be reimbursed if the applicant complied with the requirements set out by their permit. Municipalities using this method of enforcement were ranked as 'good', as the fee would likely encourage compliance. Other municipalities rely on complaints to inform enforcement and do not require a deposit. This was ranked as 'poor', as non-compliance is more difficult to control using this method.

Applicant Effort

Applicant effort was evaluated based on the amount of effort required of the applicant when completing the application process. Longer applications result in a larger amount of applicant effort, which could deter applicants from submitting an application. Applicant effort was evaluated based on the amount of required collaboration with experts when completing their applications. Examples of these experts include municipal planning staff, land surveyors, engineers, and arborists. If applicants could complete their application independently, the criterion received a rating of 'good'. If applicants required some collaboration with experts, this was rated as 'satisfactory'. If applicants required extensive collaboration with experts to complete their applications, this was rated as 'poor'.

Application Timeline

Application timeline was evaluated in order to determine the amount of time between the submission of an application and a decision from the municipality. Two methods were used to evaluate this criterion. There are legislated timelines for minor variance, site plan control, and the Development Permit System/Community Planning Permit System. Under Section 45(4) of the *Planning Act*, it states that minor variance decisions are required within 30 days. Under Section 41(12) of the *Planning Act*, it is stated that site plan control decisions are required within 30 days after plans and drawings are submitted. Under Section 12 of O. Reg. 173/16: Community Planning Permits, the timeline for decisions is restricted to 45 days. Timeline requirements for site alteration by-laws are not established in the *Planning Act*. Therefore, the evaluation of application timeline for this planning tool was based on a comparison between municipalities of the average length of time between application submission and decision.

Based on the number of days municipalities reported as the average length of time between application submission and decision, a scale was created for evaluating this criterion (Figure 10). Municipalities which, on average, take fewer than 50 days were ranked as 'good'. Those which take between 50 and 100 days were ranked as 'satisfactory'. Municipalities which have an application timeline of over 100 days were ranked as 'poor'.

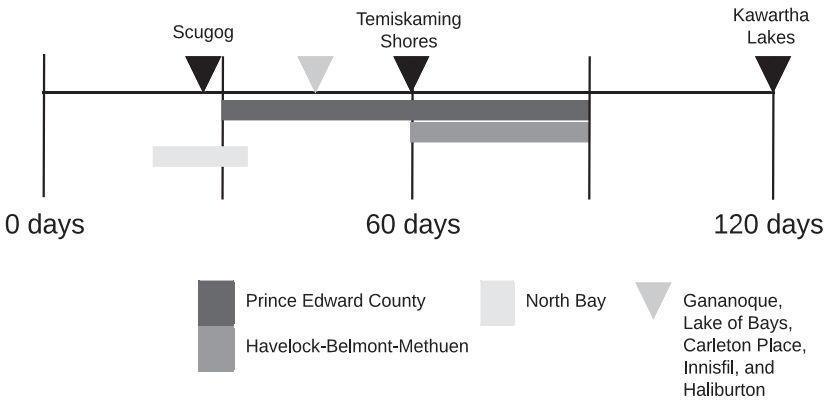


Figure 10. Scales for ranking the Application Timeline criterion. A triangle marker indicates a specific timeline while a rectangle indicates a range of timelines that is dependent on multiple factors.

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Collaboration with External Agencies

Some planning tools require collaboration with conservation authorities, lake associations, or other agencies. Collaboration is beneficial, but can increase the application timeline. Collaboration with external agencies was evaluated based on the number of agencies with which the planning tool requires collaboration. Planning tools requiring collaboration with 1 to 2 agencies were ranked as 'good'. Tools requiring collaboration with 3 to 4 agencies were ranked as 'satisfactory'. Planning tools requiring collaboration with 0 or 5 or more agencies were ranked as 'poor'.

Geographic Scope

Geographic scope was included to evaluate the extent of the area covered by the planning tools in each municipality. For example, some of the tools control development across the entire municipality, while others are utilized on a site-by-site basis. It is important to note that waterfront development may have negative impacts on a broader area beyond the immediate shoreline, such as the larger watershed. Therefore, shoreline planning should be conducted using a consistent, cohesive approach taking into consideration the potential for negative impacts beyond the development site. Tools that are used to control development across an entire municipality were rated as 'good' with sufficient geographic scope. Tools which are used across defined zones but did not cover an entire municipality were ranked as 'satisfactory' with moderate geographic scope. Tools which regulate smaller areas on a site-by-site basis were rated as 'poor' with limited geographic scope.

Shoreline Protection

It is important that Frontenac County uses a planning tool which effectively protects shorelines. Shoreline protection was evaluated based on how each planning tool approached shoreline protection and whether it was prioritized. Planning tools which provide an adequate level of shoreline protection were ranked as 'good'. Tools which provide some degree of shoreline protection were ranked as 'satisfactory'. Planning tools which provide inadequate shoreline protection were ranked as 'poor'.

Public Support

Public support was evaluated in order to determine whether the general public in each municipality has a positive or negative opinion of the planning tools. Interest and willingness from the public can influence the effectiveness of a planning tool. Public support was evaluated based on two factors. First, whether the public was involved in the creation of the planning tool and subsequent decisions made using the tool. For example, if the public can attend public meetings and comment on applications, this was rated as 'good'. The second factor was whether it was felt that the public is overall supportive of the use of the planning tool. This information was gathered during interviews. If municipal staff felt the majority of the public was supportive of the tool, this was rated as 'good'. If the public was either supportive of the tool or had the opportunity to participate in the decision-making process, but not both, the municipality was ranked as 'satisfactory' under this criterion. If the public was not supportive of the tool and did not have the opportunity to participate, this was ranked as 'poor'.

3.2.2. Planning Tool Evaluation Charts

The following four charts demonstrate how each planning tool was ranked in each of the criteria, based on how their respective case studies were scored. Criteria that received a 'good' rating were granted three points, a 'satisfactory' rating received two points, and a 'poor' rating earned one point. This point system ultimately creates a total score defined as the percentage of total possible points for each tool. For tools with three case studies, there is a total of nine possible points per criterion, with 10 criteria per planning tool. Therefore, tools received a score out of a possible 90 points. However, one of the limitations was the number of case studies. For some planning tools there are more or fewer than three case studies. For planning tools with four case studies, each of the 10 criteria has a potential score out of 12, for a total score out of 120. This scoring system allows the tools with fewer case studies to be evaluated fairly alongside those with more case studies.

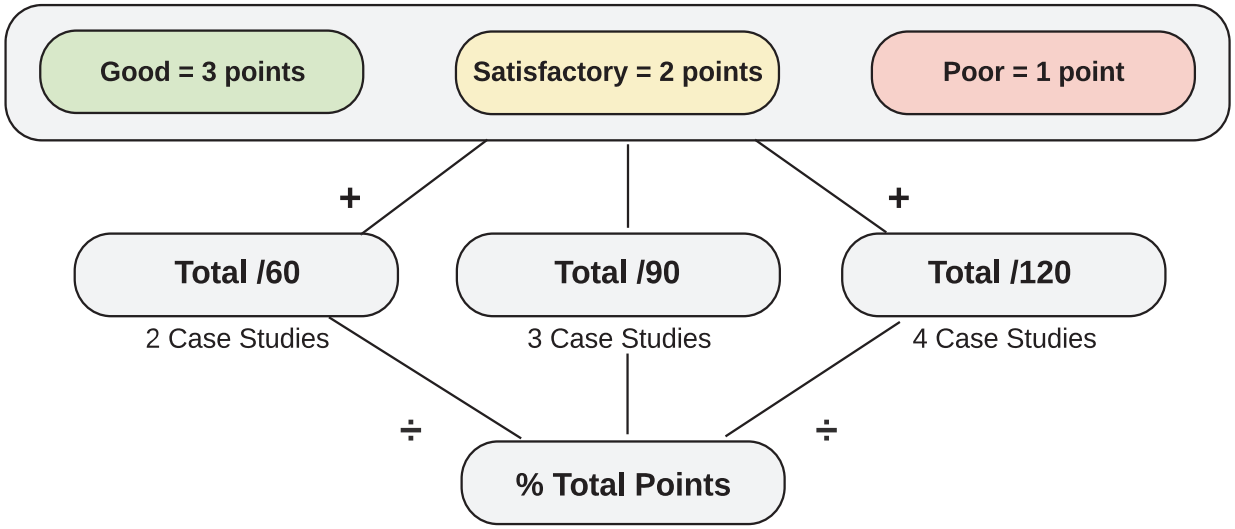


Figure 11. Flow chart illustrating the scoring system for the planning tool evaluation charts.

Minor Variance

The following case studies were scored (Table 5) in order to evaluate minor variance as a policy tool:

- Township of Havelock-Belmont-Methuen
- Prince Edward County
- City of Kawartha Lakes

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Table 5. Minor variance evaluation chart.

	Good (3)	**Satisfactory** (2)	**Poor** (1)	**Total**
Cost Effective (Applicant)	Havelock-Belmont-Methuen	Prince Edward County	Kawartha Lakes	6/9
Staff to Application Ratio	Prince Edward County Kawartha Lakes	Havelock -Belmont-Methuen		8/9
Transition Process	Prince Edward County Kawartha Lakes Havelock -Belmont-Methuen			9/9
Ease of Enforcement	Prince Edward County		Havelock -Belmont-Methuen Kawartha Lakes	5/9
Applicant Effort		Havelock -Belmont-Methuen Prince Edward County Kawartha Lakes		6/9
Application Timeline		Havelock -Belmont-Methuen Prince Edward County	Kawartha Lakes	5/9
Collaboration with External Agencies	Prince Edward County	Kawartha Lakes	Havelock-Belmont-Methuen	6/9
Geographic Scope			Havelock -Belmont-Methuen Prince Edward County Kawartha Lakes	3/9
Shoreline Protection		Prince Edward County Kawartha Lakes	Havelock -Belmont-Methuen	5/9
Public Support	Prince Edward County	Kawartha Lakes Havelock -Belmont-Methuen		7/9
Total Score				60/90 = 67%

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Cost Effective (Applicant)

Minor variance received six out of a possible nine points in this criterion. The fees range from $725 to $2000 per minor variance application amongst the study group. Municipalities with a lower cost for minor variance applications, including external review costs, were given a better rating than municipalities with a more expensive application. Havelock-Belmont-Methuen has the lowest cost at $725 per minor variance application. With reviews by external agencies, Prince Edward County charges approximately $1300 for minor variance applications, resulting in a 'satisfactory' rating. At $2000, Kawartha Lakes was the most expensive minor variance application cost amongst the study group, resulting in a 'poor' rating. The scores of the case studies resulted in a score of 66% for cost effectiveness of the minor variance tool.

The existing fees for minor variance in Frontenac County range from $500 to $766 with additional review fees costing another $720 to $1210 (Table 6). Therefore, the costs associated with minor variance applications in the case studies are generally on par with the existing minor variance applications within the County.

Table 6. Existing fees for minor variance in Frontenac County.

Township	Minor Variance Application Fee (excluding KFL&A Public Health and	KFL&A Public Health Fees	Conservation Authority Fees
South Frontenac	$766	$450 or $700	$335 - $510
North Frontenac	$750	$450	$335 - $370
Central Frontenac	$500	$400	$320 - $350
Frontenac Islands	$500	$450	$395

Staff to Application Ratio

Prince Edward County has two staff processing approximately 18 applications each year, resulting in a ratio of 2:18. Kawartha Lakes has four times the number of staff and approximately 75 applications each year. Therefore, Kawartha Lakes has a very comparable 2:19 ratio. Havelock-Belmont-Methuen has one staff member working on approximately 30 development files each year. Using a common number of staff for a comparable ratio, the ratio of staff to applications in Havelock-Belmont-Methuen is 2:60, which is significantly higher than the other case studies. Based on the evaluation method, this ratio receives a lower score of 'satisfactory'. Overall, the staff to application ratio required for minor variance received a score of 8/9.

Transition Process

Minor variance is an existing planning method that is embedded in Section 45 of the *Planning Act* and used in municipalities across Ontario. Because of this, there is no transition process to measure amongst the case studies. However, if Frontenac County were to decide to use minor variances to protect their shorelines, the system is already in place which is less burdensome for the County. For these case studies, all were rated as 9/9, as the lack of transition was viewed as favourable for implementation in Frontenac County. While there would be no significant transition, if the County were to create additional criteria to the existing four tests, there may be an adjustment period where the public would need to be consulted and informed, but as a process there would be minimal change.

Ease of Enforcement

In evaluating the ease of enforcement of minor variances, the analysis focused on whether enforcement is complaint-based with random checks, or if there is a security

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deposit required at the time of application. Prince Edward County was the only minor variance case study to require a deposit from the applicant to ensure compliance with the Committee of Adjustment decision. A significant financial incentive for compliance is a more favourable method, though it may require more staff effort. Using a deposit as an incentive to comply with a minor variance permit is the most reliable enforcement method used within these case studies, therefore, it received a 'good' rating. Both Havelock-Belmont-Methuen and Kawartha Lakes rely on complaints and in the case of Kawartha Lakes, random checks. While this method of enforcement is beneficial because it requires fewer staff dedicated to compliance monitoring, it provides more opportunity for non-compliance to occur, therefore both of these case studies received a score of 5/9 for this criterion.

Ease of enforcement rated poorly because two of the cases utilize a complaints-based system, whereas Prince Edward County requires a security deposit. It was noted by Frontenac County that there is limited capacity to enforce development applications. While this rating is low, the ease of enforcement of minor variances in Frontenac County will depend on the scope of the application.

Applicant Effort

Applicant effort rated as 'satisfactory' with a score of 6/9. Within this criterion, Kawartha Lakes was rated as satisfactory because pre-consultation is required. With a large seasonal population, in-person meetings can be difficult to coordinate in the off-season which may deter applicants. While this is a standard practice, many applicants may view it as unnecessary, despite there being fewer challenges later in the process. Both Havelock-Belmont-Methuen and Prince Edward County received a 'satisfactory' score because there are details requested in the application forms that the general public may not be able to provide on their own. The public may require assistance from municipal planners to complete their applications and, in the case of Prince Edward County, the applicant is required to hire a land surveyor for all minor variance applications, a task that would be burdensome for some minor variance applications.

Application Timeline

A rating of 5/9 was determined for the application timeline criterion for minor variance. Section 45(4) of the *Planning Act* outlines a 30 day timeline for minor variance applications. Therefore, any case study that is able to approve an application within this timeline received a 'good' rating. However, none of the case studies were able to do so. Case studies that were unable to meet the regulated timeline but were able to complete the applications within 50 to 100 days received a 'satisfactory' rating. Only two of the case studies were able to meet this; Havelock-Belmont-Methuen and Prince Edward County with an estimated timeline of 60-90 days and 30-90 days respectively. Finally, any case studies that took longer than 100 days received a 'poor' rating. Kawartha Lakes received a 'poor' rating in this criterion as their estimated approval timelines are approximately 120 days.

Long timelines create challenges for applicants and planners. In Frontenac County, using minor variance for shoreline protection would not be beneficial for improving application timelines based on the case study examples. The inability of municipalities to adhere to regulated timelines is part of a larger discussion about provincial priorities that are not within the scope of this research.

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Collaboration with External Agencies

Collaboration with external agencies, and the time associated with this collaboration, received a rating of 6/9. Havelock-Belmont-Methuen sends relevant applications to Crowe Valley Conservation Authority, the Peterborough Public Health Department, Hydro One, Ministry of Transportation, Peterborough County Works Department and Bell Canada for a total of six agencies. Prince Edward County sends all applications to Quinte Conservation Authority, for a total of one external agency. Finally, Kawartha Lakes sends their minor variance applications to the building division, sewage system branch, corresponding conservation authorities, and others, for a total of three or more.

The information available for this criterion was the number of agencies that each municipality collaborates with for their minor variance applications. It was assumed that the more agencies that are consulted on an application, the longer the process would be. This criterion was included to recognize the amount of time associated with the collaboration for different planning tools. While recognizing that collaboration with conservation authorities, heath units, and provincial ministries is essential to good planning, there can be too much collaboration that slows down municipal planners when the collaboration is not essential. Minor variance processes that consult with one to two agencies is favourable. Excessive consultation was scored as 'poor', as this may not be necessary and creates additional work for planners. No consultation was also scored as 'poor' as it is important for some external agencies to comment on applications, when appropriate.

Geographic Scope

While minor variance is used across the whole of a municipality, it is largely conducted on a site-by-site basis, limiting the geographic scope of environmental protection. In all three cases, minor variance is only applicable to specific sites, limiting the geographic scope of the variance. Geographical scope was assigned with a rating of 3/9 because of the limited area to which a minor variance application is applicable.

While it is not essential for the planning tool to have a large geographic scope, it is preferable to have a tool that can be cohesively applied across Frontenac County. The nature of a minor variance results in each variance being applicable only to a specific parcel of land. A case by case approach can provide flexibility but does not result in a cohesive County-wide approach to managing shoreline development.

Shoreline Protection

A rating of 5/9 was given to this criterion. The environmental protection methods within each case study's policies were reviewed as they relate to the *Provincial Policy Statement* and the Natural Heritage Reference Manual (MNRF, 2010). In Prince Edward County, there are official plan policies to support the use of minor variance for environmental protection, though the implementation of these policies is subjective for each minor variance application. In Kawartha Lakes, shallow lots are permitted to encroach on the required vegetative buffer. To balance this out, they require applications on shallow lots to have a planting plan for vegetation elsewhere on the property. While this additional planting is ecologically beneficial, by permitting shallow lots exceptions to the buffer, the environmental protection is rated lower for this case study. The minor variance process for Havelock-Belmont-Methuen does not indicate a significant level of environmental protection, as the only environmental concern is with a 30 metre vegetative buffer, which is an insufficient environmental protection tool on its own.

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Public Support

Minor variance is an existing planning method that is embedded in the *Planning Act* and used in municipalities across Ontario. Therefore, the public support measured is related to the amount of public involvement in minor variance decisions, rather than in the implementation of the planning tool. Prince Edward County notifies neighbouring residents of a minor variance application and holds a Committee of Adjustment hearing at which any member of the public may speak to the variance. There is support in Prince Edward County for the Committee of Adjustment process as it is typically fast and efficient. It therefore received the most favourable rating amongst the minor variance case studies. The planning department at Kawartha Lakes has been perceived negatively in the past, contributing to their lower rating. In Havelock-Belmont-Methuen there is little information on the public's involvement in the minor variance process. Therefore, this criterion was given rating of 7/9.

Minor variance is a process that does require public involvement, however there was little indication that the public has any overwhelmingly positive opinions on the process or their involvement in the process.

Connection to Frontenac County

Overall, minor variance as a planning tool to protect shorelines in Frontenac County is not recommended. While there are benefits to minor variance procedures, it is not the strongest option. Minor variances have long timelines due to limited staff resources and the need to wait for Committee of Adjustment hearings that only occur on a monthly basis. With the Committee of Adjustment extending the process, applicants can get frustrated and may be more likely to avoid submitting an application. Minor variances are also only conducted on a site-by-site basis and thus lack a consistent approach for shoreline protection.

Frontenac County has expressed that there is no additional capacity for enforcement. The overall score for ease of enforcement was 'poor', indicating that it would not be easy for Frontenac County to enforce more minor variance applications with the current capacity. While there are benefits to minor variances, specifically the fact that no transition would be required, and the staff to application ratio tends to be favourable, this planning tool is not recommended for use in Frontenac County to strengthen shoreline protection.

Site Plan Control

The following case studies were scored (Table 7) in order to evaluate site plan control as a policy tool:

- City of North Bay
- City of Temiskaming Shores

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Table 7. Site plan control evaluation chart.

	Good (3)	**Satisfactory** (2)	**Poor** (1)	**Total**
Cost Effective (Applicant)	Temiskaming Shores	North Bay		5/6
Staff to Application Ratio	Temiskaming Shores	North Bay		5/6
Transition Process	Temiskaming Shores North Bay			6/6
Ease of Enforcement	Temiskaming Shores North Bay			6/6
Applicant Effort		Temiskaming Shores North Bay		4/6
Application Timeline	North Bay	Temiskaming Shores		5/6
Collaboration with External Agencies	Temiskaming Shores		North Bay	4/6
Geographical Scope		North Bay	Temiskaming Shores	3/6
Shoreline Protection		North Bay	Temiskaming Shores	3/6
Public Support			Temiskaming Shores	1/3
Total Score				42/57 = 74%

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Cost Effective (Applicant)

The fees for site plan control applications tend to be reasonable in comparison to all policy tools reviewed in this research. The City of Temiskaming Shores charges an application fee of $565 plus a 10 percent deposit of the cost estimate for on-site works and 100 percent of the cost estimate for off-site works. The City of North Bay charges $1,300 or $1,800 depending on the size of the development, plus a deposit. Overall, it was determined that the application fees are both reasonable and comparable to existing fee schedules for the townships within Frontenac County with respect to site plan control applications, and the deposit required would not present a barrier to the applicant. While the fees for a site plan application in both cities are quite different, they are both reasonable when compared to all other case studies and this criterion received a rating of 5/6.

Staff to Application Ratio

The staff to application ratio for site plan control received a rating of 5/6. Temiskaming Shores has received very few applications over the past several years and received a rating of 'good'. North Bay receives approximately 35 applications per year which are processed by one planner, meaning the staff to application ratio is 2:70. This is a 'satisfactory' ratio. This criterion is important to consider because the amount of staff available to process applications paired with the complexity of the applications is critical to the possibility of implementing a policy tool. Site plan control rates highly in this category because the amount of staff available to work on these applications is within reason compared to Frontenac County. Frontenac County's planning staff is limited, and by considering the number of applications per two staff it is comparable to Frontenac County's existing conditions with respect to staff resources.

Transition Process

Site plan control received a rating of 6/6 for the transition process. For some of the other policy tools reviewed, a transition from one policy or by-law to a different policy or by-law was required, and the transition process was deemed difficult, not difficult or somewhat difficult. In the case of site plan control, it is an existing policy that is common in most municipalities and arriving at this policy did not result from a transition from a previous policy. For that reason, this criterion rates highly because there would be no transition required for Frontenac County to continue using site plan control.

Ease of Enforcement

Both cases studied for site plan control require a security deposit to accompany the application and thus received a rating of 6/6. Requiring a security deposit is viewed as a good attribute for a policy tool because it encourages compliance without producing the need for more consistent monitoring by by-law officers. Without a security deposit, a system is typically complaint-based which is sometimes complimented by random checks. Complaint-based systems were rated poorly as they do not ensure compliance as effectively when compared to a financial incentive. Both the City of Temiskaming Shores and the City of North Bay require security deposits and therefore rated highly in this criterion.

Frontenac County staff is limited, so using measures that help to ensure compliance without putting more pressure on existing staff or avoiding the need to increase staff resources are beneficial. Site plan control, when paired with a security deposit, is a favourable method of enforcement consistent with existing staff resources.

Applicant Effort

One of the moderately favourable elements of site plan control is the amount of applicant effort required in order to complete an application. This criterion was rated as 4/6. There are some technical aspects of site plan control that would be difficult for a layperson to complete. It is possible to complete the application without professional assistance, however there are some additional documents required that would need to be completed by a professional such as an Ontario Land Surveyor. Technical aspects of the City of Temiskaming Shores' site plan control application that would require professional assistance include engineer's cost estimates, detailed site plans, building elevations, landscape plans, and floor plans. The City of North Bay also requires a site plan completed by or based off a legal survey prepared by an Ontario Land Surveyor. Overall, the amount of effort required by the applicant falls in the mid-range of all case studies reviewed.

Frontenac County is already quite familiar with the site plan control application process and the Townships have similar requirements for the application. There is room for improvement with respect to applicant effort, however it is also important to consider that the policy tool must still achieve its intended results, which may require more technical expertise during the application process.

Application Timeline

Site plan control received a rating of 5/6 with respect to application timeline. Under Section 41(12) of the *Planning Act*, it is stated that site plan control requires a decision within 30 days from the date that drawings and plans are submitted. In North Bay, the timeline for applications generally meet the legislated guidelines. However, in Temiskaming Shores, application decisions take twice the legislated timeline. Staff at Temiskaming Shores also reported frustration surrounding the submission of incomplete applications causing delays, even after staff consultations with the applicant. In Temiskaming Shores, council delegated to staff the authority to approve applications for small, 1-unit residential site plans which can help applications be processed more efficiently.

The timelines set out in the *Planning Act* are not always viable depending on the municipality and the number of staff and applications received. Staff often feel considerable pressure from their council to meet these timelines to avoid using more staff time and resources. Ensuring the submission of complete applications through staff reviews is beneficial as it reduces the potential for delays needed to gather missing information.

Collaboration with External Agencies

In order to determine a rating for the amount of collaboration with external agencies, the number of agencies that each case municipality involves in the site plan application process was examined. In Temiskaming Shores, applications are referred to a multitude of government agencies and received a 'satisfactory' rating. In contrast, North Bay site plan control applications do not require any collaboration with external agencies and received a 'poor' rating. Having too much collaboration is rated less favourably as it is time consuming and could result in unnecessary delays whereas no collaboration is also viewed negatively. Overall, a rating of 4/6 was given to site plan control for collaboration with external agencies.

Geographic Scope

Site plan control received a rating of 3/6 for geographic scope. Geographic scope examined whether the planning tool was applied to the entire municipality or on a site-by-site basis. In both North Bay and Temiskaming Shores, site plan

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control may be used to regulate development in a variety of different zones including development along the shoreline. However, in North Bay, site plan control is only used for certain identified zones and therefore its geographic scope was ranked as 'satisfactory'. Similarly, in Temiskaming Shores, site plan control is applied on a site-by-site basis and therefore received a 'poor' rating. A planning tool which is applied to regulate development predominantly on a site specific or zone basis likely has a smaller ecological reach than a tool which is applied to a greater geographical scope.

Shoreline Protection

Site plan control received a rating of 3/6 for shoreline protection. The Site Plan Control By-law is not heavily focused on shoreline protection, so it was ranked as 'poor'. In Temiskaming Shores, the situation is unique as a large portion of the City's undeveloped shoreline is publicly owned. As a result, shoreline permit applications are not often received, and the City has a large amount of control over shoreline development. Collaboration with external agencies to ensure shoreline protection through requirements such as environmental impact assessments (EIA) or other measures to mitigate negative impacts to environmentally sensitive areas is also a method which can be used to protect the shoreline, as is done in Temiskaming Shores as well as Frontenac County. In order to better target the shoreline, Frontenac County could explore implementing new site plan criteria that targets certain properties.

Public Support

Whether the public was involved in the creation of the planning tool was a key consideration for determining public support. Under Section 41 of the *Planning Act* there is no legislated requirement for community-wide public consultation for site plan control. As each site plan application is highly context-dependent, only the proponents of each project are consulted with in Temiskaming Shores. For these reasons the tool received a score of 1/3 for public support. Public support information was not received for North Bay.

Connection to Frontenac County

Site plan control is not recommended in Frontenac County for protecting shorelines amidst growing development pressures in the County. While a transition to a new planning tool would not be needed, the County has identified that this framework is not effective for protecting shorelines.

Section 41(12) of the *Planning Act* states that decisions are required within 30 days of a complete application. In interviews with planners from the case municipalities, it was found that some municipalities using site plan control are currently unable to meet the legislated timelines. During initial meetings with Frontenac County, it was learned that there is limited capacity within the County to add staff or to increase the existing workload. Therefore, adhering to legislated timelines, while anticipating an increase in applications for shoreline development, would be difficult in Frontenac County.

The nature of site plan control is to regulate development on a site-by-site basis. A cohesive approach used by all four townships in the County would likely provide better protection of shorelines and water resources. Therefore, it is not recommended that Frontenac County continue to use site plan control for regulating waterfront development.

Site Alteration By-law

The following case studies were used to determine a score (Table 8) for site alteration by-laws as a policy tool:

- Town of Georgina
- County of Haliburton
- Township of Scugog

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Table 8. Site alteration by-law evaluation chart.

	Good (3)	**Satisfactory** (2)	**Poor** (1)	**Total**
Cost Effective (Applicant)	Haliburton	Scugog	Georgina	6/9
Staff to Application Ratio	Georgina Haliburton Scugog			9/9
Transition Process	Georgina Haliburton	Scugog		8/9
Ease of Enforcement	Georgina		Haliburton Scugog	5/9
Applicant Effort	Haliburton		Georgina Scugog	5/9
Application Timeline	Haliburton Scugog			6/6
Collaboration with External Agencies	Haliburton Scugog	Georgina		8/9
Geographic Scope	Georgina Scugog	Haliburton		8/9
Shoreline Protection	Haliburton	Georgina Scugog		7/9
Public Support		Haliburton Scugog		4/6
Total Score				66/84 = 79%

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Cost Effective (Applicant)

In reviewing the application costs for site alteration permits in each of the three case municipalities, it was determined that there is a significant disparity in the fees charged in each municipality. The fees range from $0 in the County of Haliburton to $500 plus a $2,500 security deposit in Georgina. The range of different fees in the case municipalities resulted in a rating of 6/9 for this criterion. When evaluating the cost effectiveness for the applicant, the cost of the application fee and security deposit were considered. In this analysis, a substantial security deposit was viewed poorly, as it may deter people from applying for a permit if the applicant does not have the available finances and if they fear the possibility of losing the deposit upon final inspection of the site. Case municipalities with substantial security deposits and significant application fees were rated poorly, as they may discourage compliance and result in illegal site alterations.

The existing fees for minor variance applications in Frontenac County range from $500 to $766, therefore it was decided that an application fee of $500 is 'satisfactory' when compared to the current baseline fees for a similar type of application in the County. It should also be noted that the application fees for small-scale residential projects were reviewed, and the fees for large-scale projects were removed from the analysis, as they do not reflect the type of development to be addressed in Frontenac County through the recommended policy tool. While there is no direct comparison, a minor variance application is the closest comparison in terms of staff time and resources. Refer to Table 6 for the Frontenac County minor variance application fees.

Staff to Application Ratio

The staff to application ratio for site alteration by-laws received a rating of 9/9. The County of Haliburton has never had an application for relief from the Site Alteration By-law, therefore the rating for this municipality is the highest possible. Further, both the Town of Georgina and the Township of Scugog rated highly because they process between 1 and 50 applications per 2 planning staff per year. This high rating is also due to the fact that Frontenac County's planning staff is limited, and by considering the number of applications per two staff it is comparable to Frontenac County's existing conditions with respect to staff resources.

Transition Process

The transition process from a previous policy to a site alteration by-law is rated as 8/9. The County of Haliburton did not have a similar by-law before the Shoreline Tree Preservation By-law. In order to create and implement the new by-law, the Official Plan required an update to reflect shoreline protection in a consistent and comprehensive manner. The Shoreline Tree Preservation By-law set the standard for shoreline protection in the County of Haliburton, and therefore did not require a transition, but rather a process that included an amendment to the Official Plan and creation of the by-law. The Town of Georgina previously had a by-law that dealt with filling and grading issues. However, it did not address issues related to the quality of the fill. Having an existing by-law similar to what was proposed may have helped to ease the transition into the current site alteration by-law, therefore the Town of Georgina is still rated highly for

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the transition process, as the transition involved repealing the previous by-law 91-139 (REG-1) and replacing it with an updated and amended version. As a result, the transition was straightforward.

A challenging transition from a previous policy tool to a site alteration by-law may be a barrier in implementing this type of regulation. Through this analysis, creating and implementing a site alteration by-law appears to be a relatively uncomplicated process that might involve an amendment to the Official Plan and/or repealing of a previous similar by-law. As Frontenac County has no similar by-law to either the Shoreline Tree Preservation By-law or a site alteration by-law, it is likely that implementing a similar by-law would require a manageable amount of effort relative to the staff resources available at the County.

Ease of Enforcement

In evaluating the ease of enforcement of site alteration by-laws, the analysis was focused on whether enforcement is complaint-based with random checks, or if there is a security deposit required at the time of application. Both the County of Haliburton and the Town of Scugog enforce their by-laws through a complaint-based system. The Town of Scugog also utilizes random checks for compliance. While this system is beneficial because it requires fewer staff to complete compliance monitoring, it provides more opportunity for non-compliance to occur. However, municipalities also have the option of a security deposit. The Town of Georgina requires a security deposit to be refunded upon final inspection of the site. A financial incentive for compliance is a more favourable alternative to a complaint-driven enforcement system but it may require additional monitoring and staff resources dedicated to inspection and the related administrative tasks.

This criterion rated poorly with a score of 5/9 because two of the cases utilize a complaint-based system, whereas only the Town of Georgina requires a security deposit. It should be noted that while this rating is low, the ease of enforcement for site alteration by-laws is dependent on the type of enforcement method is utilized. In Frontenac County, a security deposit that is held by the County until final inspection would be a simple addition to the application process that could encourage and track compliance.

Applicant Effort

With respect to the effort required by the applicant, site alteration by-laws rated 5/9. The County of Haliburton was rated highly within this criterion because the Shoreline Tree Preservation By-law does not require any application in order to complete a project. However, it does require an application for relief from provisions, if necessary. The County of Haliburton has not yet received an application for relief from the provisions of the By-law, as property owners tend to contact the County of Haliburton to ensure compliance, or they work with an arborist or forester who can recommend ways through which to comply with the By-law. The County of Haliburton's approach to regulating site alteration through the Shoreline Tree Preservation By-law is, however, unique to the municipality. The Township of Scugog and the Town of Georgina both require extensive effort during the application process, as these applications require approvals or clearances from several external agencies at different levels of government. Managing the amount of effort and time that an applicant must invest into applying for a permit may be an important factor in ensuring compliance. Once an application becomes too onerous, property owners may risk not applying for a permit or they may become frustrated with the process.

In Frontenac County, a site alteration by-law could be implemented without having such an onerous application

process. However, this may interfere with the effectiveness of the policy because the nature of site alteration by-law reviews tend to have several technical components that can only be completed by qualified professionals.

Application Timeline

Site alteration by-laws received a rating of 6/6 with respect to the application timeline. The County of Haliburton does not require an application under the Shoreline Tree Preservation By-law. Therefore, the application timeline does not apply to this case. However, any forestry permits that require Council approval average approximately 45 days for the final decision. In the Township of Scugog, applications typically take one to two weeks for the permit to be issued, which warrants a high rating for this criterion.

The *Municipal Act*, the legislation that gives authority to municipalities to regulate the dumping and placing of fill, does not set out any requirements in Section 142 for the application timeline for site alteration permits. Therefore, the municipality would be responsible for determining an appropriate amount of time to allow for review of permit applications. This would provide greater flexibility if Frontenac County chose to implement a site alteration by-law and could be more appropriate based on the small number of staff available for this task. Additionally, this flexibility would provide Frontenac with the opportunity to establish shorter timelines for less complex applications.

Collaboration with External Agencies

A rating of 8/9 has been given to site alteration by-laws in terms of collaboration with external agencies. In order to determine a rating, consideration was given to the amount and type of collaboration with external agencies involved in the application process. In the County of Haliburton and the Township of Scugog, only conservation authorities are circulated on applications which represents a 'good' amount of collaboration. In the Town of Georgina, a greater number of agencies are circulated, so a 'satisfactory' rating was given. In general, the case studies involved a reasonable amount of collaboration with external agencies, which translates into reasonable application timelines and effort exerted by all parties involved.

Geographic Scope

Site alteration by-laws received a rating of 8/9 in terms of geographic scope. In the Township of Scugog and the Town of Georgina, the by-law is in effect in all municipal or township lands expect those subject to the regulations in Clause 28(1) of the *Conservation Authorities Act.* These cases received a rating of 'good'. Site alteration by-laws have the potential to have a significant geographic scope because they may be applied to an entire municipality or a specific environmentally sensitive area. As with application timeline, there is flexibility in this type of policy tool because of the minimal legislated requirements in the *Municipal Act*. While geographic scope is not the primary focus of this research, it is important that there is flexibility for the County to adapt this policy to the areas in most need of regulation.

Shoreline Protection

Shoreline protection is a critical aspect of the decision to recommend a planning tool. Site alteration by-laws were rated 7/9 based on the data from the case studies. One of the main issues with using a site alteration by-law for waterfront protection is that they do not control built structures, but rather the dumping and placing of fill. While fill is an important part of regulating waterfront development, this is not the most comprehensive option in terms of the shoreline protection. However, one benefit is that site alteration can be restricted in

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environmentally sensitive areas, like in the case of the Township of Scugog, where site alteration is not allowed in areas such as wellhead protection zones, the minimum vegetative buffer, natural linkage areas, natural core areas, and significant ground water recharge areas.

Public Support

Public support received a rating of 4/6. In the Township of Scugog, it appears that the public feels a by-law regulating fill is necessary, but there are residents who feel that they have the right to undertake any project they desire because it is on their land. However, this is likely to happen to some degree no matter what policy is implemented. In the County of Haliburton, it has been noted that there are high turnover rates for shoreline properties which may result in less public support if the public are new to the area and unaware of the process.

Connection to Frontenac County

Based on the evaluation, a site alteration by-law is not recommended for Frontenac County. Nevertheless, it should be noted that site alteration by-laws have many benefits and scored highly in the evaluations. As demonstrated through the case studies, site alteration by-laws have shown to be an effective tool to protect sensitive natural areas such as vegetated buffers and natural linkage areas. This planning tool also has flexible application timelines that could be tailored to Frontenac County's needs. In comparison to Frontenac County, the case studies were similar in terms of the volume of applications received, which is effectively managed by a municipal staff contingent comparable to that of Frontenac County.

A lack of public support and onerous technical reporting requirements for the applicant were identified as barriers to successful implementation of this planning tool in each case study. Public support may also be weaker if there is a high turnover of shoreline properties as new residents must learn the application requirements. A site alteration by-law is also restricted in what it can regulate. It cannot control the development of buildings or structures, which is a key component of development that Frontenac County wishes to regulate through the planning tool it selects. For these reasons, a site alteration by-law is not recommended for Frontenac County.

DPS/CPPS

The following case studies were used to determine a score (Table 9) for the Development Permit System/ Community Planning Permit System as a policy tool.

- Town of Carleton Place
- Town of Innisfil
- Town of Gananoque
- Township of Lake of Bays

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Table 9. DPS/CPPS evaluation chart.

	Good (3)	**Satisfactory** (2)	**Poor** (1)	**Total**
Cost Effective (Applicant)	Carleton Place Gananoque Innisfil Lake of Bays			12/12
Staff to Application Ratio	Gananoque Innisfil	Lake of Bays	Carleton Place	9/12
Transition Process	Gananoque	Carleton Place Innisfil Lake of Bays		9/12
Ease of Enforcement	Gananoque		Carleton Place Innisfil Lake of Bays	6/12
Applicant Effort	Innisfil	Carleton Place Gananoque Lake of Bays		9/12
Application Timeline	Carleton Place Gananoque Innisfil Lake of Bays			12/12
Collaboration with External Agencies	Carleton Place Innisfil		Gananoque Lake of Bays	8/12
Geographic Scope	Carleton Gananoque Lake of Bays	Innisfil		11/12
Shoreline Protection	Carleton Place Innisfil Lake of Bays	Gananoque		11/12
Public Support	Carleton Place Gananoque Innisfil Lake of Bays			12/12
Total Score				99/120 = 83%

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Cost Effective (Applicant)

In reviewing the application costs for the Community Planning Permit System (CPPS) in each of the four case municipalities, it was determined that there is a considerable range in application costs. Costs are contingent on the type of class the application falls into which is determined by staff during the pre-consultation and application review phase. Across the four case municipalities, the application fees range from $100 to $2500, with Carleton Place's Class 5 application as an outlier costing $5000.

The CPPS system combines minor variance, site plan, and zoning by-law amendments into one process. Therefore, the four case municipalities' fees were compared to the existing fees for these application types in Frontenac County to determine what fees would be appropriate. The application fees for minor variance, site plan control, and zoning by-law amendments across Frontenac County range from $300 to $3200 (Table 10). The average application cost across all four case municipalities was $1000 or less which is comparable to the fees currently charged in Frontenac County. Therefore, the fee ranges for CPPS resulted in a rating of 12/12 for this criterion.

Table 10. Existing fees for minor variance, site plan approval, and zoning by-law amendments in Frontenac County.

Township	Minor Variance	Site Plan Approval	Zoning Bylaw Amendment
South Frontenac	$766	$1300 +	Residential: $300
North Frontenac	$750	Minor: $750	$750
Central Frontenac	$500	$3200	$2000
Frontenac Islands	$500		$1000

Staff to Application Ratio

The staff to application ratio for the Community Planning Permit System received a rating of 9/12. The Town of Gananoque and the Town of Innisfil rated 'good' with less than 50 applications per two staff. The Township of Lake of Bays and the Town of Carleton Place were rated 'satisfactory' and 'poor', respectively, as they have more than 50 applications per two staff annually. This rating is due to the fact that Frontenac County's planning staff is limited, and by considering the number of applications per two staff, it is comparable to what is appropriate for Frontenac County.

Transition Process

A transition to a CPPS requires an update of a municipality's official plan and zoning by-laws as well as extensive public consultation. A private consultant may need to be hired to assist with this work, as was done in Lake of Bays, but this is an expense for the municipality. In an interview with a planner from Lake of Bays, it was also found that it was initially challenging for municipal staff and the public to learn the new CPPS process. Their transition was therefore evaluated as 'satisfactory'. In Gananoque, they found that their small number of planning staff (two planners) resulted in an easier transition as fewer people had to learn the process.

Implementing the CPPS by-law is a public process that requires open houses and public meetings. Also, the by-law can be appealed to the LPAT by anyone until it is adopted. In Innisfil, the implementation of their CPPS was initially delayed by an LPAT appeal regarding regulations on a specific shoreline. For this reason, the transition process in Innisfil was ranked as 'satisfactory'. Aside from this delay, the transition to the new planning tool in all other areas of Innisfil not affected by this LPAT hearing went relatively well.

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A challenging transition from a previous policy tool to the Community Planning Permit System may be a barrier in implementing this type of regulation. Through this analysis, creating and implementing a Community Planning Permit System appeared to be a relatively uncomplicated process across the four case municipalities, which is why this criterion received a score of 9/12. If Frontenac County were to adopt the CPPS system, these concerns could potentially be mitigated by including opportunities for collaboration and education with the public and external agencies while developing the policy. This early involvement in the creation of the CPPS could generate support and understanding from the public, staff, and external agencies.

Ease of Enforcement

All four of the case municipalities utilize a complaint-based system of enforcement. As a result, a score of 6/12 was given for this criterion. While a complaint-based system may require less time and resources, it provides greater opportunity for non-compliance to go unnoticed. It is not uncommon in the case municipalities for town planners, building inspectors, and by-law officers to monitor for infractions while in the field completing other unrelated work. However, this method cannot detect all unpermitted activity. In Gananoque, in addition to complaint-based enforcement, a $500 deposit is required in order to encourage compliance. The deposit is required prior to applicants entering into an agreement with the municipality. The deposit is beneficial as it encourages applicants to remain accountable to the approved plans and drawings.

CPPS applications can also be approved with conditions. The conditional approval can help to ensure the public remains accountable to the by-law and develops according to the approved specifications. Conditions can also include other measures such as ongoing monitoring.

Applicant Effort

Applications under the CPPS in all case municipalities include pre-consultation with staff which was either mandatory or strongly recommended. Application effort was therefore ranked as 'satisfactory' for most case municipalities and received a score of 9/12. Although the pre-consultation process for CPPS applications may initially be time consuming for applicants, it allows their application to be processed more efficiently and with little need for further applicant effort (depending on the application class) once staff deems the application complete. Similarly, the pre-consultation process aims to ensure that if an application requires any approvals from external agencies, the information these agencies require is already available within the application material to allow external reviews and clearances to be completed in a timely manner.

The CPPS process combines site plan control, minor variance, and site alteration approvals into one application. The application process is streamlined so applicants only need to submit one development application. Moreover, this creates predictability for applicants as there is only one application that they must learn and understand how to complete. For these reasons, the CPPS scored 9/12 for applicant effort.

Application Timeline

The Community Planning Permit System scored 12/12 with respect to application timeline. On average, the four case municipalities take approximately one to two weeks to deem an application complete during the pre-screening stage. From the date that an application is deemed complete, a decision on the application must be made within 45 days, as legislated by the *Planning Act* under Section 12 of O. Reg. 173/16. Ensuring that municipalities have all the necessary information and materials up front assists staff in being able

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to make a decision within the prescribed timeline. Based on the interviews with planners from the case municipalities, the 45-day timeline is regularly met in each municipality.

The CPPS system allows Council to delegate some approvals to staff, allowing applications to be processed more quickly as an application does not need to wait to be heard before a Council or Committee of Adjustment (CoA). Currently in Frontenac County, the CoA manages more applications related to waterfront development than any other type. Implementing a planning tool which allows approval to be delegated to staff could significantly reduce the time required to process shoreline planning permits as only applications which request significant variations to CPPS standards will require CoA approval.

Collaboration with External Agencies

The CPPS system scored 8/12 for this criterion. Based on interview data, Gananoque and Lake of Bays scored poorly for the amount of collaboration with external agencies. Gananoque distributes applications to more than five external agencies and Lake of Bays does not collaborate with any external agencies as they do not have a local conservation authority. Applications in both Innisfil and Carleton Place are reviewed by their local conservation authority, and in Innisfil, depending on the nature of the application, the Ministry of Natural Resources and Forestry (MNRF).

The CPPS system would not require the County to collaborate more than it currently does with external agencies but would not limit the capacity to seek review from relevant agencies. The amount of collaboration necessary for an application could be determined based on the class that the application falls into.

Geographic Scope

A CPPS may apply to an entire municipality or only specific areas, such as heritage districts or waterfront areas. In Innisfil, the CPPS only applies to properties within the designated “Shoreline Protection Area”. Therefore, the ability of the by-law to protect ecosystems beyond this designated area may be limited and was rated as 'satisfactory'. The CPPS by-laws for Carleton Place, Lake of Bays, and Gananoque apply to the entire municipality and thus have a greater capacity to protect the natural environment beyond an individual property or shoreline. Based on this information, the criterion was given a score of 11/12.

As the majority of planning approvals in Frontenac County involve natural heritage, a by-law which applies to the entire County may have the capacity to better protect this important asset than one which is only applied to certain areas of the County. However, to ease the transition to the CPPS, the County could choose to initially prioritize shoreline protection before expanding the control area.

Shoreline Protection

Lake of Bays, Innisfil, and Carleton Place each received a ranking of 'good' for shoreline protection and the CPPS received a score of 11/12. Implementing a CPPS provides an opportunity for municipalities to develop policies that better protect the environment and are more in line with the conservation authorities’ regulations. In Innisfil, the municipality worked with the Lake Simcoe Region Conservation Authority when creating their CPPS by-law to ensure that it aligned with conservation authority regulations in order to best protect the waterfront. As the CPPS has a more comprehensive definition of development, implementing a CPPS may result in more activities requiring a permit, such

as vegetation removal, than was previously required. Similarly, in Carleton Place, a more in-depth review process is required for environmentally sensitive lands.

Public Support

The CPPS received a score of 12/12 for this criterion. In interviews with planners, all four case municipalities indicated that the public was supportive of the policy tool. The *Planning Act* identifies specific requirements for public outreach when establishing CPPS policies in an official plan and developing a CPPS by-law. In all four municipalities, extensive public consultation took place during the creation of the CPPS. As a result, the public was more likely to understand and support the process for development. Additionally, the CPPS system combines a variety of application types into one, creating a predictable application process which is more desirable for the public.

Connection to Frontenac County

The Community Planning Permit System is an effective planning tool for shoreline protection in Frontenac County. There are many benefits to this system, as outlined above. The amount of effort required from applicants and the cost of an application is dependent on the complexity of the proposed development. The flexibility of the application and associated costs can encourage more residents to adhere to the application process, theoretically reducing the need for enforcement.

The geographic scope of the CPPS makes this planning tool an efficient framework for Frontenac County to implement. The CPPS may be implemented solely in shoreline areas where increasing development and growth pressures are greatest, should the County wish to do so. This allows time for residents and municipal staff to adjust to the new process, while still working towards the goal of improved shoreline protection. Once the County and townships are comfortable with the CPPS, it can be implemented county-wide for all types of applications beyond waterfront areas. The flexibility of the CPPS in many of the evaluation criteria resulted in it being the recommended planning tool for Frontenac County.

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3.3 The Role of Conservation Authorities

Conservation authorities' main role in municipal planning is through plan review and regulatory permitting. CA's review numerous municipal documents such as official plans and zoning by-laws as well as development applications including minor variances, site plans, and amendments to the official plan or zoning by-law. They focus on environmental considerations including water quality and quantity, natural heritage features, and natural hazards. For development applications, CA's will make recommendations to a municipality on whether or not a development should be approved, but the ultimate decision rests with the municipality. In some cases, CA's must provide permits for a development to proceed, thus, should the municipality decide against a recommendation from the CA, the CA must find a balance between development and environmental protection.

A CA may receive a large number of applications to review, with Cataraqui Region Conservation Authority (CRCA) reviewing approximately 300-400 development applications per year. Depending on the nature of the application, the CA may provide comments through a short phone call or may provide them in a more formal manner. The timeline allowed for CA's to review applications is largely dependent on the complexity of the application and the request of the municipality with timelines ranging from one to four weeks.

Conservation authorities are involved in enforcement when a permit has been issued. It is common for a building official to conduct one compliance check after the issuing of a permit but, due to minimal staff resources and the broad areas that are typically regulated by CA's, a risk-based approach is important to make efficient use of staff time. With this approach, compliance checks are conducted based on



the potential risks to the environment or neighbouring properties should the restrictions of the permit not be adhered to. Developments with a greater impact are more likely to require one or two compliance checks while smaller developments, such as additions or sheds far from the shoreline, are less likely to require compliance checks. Additionally, CA's receive tips about the need for enforcement through municipal planning staff, building staff, and local residents on a complaint basis.

Public education and outreach is an important role of conservation authorities in addition to the roles outlined above. Social media is a commonly used method of informing the public, but according to planners from CRCA and Rideau Valley Conservation Authority (RVCA), the most effective way to engage the public is to meet in person. This can be done in several ways including community events, local festivals, and meetings with local associations, but both planners

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expressed the importance of one-on-one education with individual landowners. Site visits are a valuable opportunity to provide information to the public about best practices for minimizing one's impact on the environment and directly answer any questions that may arise.

From an environmental perspective, the planners from CRCA and RVCA both expressed the importance of managing shoreline development with a high-order, comprehensive policy tool as opposed to one-off tools that were referred to as "patch-work". Of the four tools examined in this report, site alteration by-laws were believed to be the most effective along with the Community Planning Permit System (CPPS), although both planners admitted they had little experience with the CPPS and were basing their opinion on studies and anecdotes from other agencies and municipalities. For environmental protection, minor variances and site plan control processes were seen to have benefits but also limitations for protection as they may be less comprehensive and may result in greater inconsistency with respect to shoreline development.

Chapter Four - Recommendations



4. Recommendations

4.1. Justification

Having received the highest score of 83% through the evaluation of the planning tools in Chapter 3, the implementation of a Community Planning Permit System (CPPS) is recommended for Frontenac County's policy update. Several criteria rated highly using the scoring system, including cost effectiveness for the applicant, application timeline, and public support. Other criteria that also received high ratings include geographic scope and shoreline protection. Figure 12 illustrates common terms used throughout interviews with proponents of the CPPS, highlighting the key themes and strengths of the planning tool.

The CPPS is the most appropriate planning tool to regulate shoreline development in Frontenac County in large part because of its efficiency. By combining zoning, site plan control, and minor variance processes into one regulatory process, a more cohesive, consistent, and streamlined approach can be taken toward regulating development. This may have the effect of reducing the duplication of applications and approvals, as well as reducing the amount of time required to process development applications. Furthermore, CPPS procedures strongly encourage

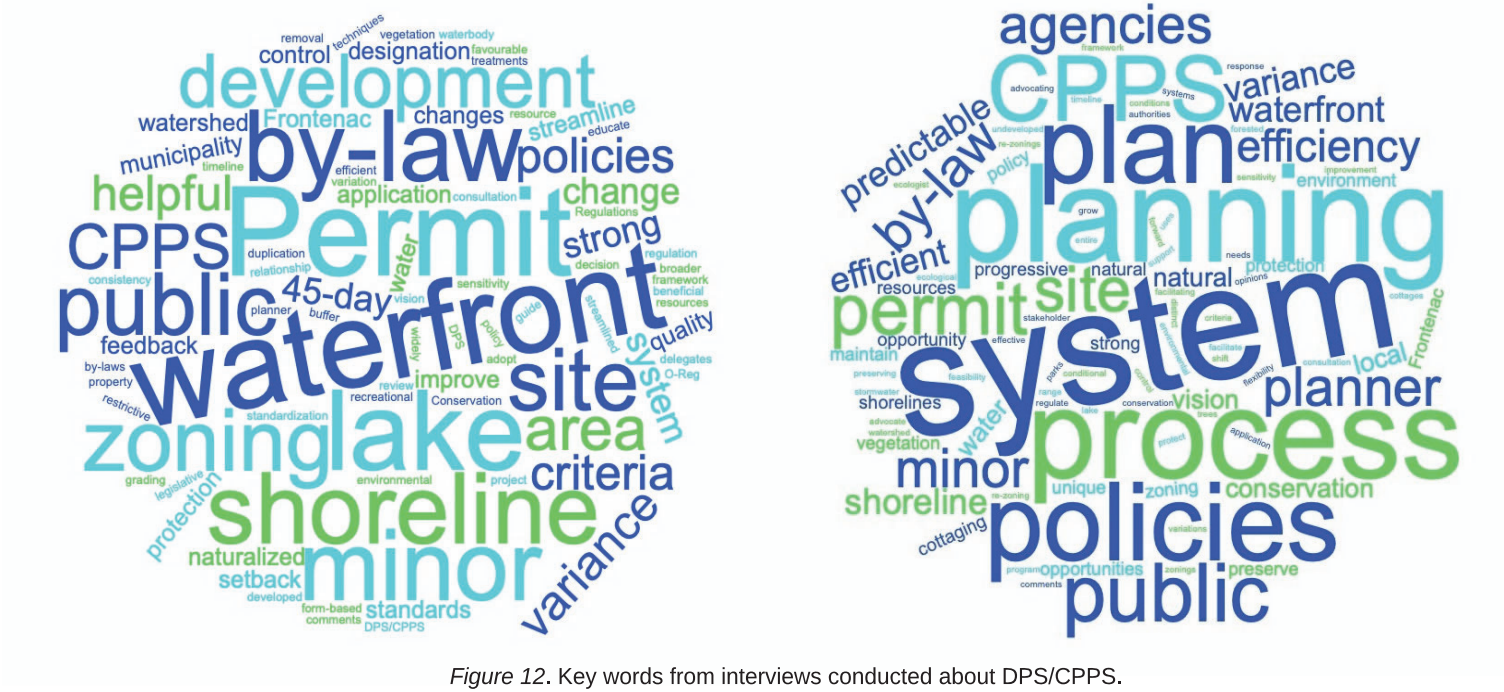


Figure 12. Key words from interviews conducted about DPS/CPPS.

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pre-consultation which creates a transparent and upfront process ensuring applicants are fully aware of what class of application they are submitting, what is required from them, and the costs associated with their application.

The efficiency of the CPPS is enhanced by the flexibility that is built into the system. The system allows discretionary uses, as well as development standards that may vary within specific ranges of possible variation. Permitted uses are required in the CPPS and function the same as in traditional zoning by-laws. Municipalities also have the ability to establish discretionary uses. Discretionary uses are those that may be permitted if criteria established in the by-law are met. Discretionary uses often require additional information or studies to determine their potential impact on and suitability for an area. Further, the CPPS by-law is required to establish minimum and maximum standards for development. It may establish the possible variation in standards as a percentage or an absolute number, demonstrating the integration of minor variance processes into the system.

Development applications are typically categorized into three classes, though the exact number of classes and the defining features can be determined by the municipality. The CPPS allows council to delegate approval authority for certain applications to municipal planning staff, enabling staff to establish their own internal review process. Therefore, applications which require little or no deviation from regulations can be processed quickly and only require the approval of planning staff. These are sometimes referred to as “staff variations” and are a unique feature of the CPPS as they remove the need to consult the Committee of Adjustment for more straightforward applications.

By delegating authority to planning staff, planners would be able to approve or deny applications, issue community planning permits, impose conditions on an application prior to a permit being issued, attach conditions to an issued permit, and/or enter into agreements in relation to the community planning permit (OMMAH, 2008). With only one Committee of Adjustment meeting per month and the need to submit an application several weeks in advance, delegating decisions to staff for less complex applications could result in significant time savings for the applicant. By reducing the timeline for simple applications, delegating approval authority to planning staff also reduces the costs associated with processing applications and provides planning staff with more power in municipal planning decisions. These features lend to greater public support as the process becomes quicker and more cost-effective for applicants.

The CPPS is also flexible in that it does not need to be implemented across an entire municipality. The system can be implemented in areas of specific concern such as waterfront areas. This can help a municipality transition to a CPPS while protecting areas that they consider to be a priority for greater regulation of development.

Finally, shoreline protection is a priority in Frontenac County and the CPPS contains measures that improve the protection of natural features. One such measure is the ability to define discretionary uses. Discretionary uses are those that are permitted in certain areas only if specific conditions and criteria are met (Ontario Ministry of Municipal Affairs and Housing, 2008). This is most beneficial in sites adjacent to sensitive environmental features as a municipality can request further studies demonstrating that

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the impact of development will be minimal. The CPPS also uses a different definition of development than what is stated in Section 41 of the *Planning Act*. The CPPS broadens the definition, enabling municipalities to expand the number of activities requiring development permits including site alteration and the removal of vegetation (OMMAH, 2008). Under this definition, a municipality has greater control over types of development that may negatively impact shorelines and water resources through site alteration processes and the removal of trees. For example, the CPPS could be utilized to maintain or enhance natural self-sustaining vegetation on a site that provides connectivity between natural features such as on shoreline properties.

The Community Planning Permit System received a score of 83% during the evaluation stage of the research. While this score is only four percent greater than that of site alteration by-laws, it is important to note that Community Planning Permit Systems integrate elements from each of the policy tools researched: minor variance, site plan control, and site alteration by-laws. Further, secondary research beyond the case studies identifies many benefits of the CPPS more broadly, which further justifies the recommendation of the CPPS. Therefore, even though the score for the CPPS was the greatest by only a small margin, qualitative considerations from interviews and secondary research emphasizes its success as a planning tool. Additionally, there are limitations with site alteration by-laws that are not accurately represented and strengths within the CPPS that are insufficiently highlighted in the criteria and scoring charts.

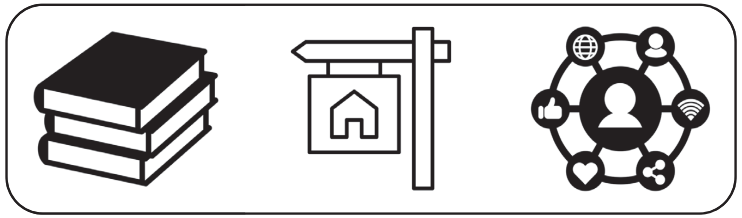
Site alteration by-laws are not a common planning tool, as they are not outlined in the *Planning Act*. They are generally limited to specific sites, which limits the geographic scope of each permit issued under the by-law. Frontenac County is looking for a cohesive approach to protect their shorelines as they experience growth pressures, and site alteration by-laws will not provide this for the County as a whole. Alternatively, the CPPS can provide shoreline protection for all townships within the County, ensuring a consistent approach.

4.2. Application to Frontenac County

Based on information gathered through document reviews, policy analysis, and interviews, six recommendations are provided for implementation of the CPPS in Frontenac County. These recommendations were established specific to the needs of the County, as expressed in initial meetings with planning staff. They include guidance for following provincial regulations in the implementation of a CPPS, best practices from case study municipalities, methods to gain public support, and ideas for formulating applications. The findings are intended to better inform and prepare Frontenac County for the CPPS implementation process, so that the County can achieve its goals of shoreline protection.

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4.2.1. Undertake Education for Planning Staff and the Public



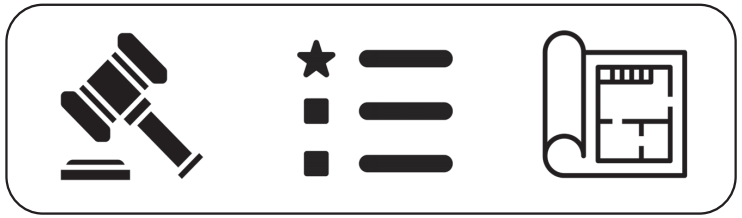
Prioritizing public education will contribute to the overall success of the implementation of the CPPS. Planning documentation can include technical details and wording, which can be difficult for members of the public to understand when completing an application. Having planning staff available to explain processes and technical details would greatly benefit the public who may be affected by the new by-law. In interviews, municipalities that prioritized public education and utilized a variety of methods found that they received a higher number of completed applications and had fewer issues with non-compliance. Methods of public education include:

- One to two-page pamphlets and fact sheets (samples can be found in Appendix E)
- On-site education during site visits
- Collaboration with lake associations, real estate agents, and relevant stakeholders
- Social media
- Community events
- Open Houses, Public Information Centres, and Public Meetings
- Government documents

Additional information regarding these public education methods can be found in Appendix E.

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4.2.2. Ensure Compliance with Ontario Regulation 173/16 (O Reg 173/16) – Community Planning Permits



Ontario Regulation 173/16 – Community Planning Permits currently governs the development of Community Planning Permit By-laws in Ontario municipalities, amending Ontario Regulation 246/01 – Development Permits. Any municipality creating a CPPS by-law within their jurisdiction shall comply with the provisions outlined in the regulation. The official plan of a municipality implementing a CPPS is required to:

- designate areas as proposed development permit areas;
- set out the scope of the authority that may be delegated and any limitations on the delegation, if the council intends to delegate any authority under the development permit by-law;
- contain a statement of the municipality's objectives in proposing a development permit system for each area;
- set out the types of conditions that may be included in the development permit by-law that council may impose prior to the issuance of a development permit; and
- for each proposed development permit area, set out the types of criteria that may be included in the development permit by-law for determining whether any class or classes of development or use of land may be permitted by development permit. O. Reg. 246/01, s. 2.

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Once the County has amended the Official Plan for inclusion of the above elements, staff may begin the process of preparing the CPPS by-law. A community planning permit is required as per O. Reg 173/16 to:

- contain a description of the area to which the by-law applies, which shall be within the boundaries of an area identified in the official plan as a proposed community planning permit area;
- set out and define the permitted uses of land;
- set out a list of minimum and maximum standards for development;
- (c.1) give effect to the policies described in subsection 16(4) of the Act, if the municipality is prescribed for the purposes of that subsection;
- set out any internal review procedures regarding decisions made under subsection 10;
- set out the manner in which notice shall be given, under subsection 10(13), of decisions made under subsection 10(9);
- provide that a community planning permit may be amended as described in the by-law;
- provide that an agreement referred to in paragraph 7 of subsection (5) may be amended as described in the by-law;
- provide that an agreement referred to in section 6 may be amended in the same way as an agreement referred to in paragraph 7 of subsection (5);
- if the council wishes to impose conditions in making decisions under subsection 10 (9), outline the conditions;
- if the council is delegating any authority under the by-law, set out the scope of the authority that is delegated and any limitations on the delegation; and
- state that the placement of a portable classroom on a school site of a district school board is exempt from the requirement for a community planning permit if the school site was in existence on January 1, 2007, in accordance with section 16. O. Reg. 173/16, s. 4 (2); O. Reg. 234/18, s. 1 (1).

Prior to the decision to transition to a CPPS, it is recommended that County staff further familiarize themselves with the functions of the CPPS as written within this report, to be better prepared for the creation and implementation of the new system. A useful document is the *Development Permit System: A Handbook for Municipal Implementation* (OMMAH, 2008). While the DPS has been amended by the CPPS, this handbook still provides beneficial information for municipalities implementing the DPS/CPPS system.

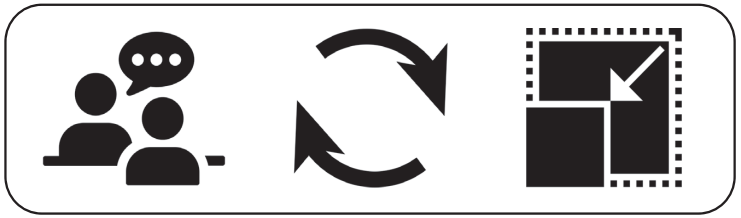
Sections of the handbook include:

- Key features of the DPS
- How to use the DPS to address current planning issues
- Community consultation and the DPS
- How to establish a DPS, including how to amend official plans to meet DPS requirements

It is recommended that all planners within the County review this document which can be found in the list of Recommended Literature in Appendix G.3.

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4.2.3. Utilize a Pilot Program for CPPS Shoreline Permits



Several interviewees recommended that the County implement the CPPS in phases. Options would include following the approach of Lake of Bays, who initially implemented their DPS to only shoreline and rural areas. This recommendation is particularly useful in light of the fact that Section 17 of O. Reg. 173/16 states that when a by-law establishing a Community Planning Permit System is passed, no person or public body can request an amendment to the relevant official plan policies before the fifth anniversary from the day the by-law was passed.

Policies within the official plan which cannot be amended during this 5 year period include: the area proposed for the community planning permit system; changing the scope of authority; changing the criteria determining the development classes within the permit by-law; or changing the conditions which can be attached to approved permits. Being unable to change, revoke or replace a CPPS by-law serves as further incentive for the County to implement the CPPS in phases for scenario testing. For these reasons, Frontenac County may consider creating a CPPS by-law that is only applicable to shoreline areas to limit the scope of the CPPS and ease the transition. Once the community is comfortable and familiar with the CPPS, Frontenac County may consider implementing another phase of the CPPS to include other sensitive land

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uses. Interviewees expressed that the initial use of the CPPS on a smaller scale allowed both planners and the public more time to learn and adjust to the new system. The long-term goal would be to implement a County-wide CPPS for a streamlined approach to all land uses across the County.

Using a pilot program for the CPPS also allows planners to identify the areas most vulnerable to development pressures and address these areas first. The ability to apply the CPPS in only certain areas helps ensure action is taken quickly to protect the waterfront while deciding whether or not the CPPS should be applied to the County as a whole

4.2.4. Consult with the Public and Relevant Stakeholders



Public consultation will be a critical component of a potential transition to the CPPS and is a requirement under the *Planning Act*. Ensuring members of the community are able to participate in the initial stages of the creation of the CPPS will help encourage the public to support the use of this new policy tool. General public support for the tool may result in greater compliance with CPPS requirements.

As the CPPS is a relatively new system in municipal planning in Ontario, there can be misconceptions as to its application and relevance to municipalities with existing development tools. For example, during an open house in Innisfil, a member of the public questioned why a CPPS was required when zoning by-laws were already in place. The decision to transition to a CPPS was made because municipal staff believed that the CPPS was a more appropriate tool for shoreline management (Town of Innisfil, 2017). Public consultation can be used as an opportunity to explain the reasoning behind the transition to the CPPS.

It is recommended that Frontenac undertake consultation events within all of their townships to educate the public about the CPPS, answer questions, and clarify misconceptions about the system. Open houses, public information sessions, and public meetings were highlighted by

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case study interviewees as the most common methods for public engagement in the implementation process of their CPPS. After developing the by-law, the County would be required to hold at least one open house and a subsequent public meeting before council passes the by-law as per section 17(16) of the *Planning Act*. If there is no appeal at this stage, the zoning by-law in the area subject to the CPPS by-law will be repealed. If the by-law is appealed, the case will be brought to the LPAT.

As demonstrated in the following quotes, all four case study municipalities engaged in some degree of public consultation,

- "…there was extensive public consultation on this process with the public, external agencies, staff, and consultants." – **Carleton Place**
- "There was significant public consultation…The feedback received was mostly positive with some concerns or questions regarding the grandfathering (legal non-conforming use) of existing structures and water structure restrictions." **– Innisfil**
- **"**The public was well aware throughout the whole process that this was coming." – **Gananoque**
- "I do know that the people that were involved, they love the system…even our lake association and a lot of the builders and designers, they are big supporters of the Development Permit System over the site plan process." **– Lake of Bays**

Public consultation events foster transparency, which was noted as an important factor in the transition process to the CPPS. A consultant who worked on the CPPS for both Innisfil and Lake of Bays advised to "…assure the public that this process is transparent, it's predictable, and it's efficient." In addition, Lake of Bays highlighted the importance of consulting with their lake associations. They felt that these associations had important local knowledge regarding individual lakes that the municipality may lack. With the number of lakes and lake associations in Frontenac, this will be an important part of the consultation process.

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4.2.5. Formulate Application Criteria and Create Application Form

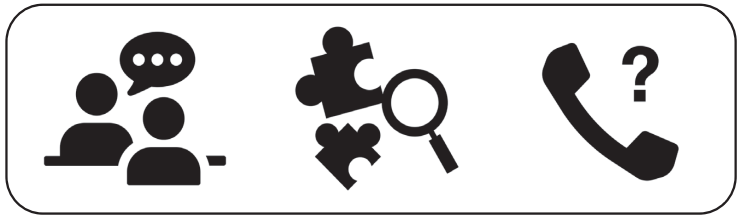


Community Planning Permit System applications vary from municipality to municipality due to the number and type of classes outlined in the by-law. Class I developments may be completed by the applicant with the sole help of planning staff, whereas more complex applications such as Class II or Class III may require collaboration with external experts for technical reports and drawings. Basic application criteria are outlined in the O. Reg. 173/16 – Community Planning Permits (Schedule 1) while more specific criteria are often dependent on the conditions present in the municipality.

A sample CPPS application form has been created for the County based on existing CPPS applications from other municipalities. It can be found in Appendix F.

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4.2.6. Consult with Municipalities Using the CPPS Throughout the Process



Interviewees from municipalities currently using the CPPS provided great insight into the transition, daily use of, and challenges surrounding this process. This information helped form the content of the case study analysis, which can be found in Appendix D, and should be reviewed and referenced throughout the implementation process of a CPPS in Frontenac County. In addition to this information, the County would benefit from consulting with professionals that have implemented a CPPS in their community. The municipalities referenced in this report are:

- The Township of Lake of Bays
- The Town of Innisfil
- The Town of Carleton Place
- The Town of Gananoque

These municipalities are all strong advocates for the CPPS and have been consulting with other municipalities who are interested in the system.

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4.3. Considerations

While the CPPS has many advantages over the other planning tools explored in this report, there are some important considerations that must be taken into account before adopting this system in Frontenac County. The following considerations are based on the case study research, as well as secondary research conducted with respect to the DPS and CPPS more broadly.

4.3.1. Enforcement

As is the case for many municipalities and planning tools across Ontario, enforcing community planning permits is a difficult task. The CPPS does not demonstrate any improvements in enforcement as it is still largely a complaint-based system. Some municipalities may choose to require a refundable deposit which can encourage compliance, but there is always a risk of development occurring without any application being submitted. However, shorter timelines for development and improved cost-effectiveness achieved through the CPPS may reduce the number of such cases.

4.3.2. Transition Process

The substantial amount of effort and time required to transition to a CPPS is another important consideration. The CPPS requires a complete update of the official plan and zoning by-laws. If these documents were recently updated, the process may be less appealing than if older documents already require updating. A public consultation process is also required for the implementation of the system, and significant public input at the front-end of the process is important for keeping the community involved and aware of the progress. Public consultation is required in order to ensure residents have a say in the new system, however it can be a large undertaking and may require the hiring of a private consultant. Inevitably, there will be more staff effort required at the outset of the process of implementing the CPPS. However, once the system is established, staff time can be saved by reducing the number of LPAT hearings and the amount of negotiation and consultation through the Committee of Adjustment.

Two of the case municipalities studied, Innisfil and Carleton Place, used interim control by-laws to temporarily freeze development activities while undertaking the development and implementation of the CPPS. Interim control by-laws are permitted for use under section 38(1) of the *Planning Act* for a period of no longer than one year after the date of passing the by-law. While interim control by-laws are a useful tool when research is needed in an area, using an interim control by-law is not recommended for Frontenac County. An interim control bylaw imposes a strict prohibition on development for a period of time which is contradictory to the flexibility achieved through the implementation of a CPPS. Interim control by-laws are a sweeping and powerful measure that require no notice or hearing prior to their passing. Passing an interim control by-law may be a controversial step in developing a CPPS and is contradictory to the goals of the CPPS. Therefore, the passing of an interim control by-law is not recommended for Frontenac County.

4.3.3. Appeals

Appeals to the Local Planning Appeal Tribunal are still possible through the CPPS but only until the adoption of the system. Once the CPPS is adopted, only decisions and non-decisions may be appealed by an applicant. As a result,

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no third-party appeals from community members may be made, and there is no requirement for community notification of building permit requests. The basis of this concept is consistent with current “as-of-right" development where a proposal may be built without public notification as long as it conforms with current zoning. Applicants do, however, have the right to appeal a decision if they feel the by-law has been misinterpreted. An issue with front-loading community input while developing the by-law is that the LPAT could change the agreed-upon rules in the by-law if appealed, and the rules would be integrated into the by-law unless they are amended, or the by-law is rescinded.

O. Reg. 173/16 sets out a 45-day timeline for a decision to be made on a CPPS application. If a decision has not been made within 45 days after the date on which the complete application has been received, the applicant may appeal to the LPAT for failure to make a decision. This timeline may prove to be difficult to meet for council and staff, especially during the busiest times of the year, and may put the County at risk of appeals to the LPAT for non-decision. However, appealing for non-decision prolongs the process and may not be in the best interest of applicants. Further, conditions imposed on a community planning permit, such as those related to preserving trees or vegetation, may be appealed to the LPAT by the applicant. If appealed successfully and regularly, conditions on community planning permits may lose effectiveness for protecting vegetation. However, the CPPS encourages predictability in development application decisions, and this predictability may help to reduce appeals, as applicants know to expect that the specifications in the CPPS by-law must be met.

4.3.4. Community Consultation

Another consideration when implementing the CPPS is that public input is greatest at the beginning of the process of establishing the CPPS by-law. This means that community consultation may be demanding during the development of the CPPS but may be viewed as a trade-off for a consistent and predictable system. Difficulties may arise when attempting to reach an agreement with the public with respect to detailed standards for the CPPS area(s). It is important to remember that returning to standards of the previous zoning by-law is not the goal, and deviations from the standards will not be permitted in the same way that minor variances are permitted in relation to zoning by-laws. However, the requirement that the CPPS by-law shall conform with the policies set out in the official plan minimizes the risk of adopting ineffective development standards.

4.4. Conclusion

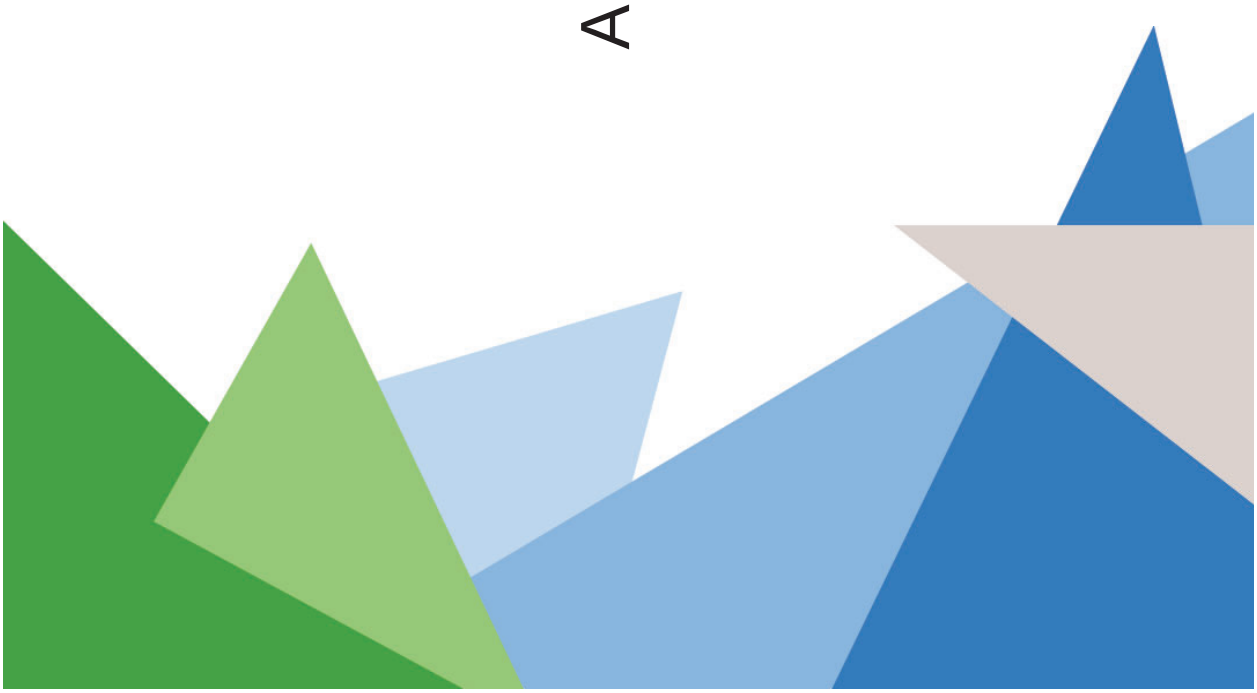
The findings in this report are intended to inform a policy update to address waterfront development in Frontenac County. With this objective as the focus, the report identified current policies used to manage waterfront development, analyzed four planning tools using twelve case study municipalities in Ontario, and specifically evaluated the four planning tools’ suitability for use in Frontenac County. The tool chosen had to be reflective of Frontenac County’s commitment to environmental sustainability and community building. It is important to the County to protect the many valuable natural features that exist across the County. Additionally, the chosen policy had

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to include opportunities for collaboration and cohesiveness across the four County Townships as well as with relevant stakeholders such as the local conservation authorities, lake associations, and the public.

Overall, the Community Planning Permit System was determined to be the most effective planning tool for Frontenac County. The CPPS offers an efficient, flexible system which can meet the needs of both County staff as well as the Frontenac County public while improving the protection of their shorelines. We hope that this report will assist in the decision-making process for Frontenac County to establish a more efficient and effective process for shoreline management and waterfront development in the County.

Appendices



Appendix A

A.1. Site Visits

On September 27th, 2019 the project team, accompanied by Frontenac County's Manager of Community Planning and one County planner, conducted site visits to three properties that helped the team to conceptualize the importance of waterfront development planning policies.

A.1.1. Site 1: Sharbot Lake

The project team visited a property located on Sharbot Lake in Central Frontenac that demonstrates a naturalized shoreline. The property is designated as a Rural Area and is in a Waterfront District in the Central Frontenac Official Plan and is zoned as Waterfront Residential in the Township Zoning By-law. Some of the topics that were discussed with the property owner include septic system inspection, phosphorus loading into Sharbot Lake, water quality of the well on site, shoreline naturalization, the role of public education, and minor variances. The owner of this property is well educated about shoreline protection and naturalization and has participated in the Watershed Canada Shoreline Naturalization Program, a program that provides plants and planting services to shoreline property owners wherein the property owner pays only 25% of the cost of this service. The Shoreline Naturalization program was used on this property to revegetate the area along the waterfront, as it was covered in grass from the house to the edge of the waterfront when the current property owners acquired the property. A grassy access pathway was maintained through the vegetative buffer that still provides easy access to the dock. The property owner felt that educating the public on both the importance of a natural shoreline, as well as the required planning processes for shoreline development or redevelopment are essential components of improving the state of the shorelines in the County.



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A.1.2. Site 2: White Lake

The second property the team visited is a property on the shore of White Lake in Central Frontenac. The Official Plan designation of this property is Rural Area, Waterfront District, and White Lake Special Policy Area. The property is also zoned as Waterfront Residential Exception Zone 1. This property owner emphasized the importance of keeping White Lake as undeveloped as possible, as the water in the lake is uniquely pure and free of invasive species. Some of the topics discussed with the property owner with respect to this lake and its shorelines were: concerns over the spread of zebra mussels, a duty to protect the lake, citizen science, enforcement, shoreline erosion and back-lotting. Because of the unique level of sensitivity and vulnerability of this lake, no gasoline motorboats are permitted on the lake and no recreational development is permitted.



A.1.3. Site 3: Marble Lake

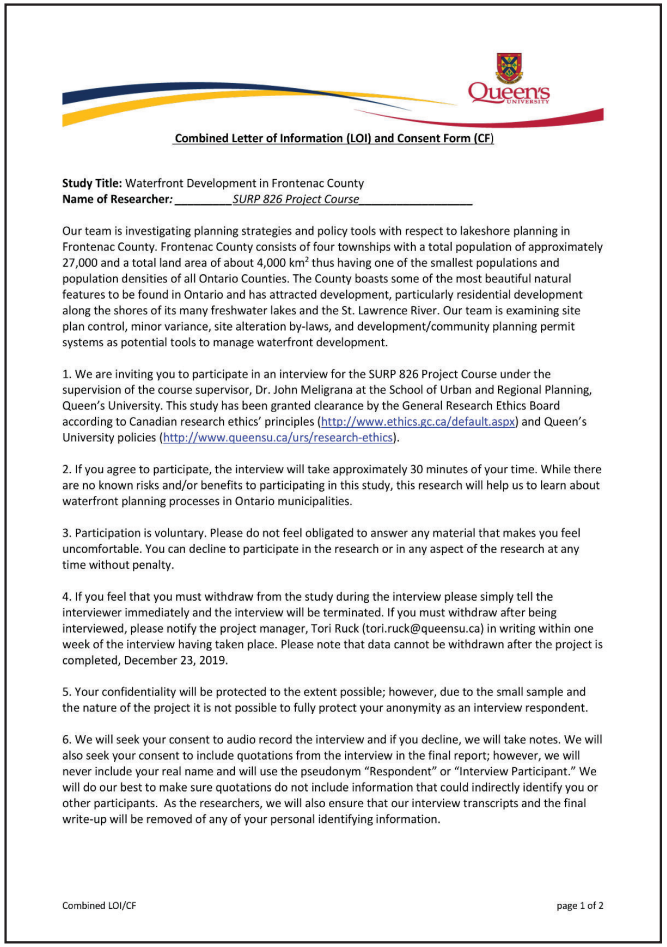
The final site visited by the project team is in North Frontenac on Marble Lake. This site is owned by the Township of North Frontenac and is designated as Waterfront Area and Rural and Mineral Aggregate in the Official Plan. The property is zoned as Waterfront Residential, Recreational Commercial and Rural in the Township Zoning By-law. This property includes densely constructed cottages and trailers in close proximity to the shoreline, as well as several private and communal docks. One question that emerged from visiting this site was whether communal docks or private docks are best for mitigating negative impacts that docks have on shorelines.



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Appendix B

B.1. LOI/CF Form for Interviews



Queen's University

Combined Letter of Information (LOI) and Consent Form (CF)

Study Title: Waterfront Development in Frontenac County
Name of Researcher: *SURP 826 Project Course*

Our team is investigating planning strategies and policy tools with respect to lakeshore planning in Frontenac County. Frontenac County consists of four townships with a total population of approximately 27,000 and a total land area of about 4,000 km^2 thus having one of the smallest populations and population densities of all Ontario Counties. The County boasts some of the most beautiful natural features to be found in Ontario and has attracted development, particularly residential development along the shores of its many freshwater lakes and the St. Lawrence River. Our team is examining site plan control, minor variance, site alteration by-laws, and development/community planning permit systems as potential tools to manage waterfront development.

1. We are inviting you to participate in an interview for the SURP 826 Project Course under the supervision of the course supervisor, Dr. John Meligrana at the School of Urban and Regional Planning, Queen's University. This study has been granted clearance by the General Research Ethics Board according to Canadian research ethics' principles (http://www.ethics.gc.ca/default.aspx) and Queen's University policies (http://www.queensu.ca/urs/research-ethics).

2. If you agree to participate, the interview will take approximately 30 minutes of your time. While there are no known risks and/or benefits to participating in this study, this research will help us to learn about waterfront planning processes in Ontario municipalities.

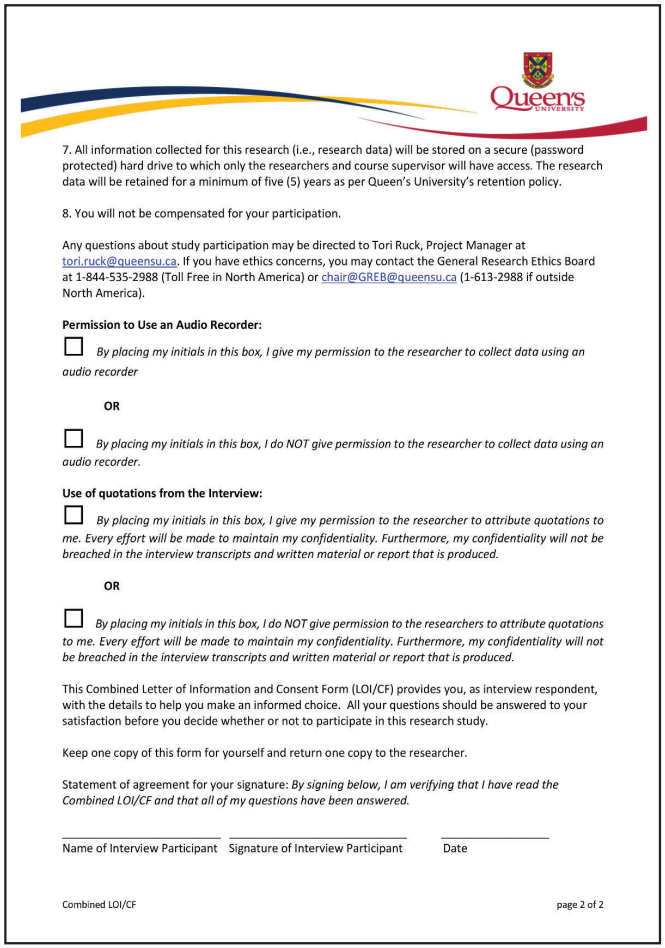
3. Participation is voluntary. Please do not feel obligated to answer any material that makes you feel uncomfortable. You can decline to participate in the research or in any aspect of the research at any time without penalty.

4. If you feel that you must withdraw from the study during the interview please simply tell the interviewer immediately and the interview will be terminated. If you must withdraw after being interviewed, please notify the project manager, Tori Ruck (tori.ruck@queensu.ca) in writing within one week of the interview having taken place. Please note that data cannot be withdrawn after the project is completed, December 23, 2019.

5. Your confidentiality will be protected to the extent possible; however, due to the small sample and the nature of the project it is not possible to fully protect your anonymity as an interview respondent.

6. We will seek your consent to audio record the interview and if you decline, we will take notes. We will also seek your consent to include quotations from the interview in the final report; however, we will never include your real name and will use the pseudonym "Respondent" or "Interview Participant." We will do our best to make sure quotations do not include information that could indirectly identify you or other participants. As the researchers, we will also ensure that our interview transcripts and the final write-up will be removed of any of your personal identifying information.

Combined LOI/CF page 1 of 2



Queen's University

7. All information collected for this research (i.e., research data) will be stored on a secure (password protected) hard drive to which only the researchers and course supervisor will have access. The research data will be retained for a minimum of five (5) years as per Queen's University's retention policy.

8. You will not be compensated for your participation.

Any questions about study participation may be directed to Tori Ruck, Project Manager at tori.ruck@queensu.ca. If you have ethics concerns, you may contact the General Research Ethics Board at 1-844-535-2988 (Toll Free in North America) or chair@GREB@queensu.ca (1-613-2988 if outside North America).

Permission to Use an Audio Recorder:

☐ *By placing my initials in this box, I give my permission to the researcher to collect data using an audio recorder*

OR

☐ *By placing my initials in this box, I do NOT give permission to the researcher to collect data using an audio recorder.*

Use of quotations from the Interview:

☐ *By placing my initials in this box, I give my permission to the researcher to attribute quotations to me. Every effort will be made to maintain my confidentiality. Furthermore, my confidentiality will not be breached in the interview transcripts and written material or report that is produced.*

OR

☐ *By placing my initials in this box, I do NOT give permission to the researchers to attribute quotations to me. Every effort will be made to maintain my confidentiality. Furthermore, my confidentiality will not be breached in the interview transcripts and written material or report that is produced.*

This Combined Letter of Information and Consent Form (LOI/CF) provides you, as interview respondent, with the details to help you make an informed choice. All your questions should be answered to your satisfaction before you decide whether or not to participate in this research study.

Keep one copy of this form for yourself and return one copy to the researcher.

Statement of agreement for your signature: *By signing below, I am verifying that I have read the Combined LOI/CF and that all of my questions have been answered.*

Name of Interview Participant _____ Signature of Interview Participant _____ Date _____

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Appendix C

C.1 Legal Basis for Planning Tools

C.1.1. Minor Variance

When either a zoning by-law or an interim control by-law are passed by the Council of a local municipality under the authority of Section 34 or 38 of the *Planning Act,* respectively, their regulatory function is to set a range of permitted uses on subject land(s), as well as restrict what building(s) or structure(s) can be constructed on these lands. However, any property owner(s) or duly authorized agent affected by such a zoning or interim control by-law can present their case to a Committee of Adjustment (CoA). The CoA is an appointed body of at least three members, established by the local municipality through Section 44 of the *Planning Act*, to act as an arbitrator in such cases. The CoA is given authority through Section 45 of the *Planning Act* to authorize a variance from provision(s) of the by-law(s), but only if it can be justified in accordance with the four tests of minor variance outlined in Section 45 of the *Planning* Act and established as precedents in Canadian case law. These tests consider whether a variance is:

1. Minor in nature?
2. Desirable for the appropriate use or development of the land, building, or structure?
3. Maintains the general intent and purpose of the Zoning By-law?
4. Maintains the general intent and purpose of the Official Plan?

A local municipality can prescribe criteria, in addition to the aforementioned, to use when evaluating minor variances through subsection 45(1.0.1)(b.) of the *Planning Act.*

In accordance with subsection 45(2) of the *Planning Act*, the CoA can also entertain minor variance petitions that deal with legal non-conforming uses.

C.1.2. Site Plan Control

Under section 41(2) of the *Planning Act,* the Council of the local municipality can create a by-law in order to control the type(s) of development permitted on any portion(s) of the defined site plan control area. This area, as delineated, must be in the local municipality's Official Plan. The *Planning Act* (s. 41(3)) allows this to be done by either displaying it visually or describing it in writing. Within this defined site plan control area, no development can take place unless the Council or the Tribunal (i.e. in case of an appeal) has approved one or both of the plans (Subsection 41(4)(1) of the *Planning Act*) and drawings (Subsection 41(4)(2) of the *Planning Act)*. An applicant must have their plans or drawings approved before any development may occur on the property which is in the designated site plan control area. There are highly detailed requirements that applicant(s) need to provide in their site plan drawing(s), including for residential buildings with less than 25 dwelling units (Subsection 41(4)(2)(a) to (f) of the *Planning Act)*. These stringent requirements ensure that Council can tightly regulate new development within this site plan control area. However, interior design, the layout of interior areas, and the manner and standards for construction cannot be regulated under site plan control, pursuant to subsections 41(4.1)(1), (2), and (3) respectively. Neither height nor density limits may be municipally regulated through site plan control, according to subsection 41(6) of the *Planning Act.*

If the site plan control area is within an upper-tier municipality, that upper-tier municipality may require the owner of the land to provide adequate space and pay for, to the satisfaction of the upper-tier municipality; highway access and off ramps, surface parking and driveways, grading and site alteration, if the subject property abuts a highway under the upper-tier's jurisdiction (Subsection 41(8)(a) of the *Planning Act*). Access agreements may be entered into between the upper-tier government and the owner for snow clearing and any conveyance of land for a public transit right of way, pursuant to subsections 41(8)(b) and (c), respectively.

C.1.3. Site Alteration By-law

The local municipality, through Subsection 142(2) of the *Municipal Act,* can regulate unlawful placing or dumping of fill, removal of topsoil, or alteration of the grade of the land. The powers to create such a by-law is vested with the lower-tier municipality but can be delegated up to the upper-tier municipality to varying degrees based on subsection 142(3) of the *Municipal Act.*

Both an upper-tier and lower-tier municipality may pass their own site alteration by-law(s) and either has the option, through their respective sections 145 and 146 of the *Municipal Act,* to delegate by-law enforcement to one another. However, site alteration by-laws cannot regulate site alteration that takes place as a condition of a site plan agreement, subdivision agreement, development permit, activities undertaken by electrical transmitter or distributor (Section 2 of the *Electricity Act*, 1998), lawful activities undertaken on a licensed wayside pit or quarry (under the *Aggregate Resources Act*, *1990*) or one zoned for under Section 34 of the *Planning Act*, or drain construction activities undertaken in accordance with the *Drainage Act* (1990) or the *Tile Drainage Act* (1990). Incidental removal of topsoil as part of normal farm practices are excluded from site alteration by-law considerations, unless this topsoil is sold, in accordance with subsections 142(6) and 142(7) of the of the *Municipal Act.*

C.1.4. DPS/CPPS

Authority is delegated to a local municipality so that it can establish a development permit system (DPS) in accordance with subsection 70.2(1)(b) of the *Planning Act.* As previously described, the DPS has been replaced by O. Reg. 173/16 for the CPPS. For a DPS to come into regulatory force, a local municipality must have it conform to the Official Plan and upper-tier plans, according to Sections 70.2(6) and 70.2(7) of the *Planning Act*, respectively. First and foremost, the municipality needs to have a prescribed policy basis written into the Official Plan, in accordance with Subsection 70.2(f) of the *Planning Act.* Only then will DPS by-laws be justifiable and able to come into force, whereby certain areas are delineated within and others outside the DPS area, in accordance with subsection 70.2 (2)(p) of the *Planning Act*. Secondly, the DPS permit by-law will have regulations that supersede and nullify any zoning by-laws in effect over that same DPS regulated area, in accordance with subsections 70.2(2) (a) to (d) in the *Planning Act.*

There is the added flexibility in the DPS system to allow for regulatory delegation of approval authority to municipal employees in accordance with subsection 70.2(2)(l) of the *Planning Act.* In accordance with Subsection 70.2(2)(e) of the *Planning Act,* there is more authority given to the local municipality to regulate which persons or public bodies can appeal a DPS permit and the procedures for such an appeal to the Local Planning Appeal Tribunal.

Although early pilot testing of the DPS in Ontario municipalities (see Ont. Reg. 246/01) used the term

"Development Permit System", this terminology is interchangeable and has the same meaning in legislation as "Community Planning Permit System (CPPS)" or "development permit by-law", as stated in Subsections 70.2.1(1) to (3) in the *Planning Act.* There are some cases where both an upper-tier municipality and its corresponding lower-tier municipalities may be required to adopt a DPS, in accordance with the procedure outlined under Subsection 70.2.2 of the *Planning Act.*

Appendix D

D.1 Case Studies

Each case study municipality was rated based on the 10 criteria chosen for this research. Each municipality has a colour-coded chart which shows how it was rated in each category. These charts are followed by more detailed descriptions explaining why the municipality received the rating it did for each criterion. The information in this section was gathered from each municipalities' relevant by-law, and interviews that were completed with municipal representatives, when possible. The standards that were used to evaluate each criterion are the same that were used to evaluate the four planning tools (Table D1).

Table D1. Methods for case study evaluation criteria.

Criterion	Method of Evaluation
Cost Effectiveness (Applicant)	This criterion was evaluated based on a scale of fees created by examining the application fees associated with each case municipality. Applications that cost less than $1000 were ranked as good, between $1000 and $2000 as satisfactory, and above $2000 as poor.
Staff to Application Ratio	Staff to application ratio was evaluated based on whether it was felt that the amount of applications received by the municipality was appropriate to the number of staff responsible for processing them.
Transition Process	This criterion was evaluated based on the transition from one planning tool to another. The case was evaluated based on whether there was no transition, or the transition involved no difficulty, the transition was met with some difficulty or the transition included a lot of difficulty.
Ease of Enforcement	The ease of enforcement criterion was evaluated based on the method through which the planning tool is enforced. For example, does the applicant pay a security deposit or is enforcement grounded on a complaint-based system or through random checks.
Applicant Effort	Applicant effort was assessed based on the amount of effort required of the applicant when completing the application process. This was evaluated based on the amount of collaboration with experts, such as municipal staff, applicants would require when completing their applications.
Application Timeline	Application timeline was evaluated in order to determine the amount of time between when an applicant submits an application and when they receive a decision from the municipality.
Collaboration with External Agencies	This criterion was assessed based on achieving a balance between requiring collaboration with external agencies and ensuring this process is not overly complicated or time consuming.
Geographic Scope	Geographic scope is used to evaluate the extent of the area covered by the planning tools.
Shoreline Protection	This criterion was evaluated based on whether the by-law prioritizes shoreline protection and whether it achieves the level of protection intended by the planning tool.
Public Support	Public support was evaluated based on whether the public was involved in the creation of the planning tool and subsequent decision making for the tool, and if it was felt that the public is overall supportive of the use of this planning tool.

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D.1.1. Prince Edward County

Table D2. Characteristics of Prince Edward County.

Population	24,700
Tier	Single
Location	South of Hastings County, east of Northumberland County, west of Lennox and Addington County
Waterbodies	Lake Ontario, numerous inland lakes and wetlands
Character	Largely rural with abundant heritage resources contributing to an economic base focused on agriculture, viticulture, and tourism

Minor Variance Criteria

The County of Prince Edward Official Plan (2011) was adopted in 1993 and outlines six criteria for consideration of a minor variance application. These criteria are considered by the Committee of Adjustment when making decisions about minor variances. The following criteria were established:

- the objectives and policies of the Official Plan can be met if the minor variance is granted;
- the request for variance constitutes a "minor" departure from the performance standards of the zoning by-law;
- a clear and demonstrated hardship in meeting the requirements of the zoning by-law due to the physical or inherent conditions of the site involved can be identified;
- alternative designs of the building, which would be in conformity with the by-law, are feasible or appropriate for the site;
- there are concerns of adjacent owners and residents; and
- an undesirable precedent would result through the approval of the minor variance.

In 2018, the County released an updated version of their Draft Official Plan as part of their Official Plan review process. The County has undergone several changes since the adoption of their 1993 Official Plan including amalgamation in 1998. As part of the Official Plan Review, minor variance evaluation criteria have been updated to consider whether an application:

- Is minor in nature;
- Is desirable for the appropriate development or use of the land/building/structure;
- Maintains the general intent and purpose of this Plan and any applicable Secondary Plan;
- Maintains the general intent and purpose of the Zoning By-law; and
- Complies with criteria identified by municipal by-law or Provincial criteria prescribed by regulation, if in effect.

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Table D3. Evaluation Criteria Table for Prince Edward County.





	Good	Satisfactory	Poor
Cost Effective (Applicant)		The cost of this application is between $1000-2000.	
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process	No transition was required.		
Ease of Enforcement	The monetary deposit encourages compliance, which is easier to enforce.		
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline		The timeline for the application from the point of submission to decision is between 51 and 99 days.	
Collaboration with External Agencies	Collaboration occurs with 1 to 2 external agencies.		
Geographic Scope			This planning tool provides limited geographic scope.
Shoreline Protection		This planning tool provides some shoreline protection.	
Public Support	The public has the opportunity to be involved in the decision-making process and the majority are supportive of the use of this planning tool.		

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Cost Effective (Applicant)

A rating of 'satisfactory' was assigned for this criterion. A minor variance application in Prince Edward County (PEC) has the lowest fee of all development applications in the municipality with a cost of $867. However, applicants must also pay a $500 refundable deposit as well as additional fees for review by Quinte Conservation ($320). Furthermore, additional costs may be accrued if studies or a property survey are needed. Despite having the lowest fee in the County, costs for the applicant can increase depending on the complexity of the development and it is not guaranteed the application will be approved.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. Prince Edward County has two staff members available to process minor variance applications and receive approximately 18 applications per year. This means each staff member will process approximately nine minor variance applications per year. In an interview with a PEC planner, it was learned that a third staff member was recently hired to focus solely on development applications related to short-term accommodations.

Transition Process

A rating of 'good' was assigned for this criterion. Minor variance procedures are standard planning practice and did not require a transition for Prince Edward County to apply these procedures in shoreline areas.

Ease of Enforcement

A rating of 'good' was assigned for this criterion. Despite operating mainly on a complaint-based system, Prince Edward County requires a refundable deposit which may be forfeited if an applicant is found to have developed outside the zoning requirements. A by-law enforcement officer may inspect properties that have been reported as potentially deviating from zoning requirements. Furthermore, minor variance infractions, or the need to submit a minor variance application, are often caught in the building phase when property owners apply for a building permit which adds an additional layer of enforcement. According to a planner from PEC, if one is found to have built without permits, fines would be issued and, depending on the severity of the offense, may have to tear down and rebuild with permits at the owner's full expense.

Applicant Effort

A rating of 'satisfactory' was assigned for this criterion. Prior to submitting an application, property owners are strongly encouraged to attend at least one pre-consultation meeting. The application form is straightforward and should not be difficult for an applicant to complete. However, in order to complete the application, the applicant would likely need to conduct research and hire a land surveyor to gather the required details. Depending on the complexity of the development, further studies and reports may need to be conducted by professionals.

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Application Timeline

A rating of 'satisfactory' was assigned for this criterion. As per the Ontario *Planning Act*, a minor variance application must be heard before the Committee of Adjustment within 30 days of it being submitted. In Prince Edward County, this timeline typically ranges between one and three months. While there is not a great deal of staff time required to process an application, a planner from PEC indicated a reason for this timeline is a large number of applications from seasonal residents resulting in a greater number of applications than most municipalities with a permanent population similar to PEC.

Collaboration with External Agencies

A rating of 'good' was assigned for this criterion. Quinte Conservation is an important contact for Prince Edward County as landowners are encouraged to speak with them before an application is submitted. Furthermore, Quinte Conservation is the main contact for PEC for any environment-related issues with development and are circulated on all development applications. However, in their zoning by-law, PEC allows some development to take place without submitting a minor variance application if a landowner has written approval from Quinte Conservation. This reduces the number of applications received by the County but removes some power from the municipality and reduces the amount of development charges that can be collected.

Geographic Scope

A rating of 'poor' was assigned for this criterion. Minor variance processes are conducted on a site-by-site basis and have limited consideration for other developments across a wider area.

Shoreline Protection

A rating of 'satisfactory' was assigned for this criterion. The minor variance process is subjective with regards to what is considered to be desirable and appropriate from an environmental perspective. Official Plan policies generally dictate whether a minor variance application is desirable and appropriate. In Prince Edward County, the protection of watercourses and other environmental features is an important objective. Involvement of Quinte Conservation in the review of applications is also important for environmental protection. Despite this, minor variances permit development outside of zoning restrictions and can result in developments that are closer to the shoreline than what is generally deemed to be safe. Beyond policies and objectives, there is limited capacity to assess minor variance processes on shoreline protection.

Public Support

A rating of 'good' was assigned for this criterion. After the submission of a minor variance application, surrounding landowners are notified and may attend the final hearing to voice their concerns to the Committee of Adjustment. After a decision is made, the applicant and neighbours have a period of time where they may appeal the decision. According to a planner at Prince Edward County, applicants tend to like the minor variance process as it is less expensive, quicker, and easier than alternative processes requiring the involvement of Council or Planning Public Council, such as a zoning by-law amendment.

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D.1.2. City of Kawartha Lakes

Table D4. Characteristics of Kawartha Lakes.

Population	75,400
Tier	Single
Location	Surrounded by Muskoka District Municipality, Haliburton County, Northumberland County, Peterborough County, Regional Municipality of Durham and Simcoe County
Waterbodies	Approximately 250 lakes and rivers within its bounds
Character	It is more comparable to the size of a County than to a typical city, and covers a predominantly rural land area

Minor Variance Pre-Screening

Before 2014, the City of Kawartha Lakes was experiencing issues with minor variance applications lacking clear information and missing the necessary level of detail. The lack of detail in minor variance applications then led to substantial delays in the process and resulted in wasted staff time and resources. In order to address issues with minor variance applications, the City developed a “screening process”: a new shorter pre-consultation-like process and a shorter form for the applicant to fill out. This pre-screening process was modelled on the pre-consultation process legislated through the *Planning Act* that permits municipalities to require pre-consultation for official plan amendments, zoning by-law amendments, plans of subdivision, plans of condominium and site plan approval.

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Table D5. Evaluation Criteria Table for Kawartha Lakes.





	Good	Satisfactory	Poor
Cost Effective (Applicant)			This cost of this application is more than $2000.
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process	No transition was required.		
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline			The timeline for the application from the point of submission to decision is over 100 days.
Collaboration with External Agencies		Collaboration occurs with 3 to 4 external agencies.	
Geographic Scope			This planning tool provides limited geographic scope.
Shoreline Protection		This planning tool provides some shoreline protection.	
Public Support		Some of the public is supportive of the use of this planning tool.	

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Cost Effective (Applicant)

A rating of 'poor' was assigned for this criterion. For the City of Kawartha Lakes, costs that the applicant pays as part of one minor variance application are listed below:

- $1349 (mandatory base fee)
- $225 (optional pre-screening meeting)
- $500 (Conservation Authority review fee, only when in regulated area)
- $255 (City sewage system review fee, waived if no replacement needed & copy of installation report on file)
- Advertisement fee (re-collected if applicant fails to post advisory sign in accordance with O. Reg. 200/96, s. 3(2) 2.).
- Applicant must pay all mileage costs for staff site visits.

Planning staff felt this high cost would be a strong motivator for an applicant to adjust their proposed development plans in order to conform to the current zoning by-law provisions instead of applying for a minor variance. Based on the fee scale used to evaluate this criterion, Kawartha Lakes falls into the 'poor' category.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. Of a department of 14 full time staff, 8 planners actively review and process applications. In the Planning Department, there are also two administrative staff and two planning staff devoted to policy work. The number of minor variance applications processed by these staff ranges between 60 and 75 per year, approximately 75% of which deal with properties within areas zoned by the City with a waterfront designation. Therefore, over 55 minor variance applications are received each year that pertain to waterfront designated zones. Based on the ratio used to evaluate this criterion, Kawartha Lakes falls into the 'good' category.

Transition Process

A rating of 'good' was assigned for this criterion. No transition was needed as they already utilized minor variance procedures.

Ease of Enforcement

A rating of 'poor' was assigned for this criterion. Zoning by-law enforcement for small structures is largely complaint-based. However, if it is a proposal of sufficient size that it requires a building permit, the City's Building Division will enforce it through visual inspections as they drive by. The Building Division has been very active and, this year in particular, the City has seen an influx of building enforcement files. The planning staff is confident that with the current enforcement model they can catch approximately 60% of property owner's whom violate the by-law.

The detailed nature of the City's minor variance application along with pre-screening should make it easy to enforce. The City sets out clear and strict rules in their minor variance application that state the Committee of Adjustment has ability to require applicants to repeat the entire process if new information is introduced unexpectedly or discovered by a member during the hearing. This should serve to discourage non-complying applicants.

City staff have encountered issues with enforcement due to their very expansive, low density municipality. The fact that some of the applicants are either uninformed of specific zoning by-law provisions they need to seek relief from or disagree altogether with the government trying to regulate such development makes this especially difficult for staff to enforce.

The municipal planners have tried, in some cases, to enforce planting of vegetation through their minor variance process (i.e. a planting plan). They have found that although

they can require detailed sketches to be submitted with applications, pairing it with the minor variance process has proved ineffective, as staff cannot enforce the implementation of the planting plan. Hence, the City planners expressed a preference for either the local conservation authorities or the Building Division to enforce property standards instead of them, where able.

Applicant Effort

A rating of 'satisfactory' was assigned for this criterion. In the City of Kawartha Lakes, most residents are seasonal, occupying a second home, with their primary residence located outside of the municipality (i.e. Toronto-Hamilton area). While the seasonal migration of residents to cottage country is unavoidable, it has often led to logistical issues with mandatory meetings with planning staff for minor variance applications. These exurbanites are often found to be bringing in minor variance applications lacking sufficient detail and it can be challenging for the applicant to return multiple times to correct it.

There was a sense at the City office that time was being used inefficiently by both the applicant and the planning staff. The paid pre-screening process was seen as helpful for alleviating the frustration applicants experienced in the minor variance process. Having this time set aside to talk with planners early in the planning process often makes applicants more amenable to changing their proposed designs. This saves the applicant from paying upfront costs that they otherwise would have spent on detailed architectural drawings and engineering fees.

Application Timeline

A rating of 'poor' was assigned for this criterion. The City has a very detailed 16-page application for minor variances that follows what is prescribed in the Schedule of O. Reg. 200/96, s. 2. Planning staff work to process these applications and grant permits within four months. However, sometimes due to extenuating circumstances, it may take five months. It is important to note that this time span includes pre-screening meeting(s), which are not mandated by the *Planning Act* for the minor variance process. Conducting these pre-screening meetings takes time away from the City staff's other duties, although the municipality does garner a fee for providing this additional service. .

Minor variances in the City of Kawartha Lakes depend on the decision-making authority of the Committee of Adjustment. If the applicant submits an application that is not accurate, does not provide sufficient detail, or includes additional information that was not included in the original application, the Committee of Adjustment may defer or refuse and return their application. Based on the range used to evaluate this criterion, Kawartha Lakes falls into the 'poor' category.

Collaboration with External Agencies

A rating of 'satisfactory' was assigned for this criterion. Planners informally consult with the conservation authority if they have an interest in the application during the early, pre-screening stage. Additionally, the Building Division and the Sewage System Branch of the City are also consulted. Based on the range used to evaluate this criterion, Kawartha Lakes falls into the 'satisfactory' category.

Geographic Scope

A rating of 'poor' was assigned for this criterion. Each minor variance application is specifically applied to one individual property and does not alter any of the overall zoning by-law provisions outside of the boundary of that particular property parcel.

Shoreline Protection

A rating of 'satisfactory' was assigned for this criterion. The City of Kawartha Lakes is evaluating the feasibility of adding the planting of vegetation as an additional requirement under minor variances. The purpose of this requirement is to compensate for the loss of vegetation that can result from the construction process. Currently, two minor variance applicants have been required to include plantings as a condition on their permits. The planning staff hope that, in the future, this could serve as viable addition to this planning tool to require applicants to replace vegetation that is lost due to development activities on their shoreline properties.

There is a provision in the City's Official Plan to allow for site plan control in shoreline areas, but it has yet to be used. The City, in accordance with its Official Plan, strictly enforces the 30 metre waterfront setback for new development on vacant lots. However, exceptions are sometimes made for re-development proposals on lots with pre-existing structures. If the planners are satisfied with the applicant's rationale for the encroachment, and the applicant has demonstrated that a sufficient portion of the building envelope will remain outside the 30 metre setback, the planners will allow for encroachment up to 15 meters from the water. If an applicant cannot meet this 15 metre setback, such as for shallow, legal non-conforming lots, the planners will work with the applicant to find possible floor plan re-designs that maximize both distance from the shoreline and what the owner desires for their home.

The City values the conservation authorities' input on minor variance applications and consults with them on more than just natural hazards. The City will ask conservation authorities about a development's potential to impact wetlands, as the City contains many Provincially Significant Wetlands. City planners also pay careful attention when reviewing an applicant's sewage system documents and sketches and in order to ensure sufficient space is left for a back-up septic tile bed in case of a failure or leak in the primary septic bed.

Public Support

A rating of 'satisfactory' was assigned for this criterion. The public perception of planning in the City of Kawartha Lakes has not been overly positive in the past. However, staff have recently invested more time into improving their working relationship with the public through local media, radio, and in-person engagement. The City has improved their customer service model and has implemented a planning help desk where the public can go to ask questions and receive advice about various planning matters. This has improved public support for planning in the City. Additionally, the planners do not feel that the current minor variance process in onerous on the public, which suggests that there is support for the use of this planning tool.

Additional Evaluative Information

The City planners feel that the existing four tests used when evaluating a minor variance application are sufficient. The staff believe these four criteria are inclusive of a variety of site-specific circumstances. Depending on the nature of these circumstances, the planners feel that their current minor variance process can address concerns regarding aesthetics, urban design, neighbourhood character, building design, cladding options, parking requirements, and the installation of windows. Therefore, they do not feel the addition of minor variance criteria is necessary.

The City planners also provided additional important information about public engagement. It was found that radio

and print notices are the most effective and reliable methods for circulating planning information to local residents. Conversely, methods involving social media and other online platforms were found to be very inaccessible to a large portion of their population. Additionally, the real-estate community was seen as a key group for the planners to engage with and educate as they often provide planning information and advice to the public. Therefore, it is important to acknowledge this relationship and ensure that real estate agents are able to provide accurate information to members of the community.

D.1.3. Havelock-Belmont-Methuen

Table D6. Characteristics of Havelock-Belmont-Methuen.

Population	4,523
Tier	Lower
Location	Located in the southeastern portion of Peterborough County.
Waterbodies	The area is spotted with many rivers and lakes.
Character	Small rural collective of communities that focuses on water-related tourism, mining and the Canadian Pacific rail yard as the key drivers of their economy. Also, home to the annual country music festival, the Havelock Country Jamboree.

Minor Variance: S. 3.3.4.9.c) Township of Havelock-Belmont-Methuen Official Plan

While the Township generally follows the standard four test method for minor variance applications, there are specific requirements within the Official Plan for applications that request an extension or enlargement of a use that is non-conforming. These requirements consider criteria beyond the standard four tests. The following guideline is intended for Committee of Adjustment members to use while assessing these types of applications:

- The extension or enlargement should not aggravate the non-conforming situation for neighbouring uses;
- The extension or enlargement should be in reasonable proportion to the existing use and to the land on which it is to be located;
- Any extension or enlargement involving land should be minor in relation to the total property;
- Any major change shall require an amendment to the Plan;
- The compatibility of the extension or enlargement to surrounding uses with regard to noise, vibration, fumes, smoke, dust, odours, lights, and traffic generation will be examined carefully;
- Adequate buffering, setbacks and any other measures necessary to reduce the nuisance will be required and where possible shall be extended to the existing use;
- Proper access to the site will be provided to ensure that no traffic hazards are created;
- Adequate on-site parking and loading space will be provided;
- Applicable services such as storm drainage, water supply, sewage disposal and roads, etc. are adequate or will be made adequate;
- Neighbouring properties will be notified of the proposed extension or enlargement of the non-conforming use before the final decision on the application is made.

In the specific cases of applications for properties in the Shoreline zone, the following will also need to be met:

- A proposal for a minor variance to reduce the shoreline setback will be strongly discouraged; and

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- A proposal consisting of a complete tear-down and reconstruction to a larger footprint will be required to consider how it can meet the 30 metre shoreline setback prior to consideration for a minor variance.

Additionally, developing on existing undersized lots can be approved if the lot is large enough for a sewage disposal system. This would be determined with the health unit and other relevant authorities. The minimum lot size for these types of lots will be 2000 square metres.

These additional criteria that need to be considered in a minor variance application are permitted under Section 45 of the *Planning Act* which allows municipalities to add criteria to the standard four tests for minor variance applications.

Table D7. Evaluation Criteria Table for Havelock-Belmont-Methuen.





	Good	Satisfactory	Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio		Between 51 and 99 applications are processed between 2 planning staff.	
Transition Process	No transition was required.		
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline		The timeline for the application from the point of submission to decision is between 51 and 99 days.	
Collaboration with External Agencies			Collaboration occurs with 5+ external agencies
Geographic Scope			This planning tool provides limited geographic scope.
Shoreline Protection			This planning tool provides inadequate shoreline
Public Support		The public has the opportunity to be involved in the decision-making process and some are supportive of the use of this planning tool.	

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Cost Effective (Applicant)

A rating of 'good' was assigned for this criterion. All minor variance applications in the Township are $725, regardless of complexity. This lack of flexibility is problematic for applicants with straightforward variances and may deter them from submitting an application. However, it is a much less expensive application than other case studies. Based on the fee scale used to evaluate this criterion, Havelock-Belmont-Methuen falls into the 'good' category.

Staff to Application Ratio

A rating of 'satisfactory' was assigned for this criterion. The staff to application ratio in Havelock-Belmont-Methuen is 2:50, which was established as a satisfactory rating on the scale used to evaluate this criterion.

Transition Process

A rating of 'good' was assigned for this criterion. Minor variance procedures are standard planning practice and did not require a transition for Havelock-Belmont-Methuen to apply these procedures in shoreline areas.

Ease of Enforcement

A rating of 'poor' was assigned for this criterion. Contradictions to minor variances and the zoning by-law are monitored by municipal staff on a complaint-basis. There are very few resources available in most Ontario municipalities to be able to enforce conditions associated with minor variance applications.

Applicant Effort

A rating of 'satisfactory' was assigned for this criterion. The application process for minor variances includes a nine-page form that most members of the public would need assistance from municipal planning staff or a hired planner to complete. This criterion was rated as satisfactory because it is unlikely that an applicant would be able to complete the form independently. To compensate for this, the Township facilitates and recommends pre-consultation meetings with potential applicants to assist in this process.

Application Timeline

A rating of 'satisfactory' was assigned for this criterion. As per Section 45 of the *Planning Act*, a minor variance application must be heard before the Committee of Adjustment within 30 days of being submitted. In Havelock-Belmont-Methuen, the estimated timeline for a minor variance application is 2-3 months from the date of submission to the date when construction can begin. While this exceeds the legislated timeline, it is less than other minor variance case studies reviewed who were also unable to meet the legislated timelines. Based on the range used to evaluate this criterion, Havelock-Belmont-Methuen falls in to the 'satisfactory' category.

Collaboration with External Agencies

A rating of 'poor' was assigned for this criterion. Havelock-Belmont-Methuen collaborates with Crowe Valley Conservation Authority and the Peterborough Public Health Department on all minor variance applications. Additionally, in

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some instances Hydro One, Ministry of Transportation, Peterborough County Works Department, and Bell Canada are also circulated on applications. This number of external agencies falls into the category of poor on the scale used for evaluating this criterion.

Geographic Scope

A rating of 'poor' was assigned for this criterion. Minor variance processes are conducted on a site-by-site basis and have limited consideration for other developments across a wider area.

Shoreline Protection

A rating of 'poor' was assigned for this criterion. The minor variance process for Havelock-Belmont-Methuen focuses on the 30 metre vegetative buffer established by the zoning by-law. A minor variance is required to obtain relief from this buffer. However, this appears to be the only provision to protect shorelines. Beyond the four tests, it is possible for the Committee of Adjustment to require further conditions, which could include environmental protection, however these conditions are on a site-by-site basis.

Public Support

A rating of 'satisfactory' was assigned for this criterion. Neighbouring residents within 60 metres of the property are notified of minor variance applications, resulting in some level of public involvement. Anyone may submit concerns to the Committee of Adjustment. Residents who have asked to be kept informed on the decision are sent a Notice of Decision within 10 days of the decision being made. As there is no implementation process to compare to the existing minor variance process, there is no public support to measure in this respect.

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D.1.4. Town of Innisfil

Table D8. Characteristics of Innisfil.

Population	36,600
Tier	Lower
Location	Located on the western shore of Lake Simcoe in Simcoe County. South of Barrie and 80km north of Toronto.
Waterbodies	Lake Simcoe
Character	It is a rural area with growing pressure for development as the Greater Toronto Area and Barrie area grows.

Community Planning Permit By-law 062-17

The Town of Innisfil has passed a Community Planning Permit By-law in order to address the issues of unpermitted development, more intensive redevelopment, in-shore and off-shore structures and activities, damage to the natural shoreline and loss of vegetation. The Town's residents have expressed a strong connection to Lake Simcoe, and place strong importance on public access to the Lake and protecting the character of the shoreline. The Community Permit System in Innisfil is designed to combine, into one process, zoning amendment, site plan, minor variance, site alteration and vegetation removal applications. The By-law applies only to the lands falling within the Shoreline Permit Area designation of the Official Plan, as set forth in the Official Plan Amendment No. 23 and includes all parcels of land abutting Lake Simcoe. The By-law sets out guiding criteria that shall be given regard when considering an application. The criteria are derived from the guiding principles of "Built Form in Context", "Public Realm Connects Us", "Sustainable Values" and "Natural Shoreline".

The steps for issuance of a Planning Permit are as follows:

1. Pre-consultation
2. Submission of Community Planning Permit Application
3. Application Review
4. Notification Requirements
5. Delegated Approval
6. Decision
7. Notice of Decision
8. Clearance of Conditions
9. Building Permit Application

Decisions must be made within 45 days from the date of a completed application as legislated by the *Planning Act*.

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Table D9. Evaluation Criteria Table for Innisfil.





	Good	Satisfactory	Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process		The transition process was somewhat difficult.	
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort	This application does not require a consultant.		
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies	Collaboration occurs with 1 to 2 external agencies.		
Geographic Scope		This planning tool provides moderate geographic scope.	
Shoreline Protection	This planning tool provides adequate shoreline protection.		
Public Support	The public has the opportunity to be involved in the decision-making process and the majority are supportive of the use of this planning tool.		

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Cost Effective (Applicant)

A rating of 'good' was assigned for this criterion. Under the CPPS system during the pre-consultation phase, Innisfil staff determine which class the application fits into. If the application requires variation from the standards set out in the by-law and requires consideration from council, the application is categorized as a Class 1 application which costs $2,300 plus billable staff time. If the application requires minor variations to standards which may be considered by staff, it is designated a Class 2 application, costing the applicant $850 plus billable staff time. If the application meets all development standards it is classified as a Class 3 application and costs $300. As there is great flexibility in the cost across the classes, and two out of the three class fees are less than $1000, the cost effectiveness of this tool for use in Innisfil was ranked as 'good'.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. In Innisfil, there are three staff responsible for approximately 75 CPPS applications annually. Based on the evaluation scale, it equates to 50 applications per two staff members which results in a score of good for the staff to application ratio criterion.

Transition Process

A rating of 'satisfactory' was assigned for this criterion. Prior to the CPPS, properties abutting the waterfront in Innisfil were subject to site plan control. The Town passed an interim control by-law in 2015 which helped the Town to transition from site plan control to the new CPPS by-law which was introduced in January 2019. Difficulties throughout this transition included the need for extensive public consultation and an appeal to the Local Planning Appeal Tribunal (LPAT). Implementing the CPPS by-law is a public process that is required by legislation to hold at least one open house and public meeting and can also be appealed to the LPAT. Anyone can appeal the CPPS until it is adopted. However, once the CPPS is adopted decisions and non-decisions can only be appealed to LPAT by applicants (property owners), which means no third-party appeals.

In Innisfil, program implementation was initially stalled due to an LPAT appeal regarding boathouse regulations on one specific shoreline. The appellant eventually agreed to narrow the scope of their appeal so that the CPPS could come into effect for the rest of the "Shoreline Protection Area". The appeal is still waiting to be heard by the LPAT in 2020. For these reasons, the transition process was deemed satisfactory.

Ease of Enforcement

A rating of 'poor' was assigned for this criterion. In Innisfil, the CPPS is enforced through a complaint-based system which is ranked poorly because it is difficult to control compliance through this method. This method of enforcement is reliant on the honour-based system that applicants are completing their work based on the approved drawings.

Applicant Effort

A rating of 'good' was assigned for this criterion. In Innisfil, an applicant can complete a CPPS application independently or they may meet with staff to consult on their application prior to submission but it is not stated as a requirement in the by-law. Additionally, the CPPS combines

zoning, site plan, minor variances, site alterations, grading, and tree removal approvals into one streamlined application process which aims to provide faster decisions. This requires applicants to seek approval from fewer sources which may encourage property owners to obtain the proper approvals and provides more predictability for the public in terms of how to gain planning approvals. As a result, the CPPS system has resulted in a more efficient, streamlined process for Innisfil. For these reasons the applicant effort was ranked as good.

Application Timeline

A rating of 'good' was assigned for this criterion. Innisfil staff must confirm whether the application is complete and determine what class the application falls into within 5 days of submission. Once an application is deemed complete, a decision must be made within 45 days, as legislated by *The Planning Act* under Section 12 of O. Reg. 173/16: Community Planning Permits. According to Innisfil staff, on average Class 3 permits take approximately 2 weeks to complete, Class 2 permits take approximately 4 to 6 weeks to complete and Class 1 permits take 6 to 8 weeks to complete depending on the Council agenda. As on average, CPPS applications in Innisfil are completed within the legislated timeline, the tool was ranked as good. Furthermore, as the CPPS system allows council to delegate approvals for Class 1 and 2 permits to staff, applications are able to be processed more quickly, requiring less staff time and resources. Based on the range used to evaluate this criterion, Innisfil falls into the 'good' category.

Collaboration with External Agencies

A rating of 'good' was assigned for this criterion. This was evaluated based on the number of external agencies that Innisfil collaborates with when processing CPPS applications. Once an application has been deemed complete and staff have assigned which class in the CPPS it fits into, the application is then submitted to Lake Simcoe Regional Conservation Authority (LSRCA) for review to determine the fees owed for the LSRCA permit. All applications are circulated to the LSRCA for preliminary review. In some cases, it will be circulated to the Ministry of Natural Resources and Forestry for review to determine if a work permit is required. Based on the range used to evaluate this criterion, Innisfil falls into the 'good' category.

Geographic Scope

A rating of 'satisfactory' was assigned for this criterion. In Innisfil, the "Our Shore" CPPS by-law is applicable solely for properties within the "Shoreline Protection Area". As a result, the by-law does not protect anything beyond those properties allocated to this area.

Shoreline Protection

A rating of 'good' was assigned for this criterion. Innisfil's CPPS by-law which is titled "Our Shore" protects the health of the shoreline by ensuring that vegetation is protected, preventing the walling effect along the shore, better implementing the Lake Simcoe Protection Plan, and ensuring that septic systems are placed away from the water. The CPPS permit includes an expanded definition of development which requires that individuals seek a permit for more activities than before such as site alteration, fill placement and removal, and vegetation removal which may not have previously required planning approvals but have the capacity to negatively impact the shoreline. Additionally, CPPS applications can include conditions of approval and set deadlines for when these conditions must be completed. This is permitted as long as it is outlined in the Official Plan and CPPS by-law. An example of a potential condition is the

requirement of ongoing monitoring measure in order to mitigate any concerns regarding the health of the natural environment along the shorelines. Accordingly, the CPPS was deemed to provide adequate shoreline protection.

Public Support

A rating of 'good' was assigned for this criterion. Throughout the creation of their CPPS, Innisfil undertook high levels of public consultation through open houses, online forums, workshops, notices, and presentations to Council. The feedback received during this process demonstrated that the majority of the public felt positive about the implementation of the by-law, while still having some questions and concerns regarding the grandfathering of existing structures and water structure restrictions. Overall, the development of the CPPS was receptive to the needs of residents and was supported by staff.

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D.1.5. The Township of Lake of Bays

Table D10. Characteristics of Lake of Bays.

Population	Permanent population: 3,100
Tier	Lower
Location	Northeastern portion of Muskoka. 193km north of Toronto, Algonquin Provincial Park to the northeast and Huntsville to the west
Waterbodies	Over 100 lakes within the Township
Character	Primarily rural and waterfront properties, it is known for its pristine environment and year-round recreational opportunities for residents, seasonal visitors and tourists.

Development Permit By-law 2004-180

The Township of Lake of Bays was the first in the province to implement the DPS. In 2000 the Province of Ontario conducted a study to see if Lake of Bays could have a Development Permit System and how it might work in the context of a waterfront community. The main goal of implementing the Development Permit System in the Township of Lake of Bays is to protect the waterfront, and specifically address site alteration and vegetation removal on waterfront properties. Passed by Council in 2004, the Development Permit By-law allows the development process to be streamlined as it combines zoning by-law amendments, minor variances and site plan approvals into one approval system. Instead of zoning by-laws requiring these, the development permit by-law replaces those applications in favour of a simpler development permit. There are varying levels of development permits depending on the complexity and extent of development.

The DPS in Lake of Bays is required for any development on a property adjacent to the water and/or any development that does not conform with the existing by-law provisions. Applications that are complex and will have off-site impacts to be mitigated, will be reviewed by council. If the application is straightforward and will not have off-site impacts to be mitigated, it will be reviewed and approved by staff.

Of these applications, there are two types of approvals: provisional approvals and development permits. Provisional approvals are approvals in principle, subject to receiving additional information. Conditions can be imposed as part of a provisional approval. The applicant has a maximum of two years from the date of the provisional approval within which to obtain a development permit before the provisional approval lapses.

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The following types of development require a Development Permit:

- Development within the shoreline yard (water setback 66 or 100ft)
  - Construction, site alteration or vegetation removal
- Development in or on a sensitive area (i.e. wetland or steep slope)
  - Construction, site alteration or vegetation removal
  - An application that does not meet the by-law requirements
  - Includes discretionary uses

Through the enactment of Bill 73, Smart Growth for Our Communities Act (2015), municipalities were given the power to create CPPS in their communities. Section 26(9) of the Planning Act requires municipalities with existing Development Permit by-laws to consolidate these by-laws into a new Community Planning Permit System (CPPS) as a new means of implementing the Official Plan. Like the existing DPS, the CPPS will clearly identify development rules and requirements that are applicable across the Township. As a result, the Township of Lake of Bays is currently in the process of switching over their DPS to a CPPS with the help of Skelton Brumwel & Associates Inc. The information provided is from the August 2019 pubic draft document. The key difference between the previous DPS and the new CPPS is that the DPS only applied to waterfront areas, whereas the new CPPS applies to the entire Township area.

A CPPS is different than the traditional zoning system because under a CPPS, certain discretionary uses are permitted provided that certain other conditions are met. Additionally, variances to provisions like setbacks and lot frontages are permitted, provided that other conditions are met. If an application is delegated to staff, no notice to neighbours is required. If council is the designated approval authority for an application, neighbours will be notified. Appeals to LPAT of a council decision can only be appealed by the applicant, not third parties. For applications that are not minor in nature and do not meet the requirements of this by-law, an amendment may be made to this by-law the same way that amendments can be made to a zoning by-law.

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Table D11. Evaluation Criteria Table for Lake of Bays.





	Good	Satisfactory	Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio		Between 51 and 99 applications are processed between 2 planning staff.	
Transition Process		The transition process was somewhat difficult.	
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies			Collaboration occurs with no external agencies.
Geographic Scope	This planning tool provides adequate scope.		
Shoreline Protection	This planning tool provides adequate shoreline protection.		
Public Support	The majority of the public are supportive of the use of this planning tool.		

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Cost Effective (Applicant)

The cost of the application is flexible and is relative to the complexity of the individual application, making it a fair assessment of cost. Applications are generally less than $1000. Applications that are delegated to staff require less work and are therefore less expensive, costing $400. If an application is to be sent to Council, the cost is higher, $750, as more time and effort is required from municipal staff. It was noted in the interviews that the most common application Lake of Bays receives is applications to legalize existing non-conforming structures. This is a simple application which only costs $100 for applicants, making it the least expensive option. Based on the fee scale that was used to evaluate this criterion, Lake of Bays falls into the 'good' category. In addition, the flexibility of the costs contributes to why this criterion has been given a favourable rating.

Staff to Application Ratio

A rating of 'satisfactory' was assigned for this criterion. There are 4 full time employees and 1 part time employee who are responsible for planning applications within the municipality. With approximately 150 applications per year, each employee is responsible for about 33 development applications, and this ratio was simplified to 2:75. Based on the ratios used to evaluate this criterion, Lake of Bays falls into the 'satisfactory' category.

Transition Process

A rating of 'satisfactory' was assigned for this criterion. In order to effectively transition from the Lake of Bays DPS that was only applicable to shoreline and rural areas, to a CPPS that will be applicable across the municipality, a consulting firm has been hired. This demonstrates that the transition process may involve some difficulty as Lake of Bays has opted to utilize outside expertise. Additionally, this transition will require the municipality to restructure their by-laws and Official Plan. The rating of 'satisfactory' reflects the level of difficulty involved in this transition process.

Ease of Enforcement

A rating of 'poor' was assigned for this criterion. As many municipalities across Ontario have experienced, there are very few resources available for enforcement. Therefore, enforcement of development permits under the DPS in Lake of Bays is complaint-based. This is an undesirable method for enforcement as it is inconsistent and permits many illegal developments to exist.

Applicant Effort

A rating of 'good' was assigned for this criterion. The DPS and the CPPS create a streamlined approach to development applications that can be completed by applicants independently. There is one application for all types of developments, making it straightforward for applicants. Additionally, with the forthcoming CPPS in Lake of Bays, it is predicted that applicant effort will increase as the same rules will apply across the municipality, as opposed to the existing DPS which is only applicable to shoreline and rural areas. The form is available online, for easy access for residents across the municipality, including seasonal residents who may want to apply for a permit during the off-season months.

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Application Timeline

A rating of 'good' was assigned for this criterion. The Lake of Bays current DPS system has two streams for applications, as some applications are delegated to staff and others go to municipal council. The timelines for the application will match the complexity of the application. For example, a straightforward application to legalize a shed that was illegally built 0.5 metres too close to the shoreline will take much less time than an application for a boathouse. Based on the range used to evaluate this criterion, Lake of Bays falls into the 'good' category.

Collaboration with External Agencies

A rating of 'poor' was assigned for this criterion. There is no mention of collaboration with external agencies in the Lake of Bays DPS, and this rating reflects the lack of exterior consultation in the permitting process. It is important to recognize the input lake associations had on the implementation of the new CPPS. However, they are not consulted on development permits. Lake of Bays does not have a Conservation Authority to review applications and therefore it is the municipal responsibility to ensure environmental protection when providing permits. Typically, in the absence of a Conservation Authority, a municipality should consult with the Ministry of Natural Resources and Forestry. However, there was no indication that this is a step in the current DPS in the Lake of Bays permitting process. Based on the range used to evaluate this criterion, Lake of Bays falls into the 'poor' category.

Geographic Scope

A rating of 'good' was assigned for this criterion. The Lake of Bays DPS is only in effect in the shoreline and the rural areas, therefore limiting the potential ecological reach of this planning tool. Despite this limited geographic scope, a rating of 'good' was given, as the removal of vegetation does require a permit, which protects more than just shorelines. Additionally, Lake of Bays is currently undergoing the transition into a municipality wide CPPS system which will provide protection across the municipality. This change in geographic scope demonstrates the flexibility of the CPPS to adapt as needs change in a community. When the need to increase the geographic scope of the DPS was identified, Lake of Bays was able to accommodate this change.

Shoreline Protection

A rating of 'good' was assigned for this criterion. The purpose of transitioning from a traditional zoning by-law system to the DPS was to increase environmental protection. The inclusion of the lake associations in the creation of the DPS and the new CPPS indicates a strong level of shoreline protection.

Public Support

A rating of 'good' was assigned for this criterion. Lake of Bays has received significant public and industry support for the DPS and now the CPPS in their municipality. Residents prefer a system that is predictable, which is what the CPPS is aiming to be. While it can be a challenge to educate the public on what the changes mean for their development applications, the public has been eager to learn and to participate in consultations to improve the existing DPS. Once there is a common understanding of what the DPS and the CPPS are, there is public support. Additionally, the industry has expressed that they enjoy working within the DP/CPPS systems rather than under zoning by-laws.

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D.1.6. The Corporation of the Town of Gananoque

Table D12. Characteristics of Gananoque.

Population	5,000
Tier	Single
Location	East of the City of Kingston in the United Counties of Leeds and Grenville
Waterbodies	Located along the Gananoque and St. Lawrence Rivers
Character	The Town boasts a "small town" heritage, a rich environmental character and hosts tourists throughout the year with numbers in the 500,000s

Development Permit By-law No. 2010-65

The Town of Gananoque's Development Permit By-law replaced the Town's existing zoning, site plan and minor variance approvals and in some cases it may be used in lieu of a Site Alteration By-law or Tree Cutting By-law. Town Council decided to enact the by-law to streamline the approach to development approvals, and to provide flexibility under a clearly articulated context. Within the By-law, development is defined as:

- The construction, erection or placing of one or more buildings or structures on land,
- The making of an addition or alteration to a building or structure that has the effect of substantially increasing its size or usability,
- The layering out and establishment of a parking lot
- The removal of vegetation within thirty (30) metres of the Gananoque or St. Lawrence Rivers in accordance with the General Provisions as outlined in Section 3.43

The Development Permit By-law separates development activities into three different classes of development permits. Table D2 summarizes each type of development permit.

A Development Permit is not required for single dwelling units, semi-detached dwelling units and duplex dwelling units provided that the development is deemed to conform with the zoning in the area, is setback a minimum 30 metres from the watercourse, and does not alter or remove vegetation within 30 metres of the Gananoque or St. Lawrence Rivers. Development Permits are also not required for projects previously approved through Site Plan Control, on developments requiring repairs or maintenance, and to certain school projects.

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Table D13. Summaries for each type of development permit.

Class of Development	Approval	Notification Requirements	Circumstances
Class I	Planning Approvals Coordinator	None	A Class I Development permit shall be required where the result is a minor variation from approved standards and criteria: 1) Where the development generally meets the requirements, standards and provisions of the Development Permit Area but requires relief from one or more of those requirements. 2) Where the applicant is required to formally recognize an existing legal non-conforming use or non-complying use 3) Where the type, location and scale of the proposed development is such that there is no municipal requirement for a security/performance deposit to guarantee on-site or off-site works 4) Where development is proposed within any Residential designation
Class II	Planning Advisory Committee	- Posting of property - Circulation of properties within 120m of the subject lands	A Class II Development Permit shall be required under any one or more of the following circumstances: 1) Where the municipality has received a request to have a Class I Permit reviewed by Planning Advisory Committee in accordance with Section 2.19.3 of this By-law 2) Where the development generally does not meet the requirements, standards and provisions of the Development Permit Area and requires relief from one or more of those requirements 3) The proposed development is a discretionary use in the Development Permit Area. 4) The proposed development is a temporary use as defined in Section 3.48 of this By-law
Class III	Council	- Posting of property - Circulation of properties within 120m of the subject lands	A Class III Development Permit shall be required under any one or more of the following circumstances: 1) Where the municipality has received a request to have a Class II Permit reviewed by Council in accordance with Section 2.19.4 of this By-law 2) Where the development generally does not meet the requirements, standards and provisions of the Development Permit Area and requires relief from one or more of those requirements 3) Where the municipality requires technical studies or reports such as a Traffic Impact Study, Servicing Options Report, Environmental Impact Study or any other study or report which may be required to ensure a full and complete review of the proposed development. 4) Where off site works such as the extension of municipal services, road improvements, storm water management facilities etc. are required

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Table D14. Evaluation Criteria Table for Gananoque.

	 Good	 Satisfactory	 Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process	The transition process was not difficult.		
Ease of Enforcement	The monetary deposit encourages compliance, which is easier to enforce.		
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies			Collaboration occurs with 5 or more external agencies.
Geographic Scope	This planning tool provides adequate scope.		
Shoreline Protection		This planning tool provides some shoreline protection.	
Public Support	The majority of the public are supportive of the use of this planning tool.		

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Cost Effective (Applicant)

A rating of 'good' was assigned for this criterion. This was based on the Class I Development Permit application which includes smaller projects and would likely be the permit issued to most property owners, as opposed to Class II and III which would likely be required for more complex projects and projects completed by developers.

The Town of Gananoque has three application cost spectrums depending on the size and scale of the proposed project. The cost of a Class I Development Permit application is $500, with an additional refundable security deposit of $500. Higher fees are required for Class II and III applications, at $1,500 and $1,700 respectively. Applicants must also pay 30% in administration fees and as well as any fees required by the Conservation Authority. Additional fees may be required for amendments related to applications, extra meetings during the application process, and peer review for Class II and III applications. These additional fees may increase an applicant's fees anywhere from $250 to $2500 dollars. Based on the fee scale used to evaluate this criterion, Gananoque falls into the 'good' category.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. The Town of Gananoque has two full-time planning staff members and on average receive 10 Development Permit applications a year. Based on the ratio used to evaluate this criterion, Gananoque falls into the 'good' category.

Transition Process

A rating of 'good' was assigned for this criterion. The Gananoque planner who was interviewed was not employed at the Town during the transition to the Development Permit System, however, was still able to provide information regarding this process. The Town hosted an open house and public meeting with members of Town Council in attendance at both. Information pamphlets were also circulated to the public in advance of these events. The public was generally positive in their response to the transition, and there was one appeal from a company. The Town planning staff found the transition to be fairly easy as at the time they only had two staff members who had to learn the new system. Staff received training on the new system and found that this improve their ability to explain the new system to the public.

Ease of Enforcement

A rating of 'good' was assigned for this criterion. The Town requires a deposit of $500 dollars prior to applicants entering into an agreement with Council. This is to guarantee completion of this step and ensures that applicants will comply with Town timelines. While the enforcement process itself is mainly complaint-based, Town planners also look for infractions when they are out in the public realm. To deal with these infractions, a Town planner will first send a letter of non-compliance to the property owner with instructions on how to come into compliance. To date, this tactic has proved successful in enforcing non-complying developments as generally, property owners are unaware that they are not complying.

Additionally, due to limited staff resources, the Town has contracted By-law enforcement out to the County of Frontenac. Operating under By-law No. 20 14-036, Frontenac Municipal Law Enforcement enforce bylaw infractions, such

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as non-compliance with a development permit, when initial attempts by Town staff are unsuccessful.

Applicant Effort

A rating of 'satisfactory' was assigned for this criterion. This was due to the varying degrees of required documents across the three classes of development permits. A Class I development may be completed only with the support of a Town planner, whereas a Class III development often requires documentation that can only be supplied by an external agent.

Application Timeline

A rating of 'good' was assigned for this criterion. This was because the Town's policy requires that development permit applications receive approval from Town Council within 45 business days which is in line with Section 12(1) of O. Reg. 173/16: Community Planning Permits. Submitted applications are reviewed by one of the Town planners within ten business days to determine whether the application is complete. Following a successful application, the applicant has 45 business days to receive approval from the Town Council and one year to enter into an agreement to start development. Town planners pre-consult with every applicant prior to submission, at no additional cost, and will have as many pre-consultations as required. They have found that this often results in more completed applications being submitted to the department because it allows them to work with the applicant to ensure that they understand all of the application requirements. Based on the range that was used to evaluate this criterion, Gananoque falls into the 'good' category.

Collaboration with External Agencies

A rating of 'poor' was assigned for this criterion. In Gananoque as many as five eternal agencies are consulted for development permit applications. The ranking system used to evaluate this criterion places onerous consultation with external agencies on the poor end of the spectrum. This is based on the amount of time and effort it often takes to consult with external agencies. While Gananoque often only sends out information sheets to their agencies, this takes time away from the planner who is working on the development permit application. Based on the range used to evaluate this criterion, Gananoque falls into the 'poor' category.

Geographic Scope

A rating of 'good' was assigned for this criterion. This is because the Gananoque Development Permit Bylaw includes the entire Town.

Shoreline Protection

A rating of 'satisfactory' was assigned for this criterion. The Gananoque Development Permit By-law does not specifically prioritize shoreline protection. However, the Town does use the Development Permit System in order to obtain small parcels of land by the shoreline with the intent of making a public use pathway that runs along the water. The Town would like to connect the existing pathway at the east end of the Town limits with the west end. In order to do so, Town planners and Council have placed conditions on permit approvals that enable the Town to purchase or obtain right of ways over the direct waterways.

Public Support

A rating of 'good' was assigned for this criterion. This score is due to the public's fairly positive response to the implementation of the Development Permit System. During

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the public consultation process, no comments or concerns were received by planners, and only one appeal was filed by a local company. Additionally, the public appears supportive of the enforcement of the by-law. Town planners found that initial attempts to bring properties back into compliance worked well and that further enforcement was not always required.

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D.1.7. The Town of Carleton Place

Table D15. Characteristics of Carleton Place.

Population	11,900
Tier	Lower
Location	Located in Lanark County, about 46km west of downtown Ottawa
Waterbodies	Mississippi River
Character	Small rural community

Development Permit By-law 15-2015

The Town of Carleton Place uses a Development Permit By-law, which replaced the previously existing zoning, site plan By-law and minor variance approvals. All development that takes place in the Town s required to conform to the Town's Development Permit By-law. This document controls the use of land in the community by defining how land may be used, where buildings and structures can be located, what types of buildings and structures are permitted and how they can be used. The Development Permit By-law regulates such things as lot sizes and dimensions, parking requirements, building heights and setbacks from the street. The Town is divided into different land use designations, representing residential, commercial. Industrial and other land uses. The Development Permit By-law includes design criteria that are geared towards protecting and enhancing the beauty of the Town.

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Table D16. Evaluation Criteria Table for Carleton Place.

	 Good	 Satisfactory	 Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio			Over 100 applications are processed between 2 planning staff.
Transition Process		The transition process was somewhat difficult.	
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies	Collaboration occurs with 1 to 2 external agencies.		
Geographic Scope	This planning tool provides adequate geographic scope.		
Shoreline Protection	This planning tool provides adequate shoreline		
Public Support	The public has the opportunity to be involved in the decision-making process and the majority are supportive of the use of this planning tool.		

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Cost Effective (Applicant)

A rating of 'good' was assigned for this criterion. This is because the fee schedule of Carleton Place includes a range of fees depending on the class of development permit applied for. The DPS has 5 classes of development permits; Class 1, Class 1A, Class 2, Class 3, and Class 4. The Class 1 and 1A development permit range from $250 to $1,000 depending on if the application is located in a residential, non-residential development, or a new residential build within a plan of subdivision. Class 2 and Class 3 development permits cost more, ranging from $2,500 to $3,500; with the additional expense of an engineering fee (approx. $2,000). All fees are charged when the application is submitted, and securities for engineering are collected at the signature of agreement. Any legal fees which may occur as a result of registration of agreements are billed to the applicant at a later date. Based on the fee scale used to evaluate this criterion, Carleton Place falls into the 'good' category.

Staff to Application Ratio

A rating of 'poor' was assigned for this criterion. Since 2014, Carleton Place has experienced an increase in planning applications, most notably in the Class 3 development permits. The municipality has two full time employees (one planner and one administrator) who work on planning applications. In 2018, Carleton Place's planning department received 86 completed applications. Due to staffing restraints, planning staff have struggled to find the time necessary to meet, receive and process the current influx of applications. Based on the ratio used to evaluate this criterion, Carleton Place falls into the 'poor' category.

Transition Process

A rating of 'satisfactory' was assigned for this criterion. Extensive consultation with the public, external agencies, planning staff, and consultants surrounded the DPS process during its initial transition in 2008 and its update in 2014/2015. However, as a result of the public appearing to largely be happy with the current process this category, this process was rated as 'satisfactory'.

Ease of Enforcement

A rating of 'poor' was assigned for this criterion. This is due to the enforcement of development permits under the DPS in Carleton Place being a complaint-driven process. This method is undesirable for enforcement as it is inconsistent and may result in illegal development going unchecked within the municipality.

Applicant Effort

A rating of 'satisfactory' was assigned for this criterion. One application is used for all types of developments, creating a more streamlined approach to the planning process. The application is available online for all residents, whether they are permanent or seasonal. In order for an application to be deemed complete, the applicant must meet with a member of the planning staff prior to submission. The consultation session is used to inform applicants as to what permit class they should be applying for, as well as any further documentation which might be required (i.e. Environmental Impact Studies). Greater effort is needed to complete an application of higher permit class.

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Application Timeline

A rating of 'good' was assigned for this criterion. The Carleton Place DPS has two streams for applications. In the first stream, planning staff have the authority to approve applications, whereas in the second, applications must go to the municipal council to receive approval. Class 1, 1A permits can all be approved by planning staff, while Classes 2, 3 permits must go to council. Timelines for applications depend on their complexity. Class 1 & 1A (minor variance and agreements) take much less time to approve (3-7 days) then Class 2 (major site plan) or Class 3 (site specific zoning and major site plan) which can take up to 45 days from the point of submission to the final decision. Based on the range used to evaluate this criterion, Carleton Place falls into the 'good' category.

Collaboration with External Agencies

A rating of 'good' was assigned for this criterion. Within the DPS timeline, there are two periods for staff, external agencies and the public to review and comment on any applications of Class 2 and 3 permits. The first commenting period occurs before the application is deemed complete by planning staff and the department. This helps to address major concerns by amending any drawings, studies, or other elements of the application. The second period occurs after the application is complete so changes can be reviewed. Based on the range used to evaluate this criterion, Carleton Place falls into the 'good' category.

Geographic Scope

A rating of 'good' was assigned for this criterion. The Carleton Place DPS is not limited in its geographical scope, as the by-law covers the entire municipality.

Shoreline Protection

A rating of 'good' was assigned for this criterion. Unless an Environmental Impact Study is able to demonstrate that no adverse impact occurs to the watercourse, applications involving land which is deemed as environmentally sensitive requires a more in-depth review process in order to ensure adequate environmental protection is achieved. Regulations within the DPS ensure that development setbacks are a minimum of 30 metres from a natural watercourse and that no site alteration or vegetation removal occurs within the 30 metre buffer zone from the Mississippi River. Additionally, if there are any environmental constraints on a property, the application is automatically considered a Class 2 development permit. This requires a full set of drawings for new structures from an engineering construction technician, a permit from the relevant conservation authority, and a floodplain study.

Public Support

A rating of 'good' was assigned for this criterion. During the early stages of Carleton Place's transition to the DPS, extensive consultation was conducted with members of the community, external agencies, stakeholders, planning staff and consultants. The public has since been largely happy with the DPS process and the faster decision timelines for submitted applications. Even with the DPS system removing the appeal on Class 1 and Class 1A developments, the community can still be involved in the decision-making process for Class 2 and Class 3 permit applications.

D.1.8. Haliburton County

Table D17. Characteristics of Haliburton.

Population	18,000
Tier	Upper
Location	To the south of Algonquin Park in Eastern Ontario
Waterbodies	The area is spotted with many rivers and lakes.
Character	It is a tourist and cottage area where employment primarily caters to the needs of the seasonal cottage country population. It is also home to a thriving arts community.

Shoreline Tree Preservation By-law No. 3505

This by-law applies to all land in the County of Haliburton that falls within 30 metres of a watercourse and all trees with a diameter of 5 centimetres or more. The overall goal of the by-law is to protect the water quality and environment in the County by reducing the destruction of trees. Specifically it is stated in the by-law that protecting the trees along the shorelines of lakes, rivers, and navigable waterways will result in:

- Achieving the objectives of the Official Plan for the County of Haliburton;
- Minimizing the destruction or injuring of trees;
- Regulating and controlling the removal, maintenance and protection of trees;
- Sustaining a healthy natural environment by maintaining and improving the
- ecosystem services provided by trees;
- Protecting significant and sensitive natural areas;
- Contributing to human health and quality of life through the maintenance of tree cover;
- Maintaining water quality;
- Reducing airborne pollution;
- Maintaining and enhancing natural habitat;
- Preventing soil erosion and water run-off;
- Protecting, promoting and enhancing the aesthetic values of land;
- Protecting fish habitat as defined in the Fisheries Act, Revised Statute of Canada
- 1985; and
- Minimizing the stress on watercourses

Shoreline Preservation

While this by-law is still in the draft phases there has been information released by the County surrounding the overall goals. On the public webpage for the by-law, it is expressed that the purpose of the bylaw will be to protect the shoreline while regulating site alteration, cleaning, and clearing land. This will be achieved by requiring a site alteration permit for landowners looking to complete any of

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the following projects within 30 metres of the high watermark:

- Construction of an accessory structure or addition to an existing structure;
- Foundation repairs or replacement;
- Installation or replacement of septic systems;
- The placement of fill material in excess of 20 m^3;
- Removing topsoil;
- Alteration to the grade of land;
- Diverting or altering the drainage of the land; and
- Removal of trees (see current by-law) or natural vegetation.

This by-law will operate in conjunction with the existing Shoreline Tree Preservation By-law to address environmental protection. This protection will be achieved through maintenance of drainage patterns, water quality improvements, natural heritage protection, and water contamination prevention. The overall goal of the by-law is to have 75% natural and native vegetative shoreline cover with the intent to keep a consistent landscape for 100 years.

Table D18. Evaluation Criteria Table for Haliburton.

	 Good	 Satisfactory	 Poor
Cost Effective (Applicant)	There is no cost associated with this planning tool.		
Staff to Application Ratio	Between 1 and 50 applications are processed between planning staff.		
Transition Process	The transition process was not difficult.		
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort	This application does not require a consultant.		
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies	Collaboration occurs with 1 to 2 external agencies.		
Geographic Scope		This planning tool provides moderate geographic scope.	
Shoreline Protection	This planning tool provides adequate shoreline protection.		
Public Support		The public has the opportunity to be involved in the decision-making process and some are supportive of the use of this planning tool.	

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Cost Effective (Applicant)

A rating of 'good' was assigned for this criterion. This is due to fact that the relief process and permits for the Shoreline Tree Preservation By-law are free. The County has found that no fee has attributed to high levels of compliance; however, the status of this could change with the implementation of the Shoreline Preservation By-law. Primarily, an increase in work will require an additional staff member, which may result in cost to the applicant. Based on the fee scale used to evaluate this criterion, Haliburton falls into the 'good' category.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. The County has never received an application for relief from the Shoreline Tree Preservation By-law, as property owners tend to call the County and ensure compliance. Additionally, property owners can work with an arborist or forester that will make recommendations that comply with the by-law. Based on the ratio used to evaluate this criterion, Haliburton falls into the 'good' category, given that the staff to application ratio is one to zero, with the one contracted staff being the County Forester.

Transition Process

A rating of 'good' was assigned for this criterion. There was no by-law before the Shoreline Tree Preservation By-law, and the Official Plan required an update to reflect shoreline protection in a consistent and comprehensive manner. The Shoreline Tree Preservation By-law and Official Plan update set the standard for shoreline protection, and therefore this criterion received a 'good' rating as it did not result in a difficult transition.

Ease of Enforcement

A rating of 'poor' was assigned for this criterion. Enforcement in the County is enacted using a complaint-based system. In addition, it is anticipated that the Shoreline Preservation By-law will require more enforcement, and the County has proposed to have two by-law enforcement officers on staff. Violation of the Shoreline Tree Preservation By-law has a fine ranging from $500-100,000.

Applicant Effort

A rating of 'good' was assigned for this criterion. Applicants only have to confirm compliance with the Shoreline Tree Preservation By-law. This process requires very little effort and can be completed independently by the applicant.

Application Timeline

A rating of 'good' was assigned for this criterion. There is very little time required from staff to confirm compliance with the Shoreline Tree Preservation By-law. However, with the increased protections planned for the Shoreline Preservation By-law, an additional staff member will be hired, indicating that more time will be required. There are no applications associated with the Shoreline Tree Preservation By-law, but Forestry permits within the County occasionally need council approval. In 2019, four of these applications required approval, and the average timeline was 45 days. Based on the range used to evaluate this application, Haliburton falls into the 'good' category.

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Collaboration with External Agencies

A rating of 'good' was assigned for this criterion. In the County of Haliburton there is only one conservation authority present. The jurisdiction of Crowe Valley Conservation Authority encompasses a small section of the County. Therefore, collaboration with Crowe Valley is only needed to ensure that requirements outlined in policy are not duplicated. Based on the range used to evaluate this criterion, Haliburton falls into the 'good' category.

Geographic Scope

A rating of 'satisfactory' was assigned for this criterion. Currently, the Shoreline Tree Preservation By-law protects all lands within 30 metres of a watercourse in the County of Haliburton. Given that this represents a moderate geographic scope, this criterion received a rating of "satisfactory". In the future, this rating could increase if the Shoreline Preservation By-law is successful in addressing the greater implications to the ecosystem that the Shoreline Tree Preservation By-law cannot address.

Shoreline Protection

A rating of 'good' was assigned for this criterion. The Shoreline Tree Preservation By-law has been successful in protecting trees in the County of Haliburton, which has a positive impact on the shoreline. In addition, they are interested in extending this protection to lakes by implementing the Shoreline Preservation By-law.

Public Support

A rating of 'satisfactory' was assigned for this criterion. The County engaged with the public, local businesses, and lake associations when the Shoreline Tree Preservation By-law was created and has continued this engagement with the Shoreline Preservation By-law. However, public support is not always consistent, as it was indicated that the Shoreline Tree Preservation By-law does not receive full compliance. This was attributed to high shoreline property turnover, although attempts have been made to mitigate this through public education.

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D.1.9. The Township of Scugog

Table D19. Characteristics of Scugog.

Population	21,600
Tier	Lower
Location	Located within the Regional Municipality of Durham and the Greater Toronto Area
Waterbodies	Situated on Scugog Lake
Character	Key industries are agriculture, tourism and light manufacturing. It is known for its scenic agricultural landscape, a thriving arts community and the historic Downtown Port Perry

Site Alteration By-law No. 62-15

In 2015, the Township of Scugog passed a Site Alteration By-law. The purpose of this by-law is to prohibit or regulate the placement or dumping of fill and alterations to land grades. This by-law applies to all defined lands within the township except lands which are subject to regulations identified in Clause 28(1) of the Conservation Authorities Act. The township implemented this by-law because they felt it was in the best interest of the public to regulate and prohibit activities involving alterations to land.

Activities that are considered site alterations under this by-law include:

- The placing or dumping of fill
- The removal of topsoil or fill from land
- The alteration of the grade of land
- Any combination of these activities

The by-law addresses several concerns regarding the impacts that could potentially occur due to the dumping or placement of fill and alterations to land grade. The objectives of this by-law are to:

- Maintain existing drainage patterns
- Prevent erosion and sedimentation
- Protect natural heritage features and areas through appropriate changes to drainage or grade
- Prevent interference and damage to watercourses or water bodies
- Maintain ground water and surface water quality
- Prevent discharge of a contaminant into the natural environment that causes or may cause an adverse effect
- Prevent degradation of pre-existing soil and ground water quality conditions at the site and on adjacent properties
- Authorize haul routes for the transportation of fill and topsoil for placement, dumping or removal to and/or from a site to minimize damage to the Township's roads and interference and/or disturbance to the Township's residents and businesses
- Keep disturbance to landform characteristics to a minimum
- Ensure the proponent of the site alteration project pays for its costs

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Table D20. Evaluation Criteria Table for Scugog.





	Good	Satisfactory	Poor
Cost Effective (Applicant)		The cost of this application is between $1000-2000.	
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process		The transition process was somewhat difficult.	
Ease of Enforcement			The complaint-based system is more difficult to enforce.
Applicant Effort			This application requires extensive collaboration with experts.
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies	Collaboration occurs with 1 to 2 external agencies.		
Geographic Scope	This planning tool provides adequate geographic scope.		
Shoreline Protection		This planning tool provides some shoreline protection.	
Public Support		The public has the opportunity to be involved in the decision-making process and some are supportive of the use of this planning tool.	

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Cost Effective (Applicant)

A rating of 'satisfactory' was assigned for this criterion. The Township of Scugog has two different application costs based on the size of the proposed project. The evaluation of the cost effectiveness for permit applicants was based on the smaller of the two options which applies to projects that involve the addition of less than 500 cubic metres of fill to a property. This choice was made as the smaller project seems more applicable to what is undertaken by most property owners. The cost breakdown of applications under the site alteration by-law in Scugog, paid by the applicant, is:

- A $500 non-refundable application fee,
- A $200 non-refundable permit extension fee,
- The entire cost of testing the quality of the fill plus a 15 percent admin fee,
- $1 for every cubic metre of fill or site alteration, and
- The full cost of hiring consultants if additional peer review is required.

The Township of Scugog does not have a standard application fee, as costs depend on the size and complexity of the project. However, it was estimated that the average cost would be approximately $1000.

Additional information about application costs was gathered from the interview completed with a Township of Scugog staff member. It was stated that the per cubic metre charge is beneficial as it prevents applicants from overfilling on their properties. However, this charge in addition to the cost of fill testing and the dependent admin fee, as well as the potential need for peer review makes the overall cost of the application somewhat unpredictable. This factor combined with the scale system resulted in the cost effectiveness for the applicant to be ranked as 'satisfactory'.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. In the Township of Scugog, one engineering technician is responsible for site alteration applications. As of November of 2019, The Township had issued 17 permits under the site alteration by-law. If two planning staff were responsible for this task and the amount of applications doubled, the ratio would be 38 applications between two planning staff, falling below the threshold of 50 applications. Based on the ratio used to evaluate this criterion, Scugog falls into the 'good' category.

Transition Process

A rating of 'satisfactory' was assigned for this criterion. The Scugog staff member who was interviewed for this research was not employed at the Township during the transition from the previous by-law to the current site alteration by-law. However, this individual was still able to provide important information about this process. The previous by-law did not control overfilling or the addition of contaminated fill on properties. The use of contaminated fill during a specific project led to the need for an improved by-law. The Township had a by-law already in place, but it had to be altered to include considerations for fill placement. The interviewee also stated that an engineering consultant and lawyer were most likely involved in this process. Therefore, the transition process did not involve changing from one planning tool to a completely different tool, but it was complex enough that outside expertise was involved.

Ease of Enforcement

A rating of 'poor' was assigned for this criterion. In Scugog, enforcement of the site alteration by-law for those who have received a permit is based on an inspection that is

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completed once the project is finished. Project proponents must inform the Township when their work is completed so staff can ensure the project meets the requirements of the by-law. Enforcement is different for controlling projects that did not go through the permitting process. The majority of enforcement is complaint-based. Scugog relies on reports from municipal staff and residents when they see suspicious activity. The Township does not have the staff resources required to patrol areas looking for non-compliance. Therefore, the enforcement process for projects that do not have permits is relatively random.

Applicant Effort

A rating of 'poor' was assigned for this criterion. The application for permits under the site alteration by-law in Scugog is quite complex. Elements such as groundwater management plans, stormwater management plans, landform conservation plans, and tree inventories all require the applicant to hire consultants. Expertise and deliverables are required from engineers, geoscientists, and certified arborists. Finding these experts and organizing all of the required elements of the application could be a very challenging and confusing process for applicants.

Application Timeline

A rating of 'good' was assigned for this criterion. This evaluation was based on the amount of time it takes municipal staff to process and issue permits under the site alteration by-law. Applications which are completed correctly and conform to the by-law can be initially processed by municipal staff in a few hours. Complex projects and those that do not adhere to the by-law can take longer. In terms of the timeline from application submission to decision, the Township of Scugog staff take one to two weeks to issue simpler permits, and an additional one to two weeks for more complicated projects requiring additional peer review. Based on the range used to evaluate this criterion, Scugog falls into the 'good' category.

Collaboration with External Agencies

A rating of 'good' was assigned for this criterion. Under the site alteration by-law in the Township of Scugog, collaboration with conservation authorities is required. If all or part of an applicant's property is located within the area regulated by a conservation authority, the applicant is encouraged by the municipality to speak with conservation authority staff first. If the proposed project is not permitted by the conservation authority, the Township supports the decision.

The Township of Scugog falls under the jurisdiction of three conservation authorities: Lake Simcoe Region Conservation Authority, Kawartha Conservation Authority, and Central Lakes Conservation Authority. Though there are three agencies involved, the majority of properties fall within the development control area of only one conservation authority. Therefore, only one agency is consulted for most applications. Based on the range used to evaluate this criterion, Scugog falls into the 'good' category.

Geographic Scope

A rating of 'good' was assigned for this criterion. In the Township of Scugog, the site alteration by-law applies to all land within the Township except for lands that fall under conservation authority regulations pertaining to the placing or dumping of fill. Due to the adequate geographic scope, Scugog was ranked as 'good' under this criterion.

Shoreline Protection

A rating of 'satisfactory' was assigned for this criterion. The Township of Scugog has strict regulations which are meant to prevent environmental harm. Unless a building permit is issued, no site alteration can occur in environmentally sensitive areas. These areas include wellhead protection zones, minimum vegetative buffers, natural linkage areas, natural core areas, and significant groundwater recharge areas. The by-law also works to protect soil quality, ground and surface water, and to prevent the discharge of contaminants into the environment. The by-law has strong environmental protection features but does not specifically prioritize the protection of shorelines.

Public Support

A rating of 'satisfactory' was assigned for this criterion. Public support was evaluated based on whether residents of the Township of Scugog are supportive of the site alteration by-law. Township staff feel that the public is concerned about the impacts of overfilling and the use of contaminated fill. Based on this, it is assumed that the public is supportive of the site alteration by-law as it is meant to prevent these impacts. However, there are members of the public who feel that projects undertaken on their land should be controlled solely by themselves, while others do not want to pay the fees associated with the permit application process.

Additionally, the Township requires some public consultation regarding decisions made under the by-law. For large scale projects, the municipality must have at least one public meeting and give members of the public the opportunity to make representations. However, public meetings are not required for smaller scale projects, only when the Township decides that it is necessary. Also, municipal staff are not required to consider public comments and concerns when making decisions. Based on the amount of support from the public and public involvement in the decision-making process, the Township of Scugog's site alteration by-law has been ranked as 'satisfactory'.

D.1.10. The Town of Georgina

Table D21. Characteristics of Georgina.

Population	45,500
Tier	Lower
Location	Located in south-central Ontario, northernmost municipality in the Regional Municipality of York. Located one hour north of Toronto.
Waterbodies	Located on the south east shore of Lake Simcoe
Character	One of the largest municipalities in York Region, it is predominantly rural and boasts great fishing, scenic parks and trails, agri-tourism and sandy beaches. Highway 404 which is located on the southern border of Georgina provides direct access to downtown Toronto via the Don Valley Parkway.

Site Alteration By-law 2011-0044 (REG-1)

In 2011, the Town of Georgina Council passed a Site Alteration By-law that prohibits or regulates the removal of topsoil, the placing or dumping of fill material and the alteration of the grade of land in all areas within the Town of Georgina. The primary reason cited for the implementation of this by-law is the concern that fill material hauled into the municipality from outside of Georgina could be contaminated with chemicals, hydrocarbons, etc. There was a previous by-law that dealt with filling and grading issues, but did not address quality of the fill material as it was passed for the sole purpose of dealing with drainage issues that resulted from residential properties being filled for on-site sewage systems or for poorly drained properties. The issue stems from surplus excavated material being available from construction projects throughout the greater Toronto area that must be disposed of. Most of the filling that has taken place within Georgina to date has been done for lot grading purposes, but there was the threat of fill being placed in Georgina simply for the purpose of getting rid of it from elsewhere. Further, the *Municipal Act* states that if a regulation is made by a Conservation Authority respecting dumping for placing of fill, then it takes precedence over any by-law passed by a municipality in respect of that area. The Ministry of Environment, Conservation and Parks deals with contamination of the environment rather than dumping of fill, and they have a well-established system to deal with identification, proper handling, transporting and disposal of contaminated soils. However, these activities do still occur without following the prescribed process.

The Site Alteration By-law requires landowners who wish to undertake certain alteration to their property to obtain a site alteration permit. The following projects require a site alteration permit:

- Construction of a new dwelling or accessory structure;
- Construction of an addition to an existing dwelling or accessory structure;
- Foundation repairs or replacement, or construction of new foundations;
- Installation of in-ground pools;
- Installation or replacement of septic systems;

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- The placement of fill material in excess of 20m^3 for the purposes of landscaping or site alteration;
- The placement of fill material for the purpose of storage. Storage of fill materials shall not exceed 1000m^3.

There are two types of projects that require Site Alteration Permits: small scale residential projects and large scale site alteration projects. Each of these types of projects require a site alteration permit, however the requirements to apply are different. Further, large scale site alteration projects require the landowner to enter into a Site Alteration Agreement with the Town as a condition of approval which prescribes environment controls to be implemented for the duration of the project.

Table D22. Evaluation Criteria Table for Georgina.





	Good	Satisfactory	Poor
Cost Effective (Applicant)			This cost of this application is more than $2500.
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process	The transition process was not difficult.		
Ease of Enforcement	The monetary deposit encourages compliance, which is easier to enforce.		
Applicant Effort			This application requires extensive collaboration with experts.
Application Timeline	Data not available.		
Collaboration with External Agencies		Collaboration occurs with 3 to 4 external agencies.	
Geographic Scope	This planning tool provides adequate geographic scope.		
Shoreline Protection		This planning tool provides some shoreline protection.	
Public Support	Data not available.		

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Cost Effective (Applicant)

A rating of 'poor' was assigned for this criterion. The application for a site alteration permit in the Town of Georgina costs $500 with a $2500 security deposit to be refunded upon final inspection of the site. Based on a comparison of the other case studies' fees for the same application, as well as the amount of security deposit required (if required) it was determined that this fee is higher than what is charged by other municipalities. In particular, the security deposit required is a significant amount that may be a barrier for potential applicants.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. When compared to the other case studies using a common denominator of two staff, a staff to application ratio of 2:30 was determined for the Town of Georgina. Based on the established thresholds for the criteria, between 1 and 50 applications per 2 planning staff places the Town of Georgina in the 'good' category for this criterion.

Transition Process

A rating of 'good' was assigned for this criterion. Prior to the current site alteration by-law, By-law 91-139 (REG-1) existed which successfully dealt with filling and grading issues, as the Town rarely has drainage problems that cannot be resolved. However, the previous by-law did not address the quality of fill being used for site alterations, which is addressed in the current site alteration by-law. Because there was an existing precedent for a similar by-law, the transition process was rated highly.

Ease of Enforcement

A rating of 'good' was assigned for this criterion. In the Town of Georgina, enforcement of the stipulations of site alteration permits occurs through the holding of a security deposit and subsequent inspection of the subject property within one year of approval of the permit. Further, the financial investment in the security deposit is so significant that there is a strong incentive to follow the stipulations of the permit. Therefore, this criterion was rated highly because of the method through which enforcement is performed and the amount of security deposit held as an incentive for compliance.

Applicant Effort

A rating of 'poor' was assigned for this criterion. The effort required by applicants during the process of applying for a site alteration permit was rated poorly because of the amount of assistance that is or may be required from external experts and professionals. In order to obtain a permit for several different types of residential development applications, the applicant must provide at the time of application: a completed application form, a site alteration/lot grading plan, a description of the source of the fill material if fill is being imported paired with a letter confirming it meets the clean fill requirements, and copies of all approvals/clearances from the Lake Simcoe Region Conservation Authority, Ministry of Transportation, Ministry of Natural Resources and Forestry, Regional Municipality of York or any other required Federal, Provincial, Municipal or Regional agency. The large amount of detailed and specialized information required to be submitted alongside the site alteration application has resulted in a 'poor' rating.

Application Timeline

It was not possible to assign a rating for this criterion. There is no specific data available to determine the exact application timeline of site alteration permit applications in the Town. Research conducted determined that the application process takes several weeks, but without specific timelines it is not possible to provide a rating based on comparison with other case studies.

Collaboration with External Agencies

A rating of 'satisfactory' was assigned for this criterion. The Town requires several approvals and/or clearances from external agencies in order to process site alteration permit applications. The Town requires at least four approvals and/or clearances from external agencies. Collaboration with several agencies slows down the application process but compared to the other case studies four external agencies is in the middle of the scale while still meeting legislated requirements. Based on the range used to evaluate this criterion, Georgina falls in to the 'satisfactory' category.

Geographic Scope

A rating of 'good' was assigned for this criterion. In the Town of Georgina, the entire Town is subject to the site alteration by-law. This criterion was rated highly because of the broad geographic area to which this policy is applied. By having a wide geographic scope, there is more potential to positively impact the entire ecosystem in the Town.

Shoreline Protection

A rating of 'satisfactory' was assigned for this criterion. The site alteration by-law in the Town of Georgina focuses significant attention on regulating the quality and location of fill being dumped in the municipality. This by-law does not have any specific provisions related to waterfront or shoreline protection, however the provisions it contains address drainage flow issues, tree protection, and site alteration on environmentally protected lands, watercourses, floodplains, and wetlands. Due to the indirect benefit to shoreline protection, this criterion received a satisfactory rating.

Public Support

There is no data available in order to give a rating for public support.

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D.1.11. The City of Temiskaming Shores

Table D23. Characteristics of Temiskaming Shores.

Population	9,900
Tier	Single
Location	Locate along the southern edge of the Clay Belt area, near the Quebec border
Waterbodies	Located on the shores of Lake Timiskaming's Wabi Bay
Character	It has an extensive natural resources dependent economy and is situated on a large lake that flows into the headwaters of the Ottawa River. It is Ontario's second smallest city

Site Plan Control: Official Plan S. 15.15

Site Plan control is a planning policy tool with its authority vested in section 41 of the *Planning Act*. Municipalities may choose to impose site plan control on any area or areas of the municipality, or may even choose to impose it on the entire municipality. In the City of Temiskaming Shores, Site Plan Control is used primarily for development on specific industrial, commercial and institutional properties. It regulates exterior design (not interior design nor method of construction) of the buildings, their massing, location of the building related to the streets, as well as regulating lighting, parking, landscaping, lot grading and walkways.

Site Plan Control in the City of Temiskaming Shores covers the entire city and applies to construction and/or maintenance for all matters set out in s. 41 (7) of the *Planning Act* which includes:

- Any industrial, institutional or commercial uses, including golf courses and campgrounds;
- Residential intensification projects;
- Facilities designed and intended to have regard for persons with disabilities;
- Resources uses including mineral aggregate operations and mineral mining operations;
- Heritage conservation projects;
- Any lands abutting a lake, water body or natural environment area;
- Any residential use.

Site Plan Control in the City does not apply to Agricultural Areas and Communication facilities.

The City of Temiskaming Shores Official Plan also includes a "Planning Resource Kit" at the end of each section that provides links to several resources that may assist the reader in understanding the planning terms and policies used in the Plan.

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Table D24. Evaluation Criteria Table for Temiskaming Shores.





	Good	Satisfactory	Poor
Cost Effective (Applicant)	The cost of this application is less than $1000.		
Staff to Application Ratio	Between 1 and 50 applications are processed between 2 planning staff.		
Transition Process	No transition was required.		
Ease of Enforcement	The monetary deposit encourages compliance, which is easier to enforce.		
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline		The timeline for the application from the point of submission to decision is between 51 and 99 days.	
Collaboration with External Agencies		Collaboration occurs with 3 to 4 external agencies.	
Geographic Scope			This planning tool provides limited geographic scope.
Shoreline Protection			This planning tool provides inadequate shoreline protection.
Public Support			The public does not have the opportunity to be involved in the decision-making process.

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Cost Effective (Applicant)

A rating of 'good' was assigned for this criterion. The fees for the site plan control application have been the same since 2012 and are outlined below:

- $565 + HST (base fee for site plan application)
- 10% of total deposit for any on-site costs (must have estimate from qualified engineer)
- 100% of total deposit for any off-site work

Fees for site plan control application are very cost effective since the municipal staff ensure their fee schedule is comparable in pricing to other small, rural, and northern Ontario municipalities. The City is currently undertaking an update to their fee schedule that is to be completed in January of 2020. Based on the fee scale used to evaluate this criterion, Temiskaming Shores falls into the 'good' category.

Staff to Application Ratio

A rating of 'good' was assigned for this criterion. Only 1 application for site plan control was received over past 8 years that was within the waterfront designated zone of the City. Only 1 planner employed by City, so ratio is 1 to 0.125 for staff to applications, per year. Based on the ratio used to evaluate this criterion, Temiskaming Shores falls into the 'good' category.

Transition Process

A rating of 'good' was assigned for this criterion. No transition was required because the site plan control area was already defined, and the site plan process was already in place. The interview with the planner representing Temiskaming Shores provided additional valuable information about the transition process to new planning tools. Innovating and creating a new planning policy framework would require the City to hire extra staff and increase their budget, both of which they do not currently have the ability to do. Another factor that contributes to the barrier to change in planning policy is the extra training and education that would be required. The City staff like the fact that the development community is already well informed as to how the site plan process works, and do not want to risk changing this system that is already working well.

Ease of Enforcement

A rating of 'good' was assigned for this criterion. A security deposit is required of the proponent upfront and they are not reimbursed until they provide a detailed site plan sketch to the municipality showing any proposed changes they intend to make to their property. Once received, the planner and the Chief Building Official conduct a site inspection to verify that work is being undertaken in accordance with plan. Having the applicant give their consent to allow the site inspection on initial application, as well as retaining a law firm in advance of the initial application being completed adds an extra layer of oversight encouraging compliance. In cases where non-compliance with the site plan control agreement are encountered, there is good inter-departmental enforcement by any of the following at the City:

- Chief Building Officer;
- By-law enforcement officer;
- Fire Prevention Officer; or
- Director of Public Works.

However, it is important to note the City has no local conservation authorities or the like to help with the review and enforcement of applications.

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The very detailed nature of the application makes it easier to identify and rectify small deviations from the original site plan earlier in the process. The low cost of applying was seen by staff as encouragement for property owners to follow due process when under site plan control. However, some applications where numerous other technical studies (e.g. architectural, record of site condition, land use compatibility or traffic impact study) are required was seen as a possible deterrent to compliance. Based on the fee scale used to evaluate this criterion, Temiskaming Shores falls into the 'good' category.

Applicant Effort

A rating of 'satisfactory' was assigned for this criterion. The City requires the applicant to retain legal counsel early on in the process. The applicant must name the law firm it has retained directly in the application and this helps with correspondence regarding legal matters, such as the ability to send the site plan agreement directly to their lawyer to have it registered on title immediately after approval. This puts more onus on the applicant to have their affairs in order early in the process but makes communication and collaboration easier amongst the parties later on. As well, developers submitting a site plan application often hire experienced external consultants to prepare the site plan application on their behalf.

Application Timeline

A rating of 'satisfactory' was assigned for this criterion. It takes approximately 60 days to complete the site plan control process from submission of the application to construction. All site plan control applications must be first reviewed by planning staff to ensure all information is provided. Secondly, it must be presented to the Accessibility Advisory Committee, before it is sent to City Council for a final decision. The planning staff have delegated approval authority for any small, 1-unit residential site plans, thereby expediting the timeline, as applicants do not have to wait until City Council's next sitting before a decision is rendered.

Planning staff conduct free, voluntary pre-consultation meetings with applicants and will provide their detailed notes to applicants afterwards. Even after hosting these meetings, staff often find that applications lack sufficient detail and as a result applicants' plans must be revised 3 to 6 times. This leads to frustration amongst municipal staff and substantial delays for applicants as well. Based on the range used to evaluate this criterion, Temiskaming Shores falls into the 'satisfactory' category.

Collaboration with External Agencies

A rating of 'satisfactory' was assigned for this criterion. Although there are no local external agencies, such as conservation authorities with jurisdiction in the City, the municipal planners collaborate with staff in nearby Provincial offices, at no charge to the applicant. Municipal staff will routinely reach out to the following Provincial Ministries:

- Ministry of Transportation (MTO) (i.e. for sites in proximity to a Provincial highway or projects that have the potential to impact highway traffic),
- Ministry of Northern Development and Mines (MNDM) (i.e. in areas where there are potential concerns related to mines), or
- Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) (i.e. on prime agricultural lands).

Based on the range used to evaluate this criterion, Temiskaming Shores falls into the 'satisfactory' category.

Geographic Scope

A rating of 'poor' was assigned for this criterion. The site plan control area covers various residential, commercial, and industrial areas. It also includes lands abutting the shoreline, natural environment areas, boathouse facilities, mining sites, and heritage areas. The site plan control area excludes agricultural areas, and a streamlines staff approval for small residential sites. However, the site plan control application is at the scale of an individual property. Based on this, this criterion was rated as 'poor'.

Shoreline Protection

A rating of 'poor' was assigned for this criterion. A large portion of the City's undeveloped shoreline is under public ownership and hence very infrequently will municipal staff have to deal with private individuals submitting a site plan for shoreline development. Therefore, the municipality, in concert with other public agencies, has a great deal of control over how the shoreline in protected and developed. As per Section 10.7(1) of the Temiskaming Shores Official Plan, City staff may require a tree retention plan or an Environmental Impact Assessment (EIA) as part of the site plan control process if development is located in a forestry area or woodlot. Staff have the authority to require a minor stormwater management plan be completed for small, 1-unit residential proposals.

Public Support

A rating of 'poor' was assigned for this criterion. While proponents of each project are consulted, there is no legislated community-wide public consultation nor circulation on these projects, according to Section 41 of the *Planning Act*. Planning staff were of the opinion that involving the general public in such site-specific development applications is unnecessary due to the highly unique, context-dependent nature of each site plan control agreement. The general public was not consulted in creation of site plan control by-law either. Based on this, Temiskaming Shores was rated as 'poor' for this criterion.

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D.1.12. City of North Bay

Table D25. Characteristics of North Bay.

Population	51,550
Tier	Single
Location	Located in Northeastern Ontario, on the traditional territory of the Nipissing First Nation peoples. 330km north of Toronto.
Waterbodies	Situated between Lake Nipissing and Trout Lake
Character	Located on the Canadian Shield, it has a rugged landscape

Site Plan Control: S. 5.1.5 City of North Bay Official Plan

The City of North Bay utilizes Site Plan Control as a planning implementation tool with respect to some areas within the City. Most notably, Site Plan Control is in effect for all lands abutting Trout Lake and designated as “Residential”, “Arterial Commercial” and “Institutional. Site Plan Control is used to control site planning and lot design along the shoreline of Trout Lake and along major inflowing streams flowing into Trout Lake to ensure that lake protection measures are implemented.

For properties located along the un-serviced shoreline of Trout Lake or with frontage on a watercourse flowing into Trout Lake as identified by the North Bay-Mattawa Conservation Authority (NBMCA), the applicant shall provide confirmation of the lot coverage of all buildings or structures (main and accessory) through a survey prepared by an Ontario Land Surveyor and provide details on the location of the required vegetative buffer. Additional information may be required for certain lots on Trout Lake.

When applying for a Site Plan Agreement, a member of the Planning Services Department reviews the application to ensure completeness and required fees are submitted. If it is acceptable, the application is forwarded to the City’s Legal Services Department for preparation of a Draft Agreement, which is then circulated to various City department and external agencies for their review and comments and contains conditions such as storm water management, grading, erosion, sedimentation control, landscape, water hydrant flow analysis and posting of a letter of credit. After circulation, necessary revisions are made, and registration of the agreement is required before final approval of the application and issuance of a building permit. If the applicant disagrees with the conditions set out in the Site Plan Agreement or has concerns about the Site Plan, they may discuss them with the Review Committee and attempt to resolve their concerns.

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Table D26. Evaluation Criteria Table for North Bay.





	Good	Satisfactory	Poor
Cost Effective (Applicant)		The cost of this application is between $1000 and 2000.	
Staff to Application Ratio		Between 51 and 99 applications are processed between 2 planning staff.	
Transition Process	No transition was required.		
Ease of Enforcement	The monetary deposit encourages compliance, which is easier to enforce.		
Applicant Effort		This application requires some collaboration with experts.	
Application Timeline	The timeline for the application from the point of submission to decision is less than 50 days.		
Collaboration with External Agencies			Collaboration occurs with no external agencies.
Geographic Scope		This planning tool provides moderate geographic scope.	
Shoreline Protection		This planning tool provides some shoreline protection.	
Public Support	Data not available .		

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Cost Effective (Applicant)

A rating of 'satisfactory' was assigned for this criterion. The cost to apply for a site plan control agreement for over 10,000 square feet is $1,800, and the cost for 9,999 feet or less is $1,300. The application to amend a site plan control agreement is either $900 or $650, respectively. There is also a deposit required with the application, but the amount of this deposit is unknown. In relation to the fee for a site plan control in other site plan control case studies, this fee lies in the middle range of cost. Based on the fee scale used to evaluate this criterion, North Bay falls into the 'satisfactory' category.

Staff to Application Ratio

A rating of 'satisfactory' was assigned for this criterion. In the City of North Bay, one planner is responsible for site plan control applications. The ten-year average number of site plan control application is 35 applications per year. If two planning staff were responsible for this task and the amount of applications doubled, the ratio would be 70 applications between two planning staff, which is above the threshold of 50 applications. Therefore, based on the ratio used to evaluate this criterion, North Bay was ranked as 'satisfactory'.

Transition Process

A rating of 'good' was assigned for this criterion. Because site plan control is common practice for regulating site design and it has not replaced a different type of policy tool in the case of North Bay, a transition was not required.

Ease of Enforcement

A rating of 'good' was assigned for this criterion. A joint effort between the Planning Department and Engineering Department ensures enforcement of the agreement. A high rating was determined in this criterion because the City holds a security deposit from the applicant until an inspection is completed within one year of issuing the permit. Only when the inspection is complete, and all potential issues are addressed is the security deposit refunded to the applicant.

Applicant Effort

A rating of 'satisfactory' was assigned for this criterion. The application process for site plan control in the City of North Bay may require some outside expertise from professionals. A site plan is required to be submitted with the application, which requires professional assistance, and if there are additional required studies based on the location of the property there may be more professional expertise required.

Application Timeline

A rating of 'good' was assigned for this criterion. In the City of North Bay, the turnaround time to have a site plan control application ready for signature of the client is 3-5 weeks (21-35 days) from the point of submission of a complete application. This application timeline was rated highly because it falls below the 50 day threshold, which was determined to be a favourable turnaround time for a development application based on a comparison all of case studies. Further, the *Planning Act* legislates a 30 day timeline for site plan control applications, and 21-35 days is very similar to this requirement. Based on the range used to evaluate this criterion, North Bay falls into the 'good' category.

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Collaboration with External Agencies

A rating of 'poor' was assigned for this criterion. The site plan process in North Bay does not require any collaboration with external agencies. While having no requirements for collaboration makes the application process faster, it does not address any environmental or other concerns that may arise from an external agency's comments. Based on the range used to evaluate this criterion, North Bay falls into the 'poor' category.

Geographic Scope

A rating of 'satisfactory' was assigned for this criterion. The entire City has been designated as a site plan control area with certain zones identified in the City's zoning by-law as subject to site plan control. Given that the entire City may be subject to site plan control, but only certain identified zones actually are, this criterion received a 'satisfactory' rating.

Shoreline Protection

A rating of 'satisfactory' was assigned for this criterion. Though the site plan control policy in the City of North Bay is not entirely focused on shoreline protection, there are shoreline protection measures included in the provisions for Trout Lake. The Trout Lake area requires confirmation of the lot coverage of all buildings or structures through a survey prepared by an Ontario Land Surveyor and the provision of details on the location of the required vegetative buffer. Additional information and/or permits may be required for development on Trout Lake. Since there is some focus on shoreline, this criterion was rated as 'satisfactory'.

Public Support

There is no data available to determine a rating for public support for site plan control in the City of North Bay.

Appendix E

E.1. Methods for Public Education

Increasing awareness amongst the general public regarding municipal planning processes is an important role for planners to assume. It is the responsibility of municipal planners to ensure that the public has the opportunity to learn about the planning processes and decisions which impact their communities. These processes include the ways in which decisions are made regarding the control of land use, urban design, and the protection and enhancement of the natural environment. It is also important that members of the community are aware of the planning tools which are used to regulate private property. The ways in which planning regulations impact the development activities residents can engage in on their properties can be unclear and potentially result in contention. If the general public is more aware of these regulations, their impact, and their purpose, this has the potential to generate more public support and willingness to comply.

There are a variety of approaches that can be taken for public education. It is important to ensure that the correct approach is used so the information is effectively communicated. During the interviews conducted for this report, planning staff from several municipalities, conservation authorities, and private consulting firms highlighted a number of public education methods which have proven to be effective.

E.1.1. On-site Education

When planners conduct site visits on private property, they have the opportunity to combine this task with public education. During site visits, planners can speak to property owners and educate them about planning processes and regulations. This presents an opportunity for planners to take a more 1-on-1 approach when educating individuals. This is also beneficial as it allows planners to provide educational information that is more specific to an individual's property. For example, a planner could suggest ways in which a property owner could create a more natural shoreline. This method is time consuming and only accomplishes public education on a small-scale, but it is an effective method of communicating with property owners.

E.1.2. Outreach Sessions

Members of the public often turn to lake associations, community groups, contractors, and real estate agents for information and guidance regarding local planning policies instead of relying on municipal planners. Therefore, it is important that these individuals are able to provide information and advice that is accurate. Organizing educational events with members of these organizations can help to ensure that they understand planning policies and processes, so they are able to assist those that come to them for guidance. However, it is also important for these individuals to know when community members need to be encouraged to seek the advice of planning professionals, which can be another element of these educational events.

E.1.3. Social Media

Social media is an excellent tool for reaching a large number of people in a short amount of time. Municipalities can release brief pieces of educational information on various social media platforms. This allows the public to learn more

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about planning policies and processes without having to attend public meetings or participate in other educational events. Social media can also be used to support such meetings and events, as planners can release information about the timing and location of public events. Social media is an effective communication tool, but it cannot be the sole method of public education employed by a municipality. Those who do not have access to internet and those who choose to not participate in social media will not have access to this important information. Therefore, the social media approach should be paired with other methods to reach the widest audience.

E.1.4. Other Media

Other forms of media can be utilized to reach members of the population who do not use social media. Municipal websites can display general planning policy information for those who have access to the internet. Additionally, radio and newspaper advertisements can make members of the public aware of upcoming education and consultation events. When paired with social media, this method can be used to reach a wider audience.

E.1.5. Community Events

In addition to traditional public meetings and open houses, municipal planners can host or participate in other events that will contribute to educating the general public. For example, planners can have booths at local farmer's markets and connect with the public in a manner that is less formal than hosting a public meeting. This also requires planners to go to where the public already is, instead of asking the public to attend specific meetings or open houses. This is an effective method of education as more people can be reached, especially those who would not normally attend events hosted by municipalities.

E.1.6. Pamphlets and Fact Sheets

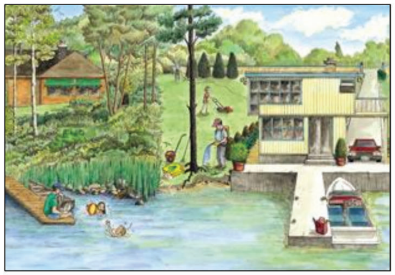
Educational handouts such as pamphlets and fact sheets are an excellent way to educate the public about planning policies and processes. These documents are simple to create and can be distributed to a large number of people. These documents provide short summaries and facts about specific planning elements that are educational without being overly complicated. This method is especially beneficial for educating property owners. For example, fact sheets focusing on the protection of shorelines and water quality can be distributed to waterfront homes, targeting members of the population to whom the information is most relevant. A municipality can create a number of handouts dedicated to a variety of planning topics, and can distribute them to homes, at events, and at municipal offices.

E.2. Public Education Tools

Protecting the Health of Your Lake

Why is lake health important?

More and more people are taking advantage of the beautiful waterfront areas this province has to offer. Whether it is going out for a boat ride, taking a hike along a waterfront trail, going for a swim on a hot day, or fishing off the dock as the sun sets, families across Ontario love to enjoy everything lakes provide for us. However, increasing development is threatening the health of our lakes. It is critical that we work together to protect the natural environment so future generations can continue to enjoy Ontario's lakes.



Source: Coalition of Haliburton Property Owners Associations

What makes a lake healthy?

- Good water quality, with low levels of pollutants
- Natural shorelines
- Diverse wildlife and vegetation
- Free of invasive species
- Well vegetated shorelines that provide shade

What can you do to protect your lake?

- Reduce the amount of nutrients that enter your lake by avoiding the use of fertilizers, ensuring your septic system is functioning properly, and using phosphate-free soap
- Create a natural shoreline buffer that will filter pollutants, reduce erosion, and provide habitat for wildlife by planting native species of vegetation along your shoreline
- Help prevent the spread of invasive species by ensuring your boat is free of plant and animal material before entering a lake, avoiding the use of invasive species of baitfish, and selecting native plant species for your garden
- Enhance biodiversity on your property by leaving rock and brush piles, logs, and dead trees for wildlife habitat when it is safe to do so

Community Planning Permit System

What is the Community Planning Permit System (CPPS)?

The Community Planning Permit System (CPPS) is a land use planning tool which combines minor variance, zoning, and site plan processes into one application. This tool allows municipalities to address issues in local planning, create strong communities, and streamline development processes. This 'one-stop' planning service accelerates the planning process by merging the applications and approval timelines of three planning tools into one process.

Key Features of the CPPS

Streamlined

- Combines three planning tools into one
- Requires only one approval for one application
- Faster review timelines for applications

Flexible

- Allows for the approval of discretionary uses when certain criteria are met
- Ability to have variation in development standards
- Better able to address site specific situations

Environmental Protection

- Provides a range of options for protecting environmentally sensitive areas
- Can be used to encourage sustainable development
- Allows for greater protection of vegetation

Community

- Helps to facilitate appropriate development
- Community involvement occurs during the creation of the CPPS
- Supports the development of strong and healthy communities

When is a planning permit under the CPPS required?

All development in areas where the CPPS applies requires a permit. The CPPS defines development as:

- The construction of new buildings or structures, and additions or alterations to existing buildings or structures to increase size or usability
- The creation of a commercial parking lot, the creation of lots to be used for three or more mobile homes, and the construction of three or more land lease community homes
- Site alteration, including alterations to grade and the placing or dumping of fill
- Removal of vegetation

Appendix F

F.1. Sample Application

FRONTENAC

COMMUNITY PLANNING PERMIT APPLICATION

The undersigned hereby applies to the County of Frontenac to consider this Community Planning Permit Application pursuant to Section 34 of the Planning Act, R.S.O. 1990, as amended and O. Reg. 173/16.

FOR OFFICE USE ONLY		
Permit #:	Date Received:	
CA fees collected: ☐ Yes ☐ No	Receipt #:	
☐ **Class 1 (Standard) (Conforms to CPPS By-law)**	☐ **Class 2 Permit (Staff Variation)**	☐ **Class 3 Permit (Council Variation)**

1. LOCATION OF SUBJECT LANDS	
Municipal Address:	
Township:	
Town Lot and Concession Number:	
Registered Plan and Lot/Block Number:	
Registered Plan and Part Numbers:	
2. APPLICANT INFORMATION:	
Name:	
Address:	
City/Town:	Postal Code:
Telephone: ( )	E-mail:
3. OWNER INFORMATION: ☐ Same as applicant	
Name:	
Address:	
City/Town:	Postal Code:
Telephone: ( )	E-mail:
4. PURPOSE OF APPLICATION:	
Description of proposed work **(please include a detailed description including any proposed new structures or removal of structures, landscape changes, waterfront impacts, etc.):**	

5. PROPERTY DIMENSIONS:		
Lot Frontage:	Lot Depth:	Lot Area:
Area of Work (m_2):		

6. IS A VARIANCE BEING REQUESTED WITHIN THE PROVISIONS SET OUT IN THE COMMUNITY PLANNING PERMIT BY-LAW?

☐ Yes ☐ No

If Yes, please provide a brief description and rationale for the variance:

7. ARE YOU PROPOSING TO CONSTRUCT ANY IN-WATER STUCTURES? (i.e. Boathouse, Permanent Dock, Breakwaters)

☐ Yes ☐ No

If Yes, please provide a brief description of the proposed in-water structures:

8. ACCESS AND SERVICING

Property Access: ☐ By a Public Road ☐ By a Private Road ☐ Other:

Property Storm Drainage: ☐ Sewers ☐ Ditches ☐ Swales ☐ Other:

Water Service Type: ☐ Publicly Owned ☐ Privately Owned ☐ Other:

Sanitary Sewer Service Type: ☐ Septic System ☐ Privy ☐ Other:

Easements: ☐ Yes ☐ No

If Yes, please provide a description:

9. HAS THE LAND EVER BEEN THE SUBJECT OF AN APPLICATION UNDER THE ACT FOR:

☐ **Yes** ☐ **No** If yes, please complete the below:

Check all applicable boxes and provide file number if applicable:

☐ Plan of Subdivision (*File Number* _____ *Status* _____)
☐ Zoning Amendment (*File Number* _____ *Status* _____)
☐ *Site Plan Control* (*File Number* _____ *Status* _____)
☐ Minor Variance (*File Number* _____ *Status* _____)
☐ *Consent/Severance* (*File Number* _____ *Status* _____)
☐ Other:

10. HAVE YOU HAD ANY EXTERNAL CONSULTATIONS WITH ANY DEPARTMENTS OR EXTERNAL AGENCIES? ☐ **Yes** ☐ **No** If yes, please complete the below:

Check all applicable boxes and provide file number if applicable:

☐ County of Frontenac Staff
☐ Township Staff
☐ Conservation Authority Please name: _____
☐ Ministry of Natural Resources and Forestry
☐ Fisheries and Oceans Canada

☐ Check here to agree, if the Agent is not the owner:
I have been authorized by the registered owner(s) of the subject lands to submit this application on their behalf. Furthermore, for the purpose of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), I authorize and consent to the use by disclosure to any person or public body of any information collected under the Planning Act for the purpose of processing this application.

☐ Check here to agree:
I declare that all of the statements made and the information provided in this application, as well as any supporting documents are true. I make this declaration conscientiously believing it to be true and knowing it is of the same force and effect as if made under oath or solemn affirmation. I understand that it is an offence to declare a false statutory declaration under section 134 of the Criminal Code of Canada.

☐ Check here to agree:
I declare that all documents, drawings, site plans, reports, information and material provided in this application will become the property of the County of Frontenac and can be used for any reason deemed necessary by the County of Frontenac,

☐ Check here to agree:
If upon review of your application, County Staff or Conservation Authority (Cataraqui, Mississippi, Rideau, or Quinte) requires additional review fees, the Applicant and/or Owner agrees to pay any additional review fees to the Town or CA.

☐ Check here to agree:
If, after six months after the issuance of this permit, the proposed work in respect to which it was issued, has not in the opinion of County of Frontenac staff, been seriously commenced, the County of Frontenac has the ability to revoke the permit. Also, in the opinion of County of Frontenac staff, this permit can be revoked if the proposed work has been substantially suspended or discontinued for a period of more than one year.

☐ I declare that I have read and understand the above.

_____
Print Name

_____ _____
Signature Date

Owner's Authorization for Applicant or Agent to Apply for a Permit on behalf of the Owner

FRONTENAC

County of Frontenac
Planning Department
2069 Battersea Road
Glenburnie, Ontario
K0H 1S0
Tel: 613-548-9400
Fax: 613-548-8460

Date: _____ Permit No.: _____

Proposed Work: _____

Location: _____

The undersigned, being the owner(s) of the above referenced property, authorizes

_____ _____
Applicant Name Address

to apply for a permit for the above referenced project on my behalf. I understand that I shall be responsible for the terms of the conditions contained in the permit.

(If owner is an INDIVIDUAL)

_____ _____
Owner's Name Address

_____ _____
Owner's Signature Phone No. / E-Mail

(If owner is a CORPORATION)

_____ _____
Owner's Name Address

_____ _____
Owner's Signature Phone No. / E-Mail

_____
Signature of Authorizing Officer (I have authority to bind the Corporation

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Appendix G

G.1. Policy Review Tables

Table G1. Review of Frontenac County policy documents.

Policy Document	Key Takeaways
Frontenac County Official Plan	s.3.3.3.4.2: Vision: To preserve, enhance and restore developed and undeveloped shorelines to a natural state Collaboration: Important to collaborate with other agencies s.3.3.3.4.1: Waterfront Area: Areas within 150 metres are in the waterfront area s.3.3.3.4.4:Site Alteration: Requires approval from the municipality and/or the appropriate Conservation Authority
Frontenac County Strategic Plan	Guiding Vision: Sustaining diverse, strong, and resilient rural communities known for unique natural environment and lifestyle The natural environment defines the sense of place in the County Promote plans that build community vitality and resilience in times of growth and change Work with partners to resolve issues beyond the reach of the County Maintain a sustainable financial framework
North Frontenac Official Plan	s.2.2: Vision Statement: To preserve the natural environment to promote a strong and resilient rural community s.4.10.6: Buffering: High-water mark extends 15 metre inland. Only 1 access corridor of <7 metre wide is permitted, with a <2 metre path within the corridor s.4.10.2: Waterfront: Designated area that only permits waterfront structures up to 25% of the lot width in residential zones s.3.4.3: Cultural Heritage: The Township is within the historic Algonquin Territory s.3.5: Minor Variances: The Committee of Adjustment is the authority s.4.10.1: Waterfront Areas: Lands extending inland 150 metre from the high-water mark

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Table G1. (cont). Review of Frontenac County policy documents.

Policy Document	Key Takeaways
Central Frontenac Official Plan	s.2.1: Vision Statement: To support a vibrant and progressive community with a natural environment promoting healthy active lifestyles balanced with economic development opportunities s.3.3: Buffering: May be required where land uses are incompatible s.3.5.3: Cultural Heritage: The Township may engage with the Algonquins of Ontario with regard to land use planning, water protection, archaeological studies, and environmental impact studies s.4.8.2: Waterfront: Lands extending inland 150 metre from the high-water mark. Buildings must be setback 30 metre from the high-water mark s.3.2.3: Forest Management: The retention of trees and native vegetation shall be encouraged through Site Plan Control
South Frontenac Official Plan	s.2.1: Vision Statement: To preserve environmental integrity while ensuring long term economic viability s.6.9: Buffering: Implemented through site plan control and zoning by-law, it is required to reduce adverse impacts of neighbouring land use conflicts s.6.22: Cultural Heritage: To conserve human made heritage resources and landscapes in the Township s.5.2.7: Shoreline: Environmentally sensitive areas are identified within the Township, including many features along the shore. All lands within 90 metre of the high-water mark which are not already designated as an Environmentally Sensitive Area are included. A 30 metre setback is required for development
Frontenac Islands Official Plan	s.1.4: Vision Statement: A strong community with orderly growth and development which maintains and enhances the quality of the natural environment s.5.2.4: Buffering: Used to blend the character of adjacent land uses through planting buffers. A natural buffer of 30 metres shall be maintained adjacent to the high-water mark s.2.2.7: Cultural Heritage: Goal is to protect these features from incompatible development s.5.1.3.10.i & 5.2.3.12.i: Forest Management: Agriculture and rural designations with forests are to be viewed as integral components to the agricultural operation

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Table G2. Review of provincial policy documents for Ontario.

Policy Document	Key Takeaways
Provincial Policy Statement	s.1.1.5.4 & 1.1.5.5: Rural Area Development: The County must give consideration to rural characteristics, the scale of development and the provision of services s.1.1.5.3: The County should promote recreation, tourism and economic opportunities in the rural area s.2.1.4 & 2.1.5: Development and site alteration are not permitted in Natural Heritage Features and Areas s.2.2.1: Water: Protect, improve or restore quality and quantity of water s.2.2.2: Development and site alteration near sensitive water may require mitigation or alternative development approaches
The Planning Act	s.14.7: Municipalities are responsible for creating Official Plans s.15: Upper-tier municipalities, including Frontenac County, are responsible for approving the Official Plans of the lower-tier municipalities under their jurisdiction s.34: Councils are enabled to pass zoning by-laws permitting and prohibiting the use of land, buildings and structures, and regulating the construction of development as it occurs s.41: Provides authorization for Site Plan Control Areas s.70.2: O.Reg 173/16 Community Planning Permits: Introduces the new development approval framework which combines the existing permitting systems into one system
Natural Heritage Reference Manual	Ontario government publication to provide guidance to municipalities for the protection of Natural Heritage 30 metre buffer from high-water mark

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Table G3. Review of Conservation Authority policy documents.

Policy Document	Key Takeaways
Cataraqui Region Conservation Authority Ontario Regulation	s.3.1: Can give permission to develop within regulated area if flooding, erosion, dynamic beaches, pollution or the conservation of land is not affected by the development
Quinte Conservation Authority Ontario Regulation	s.3.1: Can give permission to develop within regulated area if flooding, erosion, dynamic beaches, pollution or the conservation of land is not affected by the development
Mississippi Valley Conservation Ontario Regulation	s.3.1: Can give permission to develop within regulated area. Development regulation does not include a section on lake shorelines and/or dynamic beaches
Rideau Valley Conservation Ontario Regulation	s.3.1: Can give permission to develop within regulated area. Development regulation does not include allowance for wave uprush on lake shorelines

G.2. Literature Review Table

Table G4. Review of academic literature.

Key Words	Relevant Literature
Watershed Planning	British Columbia Ministry of Forests, Lands and Natural Resource Operations (2016) "Riparian Areas Regulation Guidebook for Local Governments" Retrieved from https://www2.gov.bc.ca/assets/gov/environment/plants-animals-and-ecosystems/fish-fish-habitat/riparian-areas-regulations/rar-guidebook-local-government_web_final_aug_2016.pdf Cataraqui Region Conservation Area (2019) "Waterfront Development Guidance for Eastern Ontario & Upper St. Lawrence River" Retrieved from https://www.crca.ca/wp-content/uploads/PDFs/board-agendas/2019/06/Item7.1-IR-044-19-WaterfrontDevelopmentStudy.pdf Chilima, J., Blakely, J., Noble, B., & Patrick, R. (2017). Institutional arrangements for assessing and managing cumulative effects on watersheds: Lessons from the Grand River Watershed, Ontario, Canada. *Canadian Water Resources Journal, 42*(3), 223-236. Neumann, A., Kim, D., Perhar, G., & Arhonditsis, G. B. (2017). Integrative analysis of the Lake Simcoe Watershed (Ontario, Canada) as a socio-ecological system. *Journal of Environmental Management, 188*, 308-321. doi:10.1016/j.jenvman.2016.11.073

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Table G4. (cont). Review of academic literature.

Key Words	Relevant Literature
Watershed Planning (cont).	Gallant, P. The Walrus (2019) "Thinking of Buying a Waterfront Property? Read this First" Retrieved from https://thewalrus.ca/why-insurance-companies-are-leading-the-fight-against-climate-change/ Rideau Valley Conservation Authority. (N.d). "A Citizen's Guide to Lake Protection." Retrieved from http://www.shorelandmanagement.org/depth/citizen.pdf Shrubsole, D., Walters, D., Veale, B., & Mitchell, B. (2017; 2016;). Integrated Water Resources Management in Canada: The experience of watershed agencies. *International Journal of Water Resources Development, 33*(3), 349-359. doi:10.1080/07900627.2016.1244048
Lakeshore Capacity	Government of Ontario. (n.d). "Lakeshore Capacity Assessment Handbook: Protecting Water Quality in Inland Lakes" Retrieved from: https://www.ontario.ca/document/lakeshore-capacity-assessment-handbook-protecting-water-quality-inland-lakes Paterson, A. M., Dillon, P. J., Hutchinson, N. J., Futter, M. N., Clark, B. J., Mills, R. B., . . . Scheider, W. A. (2006). A review of the components, coefficients and technical assumptions of ontario's lakeshore capacity model. *Lake and Reservoir Management, 22*(1), 7-18. doi:10.1080/07438140609353880
Shoreline Protection and Stewardship	Croft-White, M. V., Cvetkovic, M., Rokitnicki-Wojcik, D., Midwood, J. D., & Grabas, G. P. (2017). A shoreline divided: Twelve-year water quality and land cover trends in lake ontario coastal wetlands. *Journal of Great Lakes Research*, *43*(6), 1005-1015. doi:10.1016/j.jglr.2017.08.003 Federation of Ontario Cottager's Associations. (2011). "A Shoreline Owner's Guide to Healthy Waterfronts." Retrieved from http://foca.on.ca/wp-content/uploads/2014/05/Watershed_booklet_FULL_2011_with_covers-1.pdf Federation of Ontario Cottager's Associations. (2016). "Managing Your Waterfront Property in a Changing Climate." Retrieved from https://foca.on.ca/wp-content/uploads/2016/06/FOCA_ClimateChange_ManagingYourShoreline_FINAL_2016.pdf Hartig, J., & Bennion, D. (2017). Historical loss and current rehabilitation of shoreline habitat along an urban-industrial river-detroit river, michigan, USA. *Sustainability*, 9(5), 828. doi:10.3390/su9050828 Kreutzwiser, R. D., & Slaats, M. J. (1994). The utility of evaluation research to land use regulations: The case of Ontario shoreline development. *Applied Geography*, 14(2), 169-181. doi:10.1016/0143-6228(94)90059-0 Watersheds Canada (n.d.a) "Maintaining You Naturalized Shoreline. Shoreline Vegetation Stewardship Manual". Retrieved from https://watersheds.ca/wp-content/uploads/2015/01/CSW0024-Natural-Edge-Manual-SPREADS-WEB2.pdf West Coast Environmental Law (n.d.) "Green Waterfront Design Charrette Report" Retrieved from https://www.wcel.org/sites/default/files/publications/WCEL-SFU-GreenWaterfrontDesign-CharetteReport.pdf

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Table G4. (cont). Review of academic literature.

Key Words	Relevant Literature
Site Plan Control for Shoreline Protection	Rueckwald, M. (2016). "Troubled Waters Ahead: An Evaluation of Shoreline Land Use Policies for Water Quality Protection in Renfrew County, Ontario" Retrieved from https://qspace.library.queensu.ca/bitstream/handle/1974/14657/Rueckwald_Megan_A_201607_MPL.pdf?sequence=1 Rau, M. (2015). "Muskoka's Changing Shorelines: The Need for Long-term Monitoring of Shoreline Development" Retrieved from https://atrium2.lib.uoguelph.ca/xmlui/bitstream/handle/10214/16204/RauM_201504_MRP.pdf?sequence=1&isAllowed=y
Community Permit System	City of Toronto (2018). "Response to the Proposed Inclusionary Zoning Regulation. Overview of the Community Planning Permit System" Retrieved from https://www.toronto.ca/legdocs/mmis/2018/pg/bgrd/backgroundfile-111737.pdf Szczerbak, S. (2019). "Community Planning Permit System: The Lake of Bays and Innisfil Experience." Retrieved from http://www.roma.on.ca/ROMA-Docs/Conference/2019/Presentations/Monday/2019-ROMA-Community-Planning-Permit-System-Stefan.aspx
Development Permit System	Ontario Ministry of Municipal Affairs and Housing. (2008). "Development Permit System: A Handbook for Municipal Implementation." Retrieved from http://www.mah.gov.on.ca/AssetFactory.aspx?did=6131 Reid, D. (2014). "Understanding the Proposed Development Permit System." Spacing Toronto. Retrieved from http://spacing.ca/toronto/2014/03/25/understanding-proposed-development-permit-system/ Stopar, N. (2014). "Development Permit System Policy Development in Ontario: Factors that Contribute to Implementation." MPA Research Report, Western University. Retrieved from https://localgovernment.uwo.ca/resources/docs/research_papers/2014/Stopar,%20Natalie%20-%202014.pdf
Minor Variance	Township of Minden Hills v Minden Hills (Township), 2018 CanLII 1012 (ON LPAT), <http://canlii.ca/t/hprm1>, Retrieved on 2019-11-06 Huntsville Long Term Care Centre Inc. v Huntsville (Town), 2018 CanLII 12531 (ON LPAT), <http://canlii.ca/t/hqzzj>, Retrieved on 2019-11-06
Vegetation Buffers and Corridors	Correll, D. L. (2005). Principles of planning and establishment of buffer zones. *Ecological Engineering*, 24(5), 433-439. doi:10.1016/j.ecoleng.2005.01.007 The District of Muskoka Planning and Economic Development Department (2003). "Shoreline Vegetative Buffers." Retrieved from https://muskoka.civicweb.net/document/4844 Kenwick, R. A., Shammin, M. R., & Sullivan, W. C. (2009). Preferences for riparian buffers. *Landscape and Urban Planning*, *91*(2), 88-96. doi:10.1016/j.landurbplan.2008.12.005

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Table G4. (cont). Review of academic literature.

Key Words	Relevant Literature
Vegetation Buffers and Corridors (cont).	Kramer, D. B., Polasky, S., Starfield, A., Palik, B., Westphal, L., Snyder, S., . . . Gustafson, E. (2006). A comparison of alternative strategies for cost-effective water quality management in lakes. *Environmental Management*, *38*(3), 411-425. doi:10.1007/s00267-005-0011-y
Waterfront Development	Croft-White, M. V., Cvetkovic, M., Rokitnicki-Wojcik, D., Midwood, J. D., & Grabas, G. P. (2017). A shoreline divided: Twelve-year water quality and land cover trends in lake ontario coastal wetlands. Journal of Great Lakes Research, *43*(6), 1005-1015. doi:10.1016/j.jglr.2017.08.003 Laidley, J. (2007). The ecosystem approach and the global imperative on Toronto's central waterfront. Cities, *24*(4), 259-272. doi:10.1016/j.cities.2006.11.005 Wakefield, S. (2007). Great expectations: Waterfront redevelopment and the Hamilton Harbour Waterfront Trail. *Cities, 24*(4), 298-310. doi:10.1016/j.cities.2006.11.001

G.3. Recommended Literature

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9. Rueckwald, M. (2016). "Troubled Waters Ahead: An Evaluation of Shoreline Land Use Policies for Water Quality Protection in Renfrew County, Ontario" Retrieved from https://qspace.library.queensu.ca/bitstream/handle/1974/14657/Rueckwald_Megan_A_201607_MPL.pdf?sequence=1

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Protecting the Health of Your Lake

Why is lake health important?

More and more people are taking advantage of the beautiful waterfront areas this province has to offer. Whether it is going out for a boat ride, taking a hike along a waterfront trail, going for a swim on a hot day, or fishing off the dock as the sun sets, families across Ontario love to enjoy everything lakes provide for us. However, increasing development is threatening the health of our lakes. It is critical that we work together to protect the natural environment so future generations can continue to enjoy Ontario's lakes.



Source: Coalition of Haliburton Property Owners Associations

What makes a lake healthy?

- Good water quality, with low levels of pollutants
- Natural shorelines
- Diverse wildlife and vegetation
- Free of invasive species
- Well vegetated shorelines that provide shade

What can you do to protect your lake?

- Reduce the amount of nutrients that enter your lake by avoiding the use of fertilizers, ensuring your septic system is functioning properly, and using phosphate-free soap
- Create a natural shoreline buffer that will filter pollutants, reduce erosion, and provide habitat for wildlife by planting native species of vegetation along your shoreline
- Help prevent the spread of invasive species by ensuring your boat is free of plant and animal material before entering a lake, avoiding the use of invasive species of baitfish, and selecting native plant species for your garden
- Enhance biodiversity on your property by leaving rock and brush piles, logs, and dead trees for wildlife habitat when it is safe to do so

Community Planning Permit System

What is the Community Planning Permit System (CPPS)?

The Community Planning Permit System (CPPS) is a land use planning tool which combines minor variance, zoning, and site plan processes into one application. This tool allows municipalities to address issues in local planning, create strong communities, and streamline development processes. This 'one-stop' planning service accelerates the planning process by merging the applications and approval timelines of three planning tools into one process.

Key Features of the CPPS

Streamlined

- Combines three planning tools into one
- Requires only one approval for one application
- Faster review timelines for applications

Flexible

- Allows for the approval of discretionary uses when certain criteria are met
- Ability to have variation in development standards
- Better able to address site specific situations

Environmental Protection

- Provides a range of options for protecting environmentally sensitive areas
- Can be used to encourage sustainable development
- Allows for greater protection of vegetation

Community

- Helps to facilitate appropriate development
- Community involvement occurs during the creation of the CPPS
- Supports the development of strong and healthy communities

When is a planning permit under the CPPS required?

All development in areas where the CPPS applies requires a permit. The CPPS defines development as:

- The construction of new buildings or structures, and additions or alterations to existing buildings or structures to increase size or usability
- The creation of a commercial parking lot, the creation of lots to be used for three or more mobile homes, and the construction of three or more land lease community homes
- Site alteration, including alterations to grade and the placing or dumping of fill
- Removal of vegetation

FRONTENAC

Report 2019-147

Council Recommend Report

To:	Warden and Council
From:	Kelly Pender, Chief Administrative Officer
Prepared by:	Susan Brant, Director of Corporate Services/Treasurer
Date of meeting:	December 18, 2019
Re:	**Corporate Services – Interim Approval of 2020 Expenditures**

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – Interim Approval of 2020 Expenditures report;

And Further That Council direct the Treasurer to continue to pay payroll and discretionary expenses in accordance with the amounts approved for the 2019 budget and non-discretionary 2020 accounts as invoiced, until such time as the 2020 budget has been adopted.

Background

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

Comment

As the 2020 budget process will not be completed before the end of the year, it is reasonable to request authorization from Council to continue to pay salaries and general operating expenses until such time as the 2020 budget is passed, in addition to the expenses associated with approved activities and projects.

Strategic Priorities Implications

Other Important and Continuing County Priorities:

- Respect the taxpayer and keep tax increases close to the rate of inflation
- Continually improve customer and financial services

Organizations, Departments and Individuals Consulted and/or Affected

FRONTENAC

Report 2019-148

Council Recommend Report

To:	Warden and Council
From:	Kelly Pender, Chief Administrative Officer
Prepared by:	Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting:	December 18, 2019
Re:	**Office of the Chief Administrative Officer – Request by the Township of Central Frontenac to approve the Township of Central Frontenac Senior's Housing Business Plan**

Recommendation

Resolved That the Office of the Chief Administrative Officer – Request by the Township of Central Frontenac to approve the Township of Central Frontenac Senior's Housing Business Plan report be received for information;

And Further That County Council reaffirm its resolution to endorse the funding allocation and disbursements formulas for Seniors Housing projects and that payments to the Township of Central Frontenac be administered by staff as outlined in Staff Report 2016-104.

Background

At the June 18, 2014 County Council meeting, through recommendations of the Frontenac Islands Seniors Housing Task Force, County Council passed the following resolution:

c) 2014-102
Senior's Housing Task Force (Wolfe Island) – Request for Proposals and Preliminary Pro Forma Cash Flow

Motion #: 149-14 Moved By: Councillor Purdon
Seconded By: Councillor Gutowski

Resolved That the Council of the County of Frontenac receive report 2014-103 - Senior's Housing Task Force (Wolfe Island) – Request for Proposals and Preliminary Pro-Forma Cash Flow;

And Further That staff be directed to issue a Request for Proposals for a Business Plan for the Frontenac Islands Senior's Housing Business Plan, (to a maximum upset of $25,000) plus costing for second and subsequent iterations and that the Warden and Clerk be authorized to sign a contract with the successful consultant;

And Further That funding for the business plan be taken from monies allocated by County Council for Senior's projects based upon the formula noted in the report;

And Finally That the successful Consultant report back to County Council on the project by October 15, 2014.

Carried

An RFP was issued that would require the Business Plan to allow for implementation by each Township as well as provide a consistent vision to assist developers. SHS Consulting was retained to carry out the Business Plan, which was developed in consultation and partnership with the Frontenac Islands SHTF

Following the development of the Business Plan by the Seniors Housing Task Force – Frontenac Islands, the follow resolution was passed:

> **THAT** a copy of the SHS Consulting Business Plan for Seniors Housing – Marysville Project (March 2015) be forwarded to the Council of Frontenac Islands to confirm its commitment to the project concept, governance and specific Township involvement.

As noted, the Business Plan was written with the expectation that the Plan template could be applied to each of the other three townships, subject to modifications based on the desires of each Township at a projected cost of $5,000 per Township.

The Township of South Frontenac was the second Township to initiate its Seniors Housing Task Force to determine the type of seniors housing that would best suit that Townships needs. Factors considered included:

- affordable housing grants that may be available;
- possible partnerships that may be of assistance;
- planning processes to be put in place;
- have the project shovel ready in case funding becomes available;
- develop a new Not for Profit Community Organization
- the more money received from outside sources equals less control for the municipality

Following the development of the Business Plan by the Seniors Housing Task Force – South Frontenac, the follow resolution was passed:

> **That** a copy of the SHS Consulting Business Plan for Seniors Housing – South Frontenac Project (February 2017) be forwarded to the Council of South Frontenac Township to confirm its commitment to the project concept, governance and specific Township involvement.

The Township of North Frontenac was the third Township to initiate its Seniors Housing Task Force to determine the type of seniors housing that would best suit that Townships needs. Although the use of the Seniors Housing Task Force was not used for the development of the North Frontenac Seniors Housing Business Plan, SHS and Re-Fact Consulting were retained to guide North Frontenac through the process, including determining the local housing needs and market indicators, carrying out surveys and public consultation to identify community-based indicators and working with the Township working group for consultation and feedback. As a result, SHS and Re-Fact Consulting developed and presented to the Council of the Township of North Frontenac a Business Plan for Seniors Housing for the Township of North Frontenac. Subsequently, on July 19, 2019, Council passed the following resolution, being Recommend Reports from the Chief Administrative Officer, clause d):

d) 2019-086
Office of the Chief Administrative Officer
Request by the Township of North Frontenac to approve the Township of North Frontenac Senior's Housing Business Plan

Motion #: 129-19 Moved By: Councillor Doyle
Seconded By: Councillor Higgs

Resolved That the Office of the Chief Administrative Officer – Request by the Township of North Frontenac to approve the Township of North Frontenac Senior's Housing Business Plan report be received for information;

And Further That County Council reaffirm its resolution to endorse the funding allocation and disbursements formulas for Seniors Housing projects and that payments to the Township of North Frontenac be administered by staff as outlined in Staff Report 2016-104.

Carried

Comment

The Seniors Housing Task Force – Central Frontenac met on two occasions in 2017 to determine the type of seniors housing that would best suit that Townships needs. Discussions at those meetings indicated that the project should have some form of affordability associated with it and that the Committee recognizes it will need to take the pod of 5 approach, with a desire for additional pods of 5. The focus should be on rental housing and identify a few locations as some rural residents may not want to leave their communities.

Similar to the approach taken by the Township of North Frontenac, the use of the Seniors Housing Task Force was not used for the development of the Central Frontenac Seniors Housing Business Plan; however SHS and Re-Fact Consulting were retained to guide Central Frontenac through the process, including determining the local housing needs and market indicators, carrying out surveys and public consultation to identify community-based indicators and working with the Township working group for consultation and feedback. As a result, Township of Central Frontenac advised staff that SHS and Re-Fact Consulting developed and presented to the Council of the

Township of Central Frontenac at its meeting held November 12, 2019, a Business Plan for Seniors Housing for the Township of Central Frontenac, after which the following resolution was passed, attached to this report as Appendix A:

> **That** Council receive the presentation from Ken Foulds, on behalf of SHS Consulting and Refact Consulting
>
> **And Further That** Council adopt the Seniors' Housing Business Plan dated October 2019

A copy of the Business Plan for Seniors Housing – Township of Central Frontenac is attached to this report as Appendix B.

At its regular meeting held September 21, 2016, County Council received Report 2016-104 where Council confirmed, through resolution #162-16, the apportionment for the Seniors Sousing reserve as follows:

Total Available	$1,400,000
Less studies to support projects	$TBD (Initial study + local)
Amt. available for disbursement	**$TBD**
Total ÷ 4	$TBD (Total for each municipality)

For illustration purposes only, assuming the cost of original study plus the four local studies is $50,000, each municipality would receive $337,500 towards seniors housing in their municipality (i.e., $1,400,000 - $50,000 = $1,350,000 ÷ 4 = $337,500).

The County is paying the cost of studies from the reserve amount.

Further, given that each member municipality will be implementing seniors housing in a manner that reflects local needs and circumstances, it is recommended that disbursement of the funds to each be based upon receipts paid by the municipality as a percentage of total project costs as paid by the municipality. For example, if the total project cost is $1,000,000 as approved by the member municipality, the County would pay to the municipality 33.75% as funds were disbursed as certified by the municipality (i.e, $337,500 ÷ $1,000,000 = 33.75%).

The Seniors Housing Task Force does not approve Business plans. It is responsible for the development of the Plan and once developed, passes a resolution to forward the Plan to the Township Councils as noted in the Background of this report. Given that the Township of Central Frontenac has taken a slightly different approach by developing its Business Plan at a more local grass roots level, similar to that of North Frontenac, staff are recommending that County Council reaffirm its resolution to endorse the funding allocation and disbursements formulas for Seniors Housing projects and that payments to the Township of Central Frontenac be administered by staff as outlined Staff Report 2016-104.

Strategic Priorities Implications

Priority 2: Get behind plans that build community vitality and resilience in times of growth and change.

This priority responds to high interest as well as concern shared broadly across the County that communities in the Frontenacs be well supported with infrastructure and services essential to vitality and sustainability in today's world. This strategy also responds to the pressures for managing growth, housing and development wisely, in ways that are sensitive to local values and priorities.

Objectives in support of this strategy:

- Pursue proactive planning approaches that reflect local concerns and priorities within strategic regional planning policy so as to enhance service levels, manage rising demand for new housing and deal with new types of development.

Financial Implications

As noted, the Township of Central Frontenac will be responsible for ensuring that proper invoicing is received and the construction milestones are met.

Organizations, Departments and Individuals Consulted and/or Affected

Joe Gallivan, Director of Planning and Economic Development
Susan Brant, Director of Corporate Services/Treasurer

CORPORATION OF THE
TOWNSHIP OF CENTRAL FRONTENAC

Township Office
1084 Elizabeth Street
P.O. Box 89
Sharbot Lake, Ontario, K0H 2P0
Tel: 613-279-2935
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Web: www.centralfrontenac.com

November 19, 2019

County of Frontenac
2069 Battersea Road
Glenburnie ON
K0H 1S0 via email

Attention: Jannette Amini, Manager of Legislative Services/Clerk

Dear Ms. Amini:

RE: SENIORS HOUSING –RESOLUTION OF COUNCIL

Please be advised that the Council for the Township of Central Frontenac received a presentation and final Seniors' Housing Business Plan from Ken Foulds, and passed the following resolution at its council meeting on November 12, 2019:

Moved by Elwin Burke, Seconded by Victor Heese

THAT Council receive the presentation from Ken Foulds, on behalf of SHS Consulting and Refact Consulting;

AND FURTHER that Council adopt the Seniors' Housing Business Plan dated October 2019.

CARRIED

We are planning to move forward on this project. If you would like a copy of the business plan, kindly advise.

Yours Truly,

Cathy MacMunn

Cathy MacMunn
Clerk-Administrator
CM:cd

BUSINESS PLAN FOR SENIORS HOUSING

TOWNSHIP OF CENTRAL FRONTENAC

October 2019



SHS CONSULTING

refact consulting

EXECUTIVE SUMMARY

As communities grow and age, the need for suitable seniors housing options is becoming more and more prevalent. This is true of Frontenac County where seniors, as a share of the overall population, will continue to increase over the next 20 years. As a result, Frontenac County Council has designated seniors housing as a priority. The County has likewise allocated funds to explore the feasibility of developing affordable housing projects that address these needs via the preparation of business plans. This report for the Township of Central Frontenac represents the fourth such business plan prepared under this initiative.

Using a multi-step process, the need and viability of such a project was investigated for the Seniors Housing Working Group that was established by the Township. Based on demonstrated needs, community consultation and business case analysis, the concept for a small scale seniors housing project situated in Central Frontenac has been developed. This concept has been tested and found to be viable, subject to the assumptions outlined in this report. Based on the proposed concept, the senior's housing project would:

- Be modest in scale – 10 self-contained apartment units configured in two 5 pod buildings, housing a total of 8 one bedroom units and 2 two bedroom plus amenity space
- Have a total buildable area of 8,100 sf (GFA) arranged in a single storey, slab on grade format
- Include basic amenity space - laundry facilities (1 pair) and a small indoor common area for gathering/socialization would be provided for each building
- Accommodate seniors mobility needs – providing a safe, indoor access to apartment units while incorporating visitability and accessibility throughout units and common spaces
- Support basic affordability – all units would be rental and offered at or below average market rent level. Rents for 5 of the one bedroom units could be established at 80% of average market rent if IAH-type funding is obtained from the City of Kingston.
- Be procured as new construction – this approach would enable single storey slab-on-grade construction for each building, using cost-effective double-loaded main corridors, wood frame structures and a standard sloped roof
- Incorporate practical sustainability features that promote energy efficiency
- Be situated on land currently owned by the Township, thereby saving land costs
- Be procured through a formal design/tender process (stipulated price contract)
- Be financed using a conventional mortgage that is CMHC-insured with an equity contribution of $330,000 from the County and $100,000 from the Township under an IAH-funded option
- Be owned by the Township and operated on a non-profit basis
- Be managed by Central Frontenac Housing Corporation, should they be agreeable to take on that role.

SHS CONSULTING refact consulting

As a result of the financial analysis, it has been determined that the project would be viable based on preliminary cost estimates, anticipated revenues and assumed contributions. While land use approvals are required to permit the intended use, there do not appear to be any significant barriers to securing these approvals. Prior to confirming the project site, due diligence testing would be required to ensure that no environmental concerns or project servicing impediments exist. Based on an initial scan of current conditions and background information, no impediments are anticipated. Viable project governance options exist, the most plausible of which would see the project owned by the Township and managed by an experienced local non-profit housing corporation.

The Consulting team wishes to thank the Senior Housing Working Group for their insights and guidance in the development of this Business Plan. The team also wishes to express their thanks to County and Township staff who assisted in facilitating various elements of the study and provided valuable feedback.

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1.0 INTRODUCTION

With an aging and diversifying population, seniors housing in Frontenac County has become a growing priority. Recent studies have examined this housing need within the context of the broader housing market and have identified potential options for meeting senior's needs throughout the County. As a result of this work, Frontenac County Council has designated seniors housing as a priority and allocated funds to explore the feasibility of developing affordable housing projects by preparing business plans for such projects. This report for the Township of Central Frontenac represents the fourth such business plan prepared under this initiative, following completion of business plans for the Township of Frontenac Islands, Township of South Frontenac and Township of North Frontenac.

Bringing a housing project from initial concept to on-the-ground reality involves a number of sequential stages. Each stage involves a progressively more detailed assessment of the project to ensure that it continues to meet the community's needs, is financially feasible and is operationally sustainable. Key resource commitments and go-forward decisions are required for sponsor groups to proceed from one stage to the next. The scope of work for this study addresses the beginning of this process; preparing a business plan to determine 'proof of concept' for the project. Specifically, the purpose of this study was to:

1. Produce a business plan for the development of Seniors Housing in the Township of Central Frontenac in accordance with the RFP specifications
2. Engage the Township Council and stakeholder groups in a discussion regarding local needs
3. Develop a business model that would result in a sustainable senior's housing project serving the needs of the community.

1.1 Project background

In 2010-11, the City of Kingston and County of Frontenac undertook development of a Municipal Housing Strategy (MHS). The strategy involved a comprehensive, multi-phase process which examined housing needs, supply trends and priority gaps within the regional housing market. A detailed review of current policies, programs and local initiatives was also undertaken to determine the degree to which identified gaps were being addressed. As a result of this analysis, a formal stepwise strategy was developed as part of the MHS to address priority issues and housing gaps over the short, mid and long range.

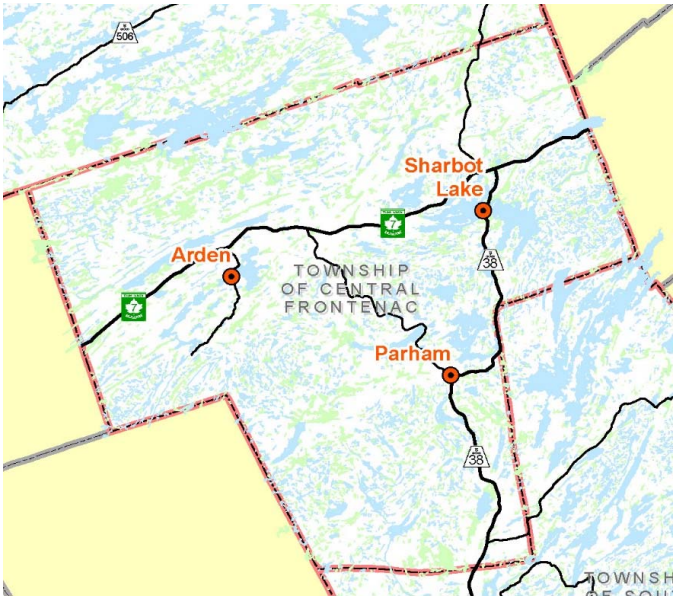
One of the emerging priorities identified for Frontenac County through the MHS was the growing senior's population and concerns about the ability to adequately meet their housing needs looking forward. As a result, the County undertook a more detailed review of the local seniors housing situation to better understand the range of needs and potential solutions that could be used to address these needs. As part of the *"Seniors Community Housing Pilot Project Study"* completed for the County in 2012, a review of priority issues and existing conditions was completed. An assessment of housing options was also undertaken to evaluate potential seniors housing models and opportunity nodes throughout the County. Implementation considerations, including generic model costing and a policy framework analysis were also documented to help frame options for moving forward with a potential pilot project.

As a result of the study, it was recommended that a task force be created to pursue the establishment of a pilot senior's housing project. The County subsequently struck a Seniors Housing Task Force to establish a scope for pursuing a pilot project. The Frontenac Senior's Housing Task Force met in May of 2014 to review possible directions for the proposed project and determined that the most suitable course of action would be to evaluate potential project options and develop a business plan for the proposed project. In accordance with the senior's objectives of the County's Strategic Plan, Council allocated $1.5M in financial resources that same year to pursue development of up to four small-scale pilot projects throughout Frontenac County, one in each constituent Township.

1.2 Context for business plan

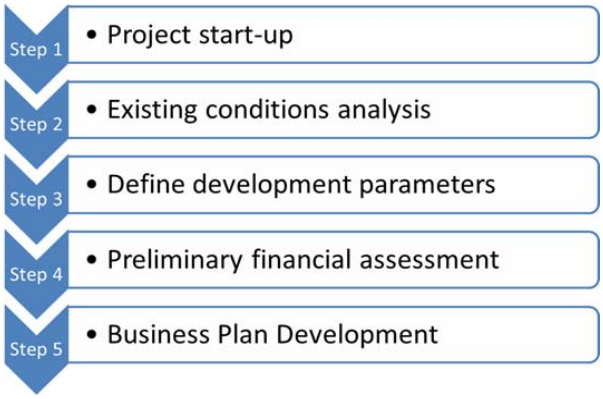
In the *"Seniors Community Housing Pilot Project Study",* a range of potential housing options were examined and evaluated against opportunity nodes throughout the County. Given the broad geography, settlement patterns and local needs, a range of potential pilot project options were identified. One of the study conclusions was that a senior's rental housing project could be an option for development in one of the settlement areas situated in the Township of Central Frontenac (see Figure 1), either through new construction or redevelopment. Following the completion of the first business plan for Marysville within the Township of Frontenac Islands, a second plan for Sydenham in South Frontenac and a third plan for Plevna/Cloyne in North Frontenac, the decision was made to proceed with preparation of the business plan for Central Frontenac, utilizing a similar methodology. A Seniors Housing Working Group for Central Frontenac Township was established to help guide the process for preparing this plan.

Figure 1 - Situating Central Frontenac within Frontenac County



1.3 This report

This report is the culmination of a multi-staged study process. The steps that have led to the development of this business plan report include:



Based on project assumptions, the report explores the feasibility of a small-scale senior's pilot project in Sharbot Lake, the largest settlement in Central Frontenac. As a result, this business plan includes:

- An overview of need
- A defined project concept and discussion of options considered
- An overview of the development considerations that would influence the project
- A review of financial feasibility
- Options for project governance and management
- Considerations for moving forward with the project

The business plan provides an assessment of the suitability for moving the concept forward and provides recommendations in that regard.

2.0 PROJECT NEED

This section of the report provides a summary of the housing needs in the Township of Central Frontenac based on gathered statistical and survey data. A formal Needs Assessment report was completed as part of the study in December of 2018. The assessment report details general demographic trends and housing characteristics as well as evaluating the need for affordable seniors housing. Summary results from that report are presented herein. These findings are augmented with the results of a community survey, Town Hall meetings and key informant interviews which were undertaken as part of this study, aimed at determining local perspectives on a potential senior's project. Collectively, this information establishes a profile of current and future housing needs for seniors in Central Frontenac, providing the analytical foundation for development of the business case.

2.1 Local housing needs and market indicators

To help document and analyze local housing needs in Central Frontenac, a formal Needs Assessment report was developed as part of the study process. The standalone report characterized housing needs, supply trends and affordability conditions in an effort to identify gaps in the local market, especially with regards to seniors. Summary findings from the Needs Assessment report are as follows:

Population

- The population of Central Frontenac increased slightly from 2001 to 2006 but has declined slightly since then, sitting at 4,373 in 2016
- From 2016 to 2036, there is projected to be a 29.1% increase in the population.
- The number of seniors is expected to grow 32.2% from 2016 to 2036.
- Apart from seniors, growth will be primarily in working age adult and youth age cohorts

Households

- The number of households in the Township have increased slightly from 2001 to 2016 (6.5%), reaching a total of 1,885
- By 2036, there will be a projected total number of 2,520 households in Central Frontenac. This will represent a 33.7% increase from 2016.
- Household sizes are becoming smaller. One-person households are growing at a faster rate, while households with three or more persons are decreasing.
- Couples (those with/without children) make up the majority of households in Central Frontenac and couples with children have seen a modest increase in the most recent Census period
- Almost 20% of senior persons live alone in the Township
- Household and individual incomes are increasing. The average household income in Central Frontenac in 2015 was $72,205, an increase of 36.8% since 2005

Housing Stock

- Single-detached houses are the most common type of dwelling in Central Frontenac and make up almost 95% of all dwellings. There has also been an increase in other dwellings, albeit very minor in nature.

- The condition of dwellings in the Township has remained relatively stable and dwellings requiring major repairs accounted for about 11% of stock in 2016
- Housing stock is generally older with most dwellings being built before 1981 (almost 60%)
- Seasonal dwellings represent a sizable share of all dwellings in Central Frontenac (almost 55% of all dwellings) and will see a slight increase from 2016 to 2036 (2.7%)
- About 411 hectares of land within Central Frontenac is available for future residential development, representing 16.0% of the total vacant designated land within all County settlement areas

Affordability

- Based on Census data, the average house price in 2016 in Central Frontenac was $256,906
- From 2005 to 2015, the average price increased by 74.1% as compared to the County (48.4%)
- Average rents have increased in areas surrounding the Kingston CMA (Zone 4). The average rent increased by 30.9% from 2010 to 2017, an annual average of 4.4%
- Based on survey results, local rents are moderately lower than CMHC Zone 4 averages
- The vacancy rate for the same zone in 2017 was 1.0% for all dwellings compared to 5.2% in 2016
- Almost half of all renters and 20% of owners in Central Frontenac are deemed to have an affordability problem (i.e. are spending 30% or more of income towards shelter costs)

Synopsis of analysis

As a result of the above analysis, demographic and housing trends for Central Frontenac show that:

- Seniors households and their housing needs will continue to be a priority
- For some seniors, isolation will be a factor
- There are very limited options in terms of housing, especially for rental
- Seasonal dwellings are a significant part of the housing landscape
- Shelter costs have risen substantially faster than average household incomes over the last 15 years
- Affordability is an issue for many senior households

This analysis demonstrates that there is a modest demand for affordable, purpose-built rental housing and that as the seniors population continues to grow in the Township, a greater range of options will be required to meet their needs and enable them to 'age in place' in the community.

2.2 Community survey

To augment the needs analysis and gather local community perspectives on housing needs, a survey containing some 20 questions was administered to local residents in early 2018. Surveys were made available in both on-line and hardcopy formats, and all responses received were integrated into Survey Monkey to facilitate tabulation of results. A total of 118 completed surveys were received and while most respondents answered all questions, some chose not to reply to certain questions.

Overall, results from the survey indicated that:

- Respondents were mainly seniors (65+) and reflective of broader community tenure

- Most respondents were from Central Frontenac with the bulk of others from elsewhere in the County
- Seniors housing needs are a priority, although housing for others is also important
- Sharbot Lake is a key location due to services/amenities
- Preference is for apartment and row housing forms
- Support exists for a project size of 6-20 units, mainly one or two bedroom units
- Typical rural-type amenities are desired within the project
- Proximity to seniors-oriented services are also desired
- Preference for eligibility favouring local residents but strong support for any seniors
- Affordable rent ranges (under $750) or near market (under $1,000) are preferred
- No clear consensus was identified on a lead role in project (Twsp. vs. non-private)
- Having government assistance in the form of grants, waivers or land was supported
- There is a high degree of interest in living in the facility but mainly in 5 years or beyond
- 'Other' comments that were noted:
    - A housing facility is needed, move it forward
    - More supported forms of housing will be needed, if not today then soon (i.e. some assistance that helps seniors remain independent)
    - Affordability and community atmosphere are important

A more detailed summary of survey findings and associated frequency charts for each survey question can be found in Appendix B of this report.

2.3 Town Hall sessions

To help gather additional stakeholder and community feedback, two Town Hall session were held in Sharbot Lake in February of 2018 (one in the afternoon, one in the evening). A broad cross section of groups and individuals were invited to the sessions, resulting in a total attendance of about 40-50 persons. At the start of each session, a presentation was provided on the study process, needs analysis, findings to date and next steps. Following the presentation, a facilitated discussion was held among participants to gather their views/perspectives on housing issues in Central Frontenac.

Feedback from these Town Hall sessions can be summarized as follows:

- Limited housing choices exist today
- Affordability is an issue for some but not for all
- Solutions are needed today, we can't wait years to resolve them
- Services/supports are a critical need, how can this be addressed?
- 'Aging in place' is good but servicing people in remote areas in their homes is a challenge
- Why is it so expensive to build new? We need to do it more economically
- Why not make more use of existing homes (2nd suites, home sharing, etc.)?
- If stock is already aging, why invest in it further?
- Mixed feelings about the conversion of seasonal dwellings as a housing option
- Why not encourage condos or private market options too?
- Adaptable design, energy efficiency and sustainability are a;; important
- Need to make it more attractive to NOT leave the area (i.e. maintain services/amenities)

- There are other potential impacts on growth (e.g. in-migration, expansion of Hwy 7, etc.)
- Seniors are no longer just those 65+, a broader definition should be used
- Housing is not just a seniors issue – other groups need housing too
- Integrating housing for groups could be an option (e.g. mixed housing that includes seniors)
- Resources are needed to make housing happen, municipal dollars are not enough

Feedback from the Town Hall sessions was duly considered by the Working Group as it was determining the most suitable concept for a seniors housing project.

2.4 Key informant interviews

As an additional avenue for gathering feedback, a number key individuals in the community were identified in order to seek out their insights on seniors housing. From among the 10 invited individuals, 6 interviews were conducted using a general range of questions to help guide each interview. Respondents provided a variety of suggestions and valuable feedback.

Key findings from these interviews indicated that:

- Seniors needs are important but are actually a reflection of two distinct groups: residents and 'transplants' – the views of each group shape their expectations
- The role families play in supporting seniors has housing dimensions too
- Initially, services at home can help maintain independence
- Care needs are inevitable to serve seniors changing needs, there is a need to plan accordingly
- There is a clear shortage of appropriate & suitable options today
- Housing issues exist for non-seniors too, and there is a clear impact on the community when housing options are not available
- New supply is needed in order to expand the housing stock but retrofits/alteration of existing stock are also a possibility
- Low maintenance and affordability are key for seniors
- Transportation remains a challenge in terms of access
- Breadth of services/amenities and walkability makes Sharbot Lake a prime location for a seniors facility, and the former school site there is ideal
- Housing in other locations of the Township would help spread the benefits
- Rental options are most desirable and developing small 6 or 8 plexes are at a good scale since they can be readily financed
- Shared housing models (coop, co-housing) are also an option, as are tiny homes or other ownership models
- Solutions are more than building new – promoting 2nd suites, granny flats, etc. is also important
- Township role is seen best as a facilitator, municipal government can't do it all
- Actively encourage private sector engagement (via partnerships or with incentives to build)
- Project financing options should consider local investors since the benefits will be local

As with feedback from the Town Hall sessions, key informant feedback was duly considered by the Working Group as it determined the most suitable concept for a seniors housing project.

2.5 Township Working Group feedback

In late spring of 2018, the consulting team met with the Working Group and reviewed the findings arising from the research and consultations to date. The status of local school sites and preliminary technical considerations with regards to private servicing were also reviewed insofar as they might influence the project concept. At the meeting, the group expressed its support for the concept that was emerging and confirmed the following direction for development of the business plan:

- The project should be located in Sharbot Lake, ideally on Township property, recognizing that the former Public School site would be ideal
- A project size of 5 to 10 self-contained rental apartment units was preferred with a mix of one and 2 bedroom units
- In terms of affordability the preferred unit mix was considered to be 50% at average market rent and 50% at affordable rent (i.e. lower end of market, equivalent to 80% of the average market rent)
- The project should Include laundry and social gathering space (modest in size)
- Partnering with the existing community non-profit housing corporation (Central Frontenac Housing Corporation) was of interest and would enhance the success of the project
- The Township was interested in owning the project but felt that management of the project was better suited to an experienced operator. Given their experience in managing affordable housing, Central Frontenac Housing Corporation should be approached to determine its potential interest in managing the facility.

Based on preliminary technical discussions, it was noted that water testing requirements associated with multi-unit residential buildings on private servicing was a factor for consideration. Where a well supplies 6 or more residential units, significant on-going testing obligations are required by legislation. The resulting costs for meeting these requirements which are the obligation of the owner are significant, especially for smaller scale projects which already have cost challenges due to affordability and lack of scale economies. As a result, the initial concept assumed the use of the 5 unit pod model that had been considered for other seniors projects investigated in the County. This approach envisions the development of building pods comprised of 5 units, each building with their own well, thereby allowing projects to be scaled up in a modular fashion in multiples of 5 (i.e. 5 units, 10 units, 15 units, etc.).

The following section of this report provides a suggested concept plan for the project based on the above feedback.

3.0 PROJECT CONCEPT

This section of the business plan defines the project concept, as informed by local needs, community and stakeholder feedback as well as Working Group feedback. These perspectives helped establish the form, scale, unit mix and affordability for the prospective project. Associated project amenities are also defined, recognizing the small scale of the project. As a result of these attributes, basic configuration options for a preferred project concept have been identified. This concept is then analyzed in terms of development potential and financial feasibility in subsequent sections of this report.

3.1 Form and scale

In terms of project form, it is clear that seniors tend to favour low rise forms which are grade-related. This building configuration is highly supportive of accessibility and eliminates the need for stairs, lifts or elevators. As such, a single storey slab-on-grade configuration offers the accessibility and straight-forward layout suitable for a project of this scale and client type. Likewise, using conventional wood frame construction and a standard slope roof for this building form would be highly economical. At the same time, it is recognized that a single storey building requires more land than a multi-storey building and that, when combined with the land area required for a septic system and separation distance required for a water well, creates a need for a suitably-sized property. Therefore, sites with a minimum size of two or more acres are considered most appropriate for project development.

In terms of the units themselves, demand has shown a strong affinity for self-contained apartments that are geared to seniors capable of independent living. This means that each residential unit would have its own kitchen and washroom facilities, unlike congregate living arrangements where these facilities can be shared. From that perspective, the project would be much like a typical low rise rental building. Aligning these residential units around a double-loaded corridor would also provide a high degree of efficiency. Given the current level of demand and the stated preference for smaller scale, the proposed project is being recommended at 10 units organized in two 5 unit pods.

3.2 Unit mix and affordability

Traditionally, senior's housing projects tend to have smaller unit sizes – either one or two bedroom units - as compared with family units, reflecting their inherently smaller household size. Furthermore, affordable seniors units tend to be predominantly one bedroom in size rather than two bedroom, a direct reflection of the rental cost of the unit. Where affordability is less of a concern and household demand warrants, senior's projects would typically have a higher share of two bedroom units. Given the affordability profile envisioned for the project, a unit mix of 80% one bedroom and 20% two bedroom is proposed. For a project of 10 units, this would mean 8 one bedroom units and 2 two bedroom units.

As indicated through community feedback, there is a high degree of interest in rental tenure for the project. This is in contrast to seniors housing models that allow for ownership or some form of equity stake (i.e. condominium, life lease, etc.). Apart from the affordability that rental accommodation provides, there was a clear sense from consultations that prospective residents who were homeowners and would be

downsizing would not be interested in locking up equity in such a project. Instead they would choose to reserve the use of their equity for other retirement purposes.

The consultation and income analysis showed that a mix of market rent and affordable rent units was most desirable for the project. Funding could be available through the successor to the Investment in Affordable Housing Program which is administered by the City of Kingston, the Service Manager for the area. As such, a preferred scenario has been developed which assumed units funded under an IAH-type program. Under this scenario, it was assumed that 5 one bedroom units would be rented at 80% of Average Market Rent (AMR) for the area and the balance of units rented at full average market rent. To encourage energy conservation and to buffer against utility cost impacts, tenants would be responsible for their own heat and hydro costs. To better facilitate this, individual unit heating/cooling systems have been assumed rather than large shared systems.

Given the affordability parameters for the project and the senior client group, it is assumed that a modest unit size would be suitable. This reflects the fact that unit size has a direct influence on overall unit cost and as such, has an impact on project financial viability. However, because a number of units are anticipated to rent at near market rates, they would need to provide comparable value in the market place in order to attract/retain tenants. Small-scale projects like this do not benefit from scale economies and as such, can be more expensive to build on a per unit basis. It is important therefore to rationalize built floor area with regard for maximum chargeable rent in order to support viability. With this in mind, one bedroom units are assumed at a size of 600 square feet (gross floor area, GFA) while the two bedroom units have been assumed at 750 square feet GFA.

3.3 Amenities

In terms of in-unit amenities, it is anticipated that standard appliances would be provided (fridge + stove) along with modest storage space. It is also assumed that visitability would be provided interior to the units by maintaining open radius layouts in both the kitchen and bathroom of each suite. Building in options for grab bars in unit bathrooms is also assumed. In terms of building visitability, wider common corridors and open radius layouts in laundry and common areas would be employed. In addition to constructing the building at grade, common entry doors would provide for full accessibility. Two units would also be semi-modified to accommodate tenants with mobility impairment, incorporating additional unit features like a roll-in shower and more accessible kitchen. This would provide the ability to meet changing needs as tenant's age in place. Surface parking would also be provided, recognizing that while most tenants would prefer walkability, there would be a need to provide for basic parking as well as visitor parking in accordance with zoning requirements. It is assumed that 12 parking spaces would be provided as part of the project concept.

Community consultations identified a wide range of potential amenities/features that could be included within the common area of the project. At the same time, there was a recognition that only modest opportunities for amenity space would exist for a project of this small scale. As above, scale economies for smaller projects make it challenging to add additional GFA due to the limited offsetting income potential of this space. The more amenity space that is added, the more expensive the project is to build and operate on a per unit basis.

While there are cost pressures inherent in adding amenity space, creating opportunities for tenants to socialize in a sheltered space was highly valued by stakeholders. To strike a balance in this regard, it has been assumed that a double loaded common corridor would be used to connect all units internally, providing a common access point to the project as well as sheltered access to each unit. Modest coin operated laundry facilities would also be provided (1 pair washer/dryer per building) for added resident convenience. Adjacent or in combination with this space, it is also assumed that a common sitting area would be provided in each building for the benefit of all tenants. This informal space would provide year round indoor shelter and would account for not more than 500 square feet GFA per building. The size and configuration of this space would be subject to adjustment based on overall building layout. In addition to a small individual patio areas for each unit, a common outdoor amenity area would also be provided adjacent to the common interior space.

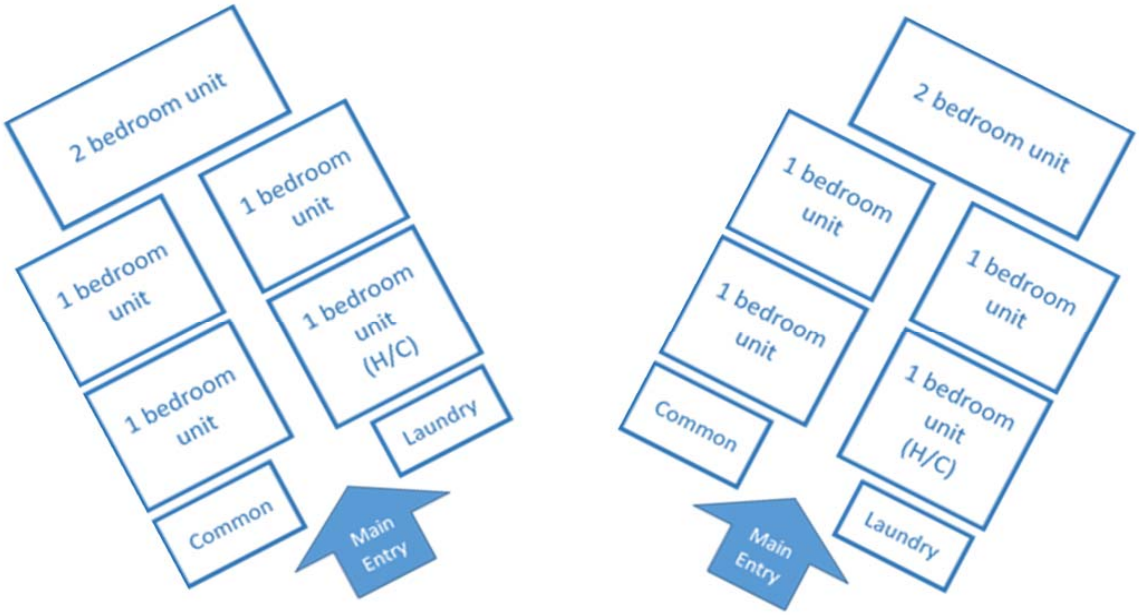
3.4 Preferred project concept

Based on evaluated needs, consultation feedback and with regard for project development experience, a preferred project concept has been developed. The proposed project concept assumes:

- 10 self-contained rental apartment units in two 5 pod buildings, each building configured with units aligned along a common, double loaded corridor
- Of these units, 8 would be one bedroom units (600 s.f.) and 2 would be a two bedroom unit (750 sq. ft.) – two units would be semi-modified for mobility needs
- Units would be geared to seniors (65+) who are able to live independently
- Market rents charged for all units would be equivalent to average market rents in the area and would not include utilities (i.e. heat/hydro paid by tenants)
- Where IAH-type funding is secured for the project, the rents charged for funded units would have to be no more than 80% of the average market rents
- Laundry facilities and a modest common room area would be provided for tenant socialization
- Total initial building GFA is estimated to be in the order of 8,100 s.f. (GFA)
- Building construction for each pod is anticipated to be in a single storey, slab-on-grade form with conventional wood framing and a standard sloped roof
- Water and septic services for the project would be provided via private on-site systems
- To facilitate aging in place, the building and the units would be designed to a visitable standard
- Surface parking for 12 spaces would be included in the project

While the ultimate design of the project would provide for component space and the overall configuration of the building, a conceptual layout is provided for illustrative purposes in Figure 2. This is conceptual only and illustrates the expandable 5 pod model being proposed. The actual siting of each building pod on the property would be subject to well location, septic bed layout, site topography and site plan layout.

Figure 2 - Conceptual building layout



Having established the preferred project concept, subsequent sections of this report will assess associated development considerations and evaluate the financial feasibility of the project.

4.0 DEVELOPMENT CONSIDERATIONS

A number of development considerations were examined as part of the concept evaluation process. These included a review of possible development opportunities, options for procuring the project, as well as technical/servicing considerations. This section of the report also examines required land use approvals and sustainability features associated with the preferred project.

4.1 Potential development opportunities

Based on existing needs, community amenities and consultation feedback, a project location within an established settlement area and close to amenities/services was considered most desirable. The utilization of Township property was also seen as beneficial for financial reasons. Initially, two potential school site were examined; one in Parham (Hinchinbrooke P.S.) and one in Sharbot Lake (Sharbot Lake P.S.). These sites were identified primarily on the basis of their existing structures, land size/configuration and municipal ownership. Initial investigations deemed these properties to be less attractive from the perspective of utilizing the existing structures but the lands were deemed suitable. Between the two sites, the Working Group had a clear preference for the Sharbot Lake site, given its proximity to a wide array of services and amenities.

To ensure that other possible Township sites in Sharbot Lake were considered, Township staff also identified another property within the village proper adjacent to Elizabeth Street. As a result, two properties in Sharbot Lake were examined as part of a more detailed review (see Figure 3). In addition to preliminary technical reviews, site visits were also conducted to assess potential for each prospective development opportunity. As a preliminary level assessment, the results of these reviews are discussed in general terms and results noted below.

The properties identified by the Township were assessed against their potential to address site requirements for the project while still maintaining reasonable proximity to services and amenities. New construction on appropriate vacant lands within established settlement areas is considered the most appropriate option because it:

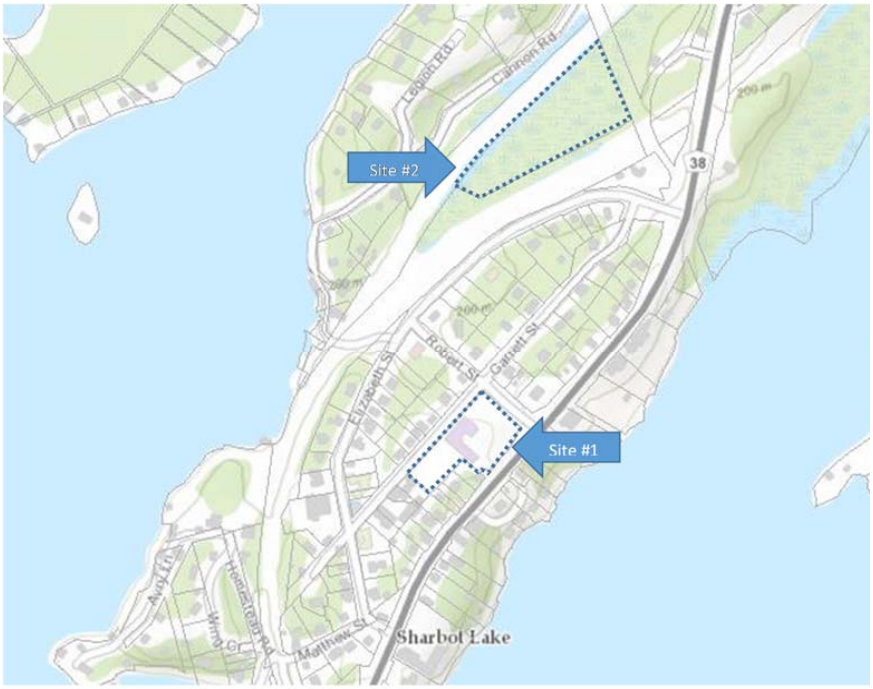
- does not require extensive land assembly with multiple parties in order to effect
- provides more financial and design flexibility to configure spaces in accordance with the preferred building concept
- avoids any potential issues associated with adaptive re-use or demolition of existing structures (i.e., code issues, designated substances, servicing and HVAC constraints, etc.)
- better suits the visitability/accessibility requirements of the project in a single storey configuration due to larger available site areas

Redevelopment and acquisition/rehabilitation options were deemed to be less attractive due to the limited opportunities and economic/operational factors. As such, they were not targeted for evaluation as part of this business case process. In the case of Sharbot Lake P.S., the site was deemed only usable for new

development with the existing building slated for demolition. As such, this property has been evaluated within the business case as if it is a vacant property.

The assumed project floor plate of 8,100 square feet and lot requirements for septic system services and water well separation distances mean that the minimum lot size for the preferred project concept in a single storey configuration would be in the order of 2 - 3 acres, depending on soils conditions and surrounding uses[1]. There are limited options in terms of vacant parcels within the village boundaries – whether municipal or otherwise - that could meet these requirements. While options may exist beyond these boundaries, they would situate a prospective project further from the community services, amenities and conveniences that may be available.

Figure 3 - Potential sites in Sharbot Lake



Site review

Both properties were examined for suitability under a new construction scenario. It should be noted that both sites would require development approvals in order to accommodate the permitted use and from that perspective, were deemed equally impacted. The sites reviewed are also located in close proximity to one another within the core village area, although the school site is more centrally located and had direct access from multiple streets.

[1] This lot sizing is based on traditional private servicing norms and is reflective of individual site servicing. Where communal service systems or alternate septic system technology is employed, smaller lot sizing may be permissible.

A number of services are available in the core village area, including:

- Restaurants/coffee shop
- Grocery store
- Community services/offices
- Medical clinic
- Banking facilities
- Professional services
- Retirement home (private)
- Municipal offices
- Community hall
- Post office
- Library + parks
- Royal Canadian Legion
- Church
- Inn + Bed & Breakfast

Further from the main village core, there are variety of other service and amenities also available including schools, gas stations, general and convenience stores, bakery, OPP station, LCBO, beer store, hardware store and hair salon. As the largest settlement within Central Frontenac and given its location straddling the Highway 7 and Highway 38 junction, Sharbot Lake acts as a service node to the surrounding region.

The two municipal sites in Sharbot Lake that were reviewed are discussed below.

Site #1 – Garrett Street site (Sharbot Lake P.S. property)

The site has the following characteristics:

- 2.93 acres in total
- 600' primary frontage on Garrett St., secondary road frontage on Robert Street and Highway 38
- Topography slopes down from southwest to north east towards Highway 38, exposed bedrock is evident
- Existing former school building, well + septic system on site
- Official Plan designation is Residential District + Commercial District
- Zoning is R1 (general residential) + C (general commercial)

The overall site is reasonably sized but the topography of the site and exposed bedrock would be development factors. The existing school building is slated for demolition and building in proximity to this footprint would be plausible. Any prospective environmental issues associated with the existing building would need to be addressed as part of the demolition process. Situating a new build to take advantage of existing well and septic systems would represent a design challenge and have layout impacts. The site is in immediately proximity to Highway 38 and services in the village core area are nearby. In terms of land use, the site would require rezoning to RM (multiple residential) to permit the intended use and would likely need added relief to address zoning provisions (i.e. setbacks, etc.).

Site #2 – Elizabeth Street site

The site has the following characteristics:

- 4.16 acres in total
- Proximal to Elizabeth Street but no formal road frontage
- Topography is flat and open but lower in elevation and with adjacent ponding
- Vacant – no buildings on site, no services
- Official Plan designation is Residential District
- Zoning is R1 (general residential)

The site is adequately sized and may be suitable for use but has development issues which could influence its use for housing. Currently the site does not have formal road access and parcel consolidation or re-alignment would be required to secure formal road access. The low elevation of the site may also signal issues associated with proximity to water table, soil bearing issues and questions regarding ability to install private well and septic systems. Its proximity adjacent to a former railway corridor also may signal environmental considerations which would need to be confirmed via testing. As with site #1, the site is proximal to the core area but is not as centrally located. In terms of land use, the site would require rezoning to RM (multiple residential) to permit the intended use and would likely need added relief to address zoning provisions (i.e. setbacks, etc.).

Preferred property

Of the two sites reviewed in detail, the site deemed preferred by the Working Group was the Garrett Street site (as shown in Figure 4). The site is of ample size to accommodate the proposed development once the demolition of the current school building is completed. The proposed project may also be able to capitalize on the existing well and septic system situated on-site, although the layout and configuration of the new buildings would need to have regard for the location of the existing systems. Technical testing would be required to confirm the suitability of the systems to accommodate proposed potable water and waste water requirements, and an additional well would need to be drilled under a private servicing scenario to accommodate the 2-pod development model. Under a communal servicing approach, on-site requirements may be substantially reduced, depending on location and configuration (see section 4.3 for a more detailed discussion on servicing options).

Figure 4 – Garrett Street site (Sharbot Lake P.S. property)



No environmental issues are known to exist on the property but to ensure this, an Environmental Site Assessment would need to be undertaken as part of the due diligence process. Alternately, a Record of Site Condition issued post of demolition may be an alternate way to address this need. Given that the site is to be made available by the Township on a vacant possession basis, the property will be provided post of the demolition of the school building and with the site cleared of all materials and debris. Soils investigations would also be required as part of the due diligence process to confirm geotechnical conditions and to define septic servicing parameters where the existing on-site system was deemed unable to meet project needs. Cost allowances for basic technical testing have been included within the financial modelling for the project.

The property identified has a number of strategic advantages when weighed against the other property options that were examined over the course of the study. The subject site is:

- suitable in size and has sufficient frontage to support the proposed concept
- has an existing well and septic system on site that could help to service project needs
- can accommodate new well and septic systems if these are ultimately deemed necessary via testing
- situated in close proximity to the core village area and the range of amenities it offers
- owned by the municipality and as such, can be re-zoned to permit seniors housing in a more direct manner than an external organization

4.2 Preferred option and procurement

Given the defined project concept and the prospect of the site being provided on the basis of vacant possession post of demolition, there is a clear preference for developing the proposed project under a new construction scenario. The Garrett Street site presents a viable opportunities for development but would be subject to appropriate due diligence investigations to confirm the usability of existing well water and septic system facilities on-site. Geotechnical investigations and installation of a new water well would also need to be considered as part of this review. Locationally, the site is situated near the core of the village area and therefore has direct access to a number of basic amenities via a short walk. The site is of sufficient size to accommodate the building form/size currently envisioned and may have potential for future expansion if incremental servicing can be accommodated and configured within the planned site layout and the topography of the site.

Typically under a new construction scenario of this type, procurement of the project would be pursued through a formal tender and fixed price construction contract. To help guide the development process, a proponent would also engage an experienced development consultant. The role of the consultant would be to guide the proponent through the development process, from initial concept and feasibility testing through to construction and move-in. As part of this process, the proponent would also engage an architect to undertake project design. Once design drawings and construction documents were developed and approved, the project would be tendered for pricing, either by invitation or by public tender call. This would encourage competitive pricing for the project among qualified local contractors. This is a standard procurement approach and one that is commonly used where public funds are involved.

Financial modelling assumptions have assumed a typical design and tender process with conventional construction techniques. As such, pro forma figures include development consultant, architect and

contractor estimates. While 10 units are anticipated under this initial concept, it would be prudent to design allowing for the potential expansion of the project in the future. In that regard, initial project siting should have regard for the requirements of any possible future expansion. The same holds true for the design and siting of the required servicing systems. A wide range of septic technology exists and it would be advisable to design-in the potential for future expandability for the existing system to help make most efficient use of the site area. Where communal servicing options are to be pursued locally, the configuration of the project and layout of the site would also need to have regard for this future potential.

4.3 Servicing & technical considerations

As noted, there are technical and service considerations associated with project development, many of which must be considered as part of the due diligence process prior to property acquisition and configuration. In the case of the proposed project, the most basic of these is the requirement for an Environmental Site Assessment (ESA). A phase 1 ESA would typically be undertaken as a screen to determine if there are any potential environmental issues associated with the property. This is primarily due to legislation around environmental liability which places obligations on property owners in regards to found contaminants. Given that demolition of the existing structure would clear materials and debris from the site, it is assumed that a Record of Site condition would be secured through that process. No known environmental conditions exist for the property but where required, a phase 1 ESA would be completed to confirm this. The current financial pro forma has allowed for a phase 1 ESA but has not included an allowance for any environmental remediation.

A second consideration relates to septic system requirements for the project. It is expected that a class 4 septic system would be required for the project in order to meet legislated requirements. An existing system has been located on-site that was reportedly installed in 1984 and used for the former school. It is located in the northwest corner of the property and it is comprised of a distribution/holding tank (9000L) and two filter beds (+/- 50m^2 each). The size and design of such systems are based on anticipated flow calculations as well as the type and quality of the filter medium used. An inspection and testing of the septic system would be required in order to confirm its remaining service life and its suitability in terms of size and configuration to meet project needs. Pro forma assumptions have allowed for septic system testing that will help determine the adequacy and usability of the on-site system.

Where the system is of insufficient size or construction to permit development, expansion of the existing system or design/construction of new system may be required. In this instance, the condition of the soils on site are a key factor in determining septic system requirements. These same studies could also be used in determining structural bearing requirements for footings and site works. Given the former site use and the preference for a single storey slab-on-grade form with wood frame construction, these requirements are anticipated to be quite minor. Pro forma assumptions have allowed for soils testing but have not allowed for additional septic system costs beyond the existing on-site system.

It should be noted that emerging technologies are continuing to expand the range of available options to address private septic system requirements. In many instances, these options serve to enhance efficiency by reducing the site area necessary for treatment/filter medium, thereby promoting more efficient use of land. Where the existing systems are deemed insufficient, the results of soils analysis may help identify

other potential private system options for consideration, include options that could be expanded in the future to accommodate additional housing units. Given the siting restrictions for septic systems, it will be important under this scenario to consider design options early in the development process to help inform site configuration and layout.

It should also be noted that the option of communal servicing was identified in the site review process. Under this option, servicing would be shared among a number of land holders and the cost for installation and maintenance of the systems would likewise be shared. The primary benefits of this approach are that it enables a more efficient use of land as compared to individual private systems and helps to defray the cost of servicing on per a unit basis by sharing these costs across multiple owners, which is typically more cost effective when compared against municipal systems. The reduced number of private systems is also seen as a key benefit, reducing the number of potential impairment sources in the environment. While there are operational and risk management considerations, the communal approach to servicing is seen as a more beneficial way to approach development in rural communities.

The County of Frontenac recently completed a study on this servicing approach and will be pursuing a pilot program to test opportunities[2]. While considered more commonly at the subdivision scale, the pursuit of communal servicing in proximity to the Garrett Street site in Sharbot Lake could create opportunities to have a more compact built form for the seniors housing project and also allow for additional development density on the property. Sufficient testing to demonstrate feasibility and interest among area land owners would need to be confirmed in order for the communal option to be considered locally. Likewise the cost implications for the seniors project would also need to be considered in the financial analysis to determine suitability for the project. Where suitability, costs and timing can be aligned, a communal approach to servicing may be an option for the project.

A third technical consideration for the project is potable water. An existing well is situated on-site that served the former school building and it is assumed that this well would be utilized for the project. Technical testing for flow and potability would need to be undertaken to determine suitability and adequacy. Given the nature of current well water regulations, it is assumed that drilling a new second well specifically for the housing project would also be required to avoid excessive on-going testing costs and in that regard, an allowance has been provided in the pro forma for this expense. The siting of the new well would need to have regard for the location of existing services on site, required separation distances and building layout. Consideration for a possible future expansion to the project would also need to be considered when siting the second well.

Hydro servicing would also need to be confirmed as part of the pre-acquisition checklist. Through the site visit process, a visual check indicated proximity to hydro service for the preferred site. However, capacity and access points for service would need to be confirmed once siting and building location are confirmed. A hydro connection fee has been assumed in the pro forma construction figures. Natural gas is not currently available in Sharbot Lake and as such, residential heating is commonly provided through electric, oil or propane sources. Renewable energy sources are also possible (e.g. solar, wind) but would have to be evaluated on a cost/benefit basis given the small scale of the project.

[2] "*County of Frontenac Communal Services Study*", WSP Consulting, June 2019

4.4 Land use approvals

Land use approvals can play a significant role in project development, depending on prevailing rules and regulations. A review of local land use documents confirmed that a number of land use approvals may be required to facilitate the proposed project at the preferred sites. These include:

Official Plan Amendment (OPA) – The preferred site is largely designated "Residential District" under the Township's proposed Official Plan (draft July 2018) with a veneer of "Commercial District" designated lands fronting onto Highway 38. There are a broad range of permissions under these designations. An OPA **may** be required for the subject depending on the OP policy in effect at time of development but these are not anticipated. If a site-specific OPA is required, additional studies may need to be submitted in support of the OPA above and beyond the application and planning rationale.

Zoning Bylaw Amendment (ZBA) – Under the current zoning bylaw, the preferred site is bisected by R1 (general residential) and C (general commercial) zones which does not allow for the proposed multi-residential use. As such, a site-specific ZBA would be required to re-zone the lands to Multiple Residential (RM) to permit the development of a senior's multi-unit housing facility. Based on final building, well and septic system design, relief from other performance standards may be required and these could be handled as part of the same ZBA application. In order to expedite approvals and given the common issues involved, **IF** an OPA is required it would be prudent to make application for both the OPA and ZBA concurrently.

Site Plan – As a multi-residential development, a project of this nature would be subject to site plan approval. This approval would involve determination of siting, elevation, drainage and other site-based requirements for the project. Obligations with regards to access/egress, landscaping and other obligations would also be required and typically enshrined in a formal site plan agreement as part of the approvals process. Chronologically, application for site plan would be done in advance or concurrently with the application for building permit.

Building Permit – As part of the construction process, a building permit would be required, ensuring that the project was designed in conformity with the Ontario Building Code. While this approval is typically straight forward, the confirmation of potable water and suitable septic system to serve the project would be required before a permit could be issued. As such, the approach to servicing would have to be confirmed prior to application for a building permit.

As a proponent of the senior's housing project and as the local approval authority, it is not anticipated that the Township would have issues in supporting the land use approvals for the proposed project. That said, there are mandatory public consultation requirements associated with some of these approval processes and rights of public appeal on municipal decisions. Appeals of decisions could result in delays and add costs to overall project development. Provided that care was taken in addressing the concerns of neighbours through the planning process, it should be possible to secure necessary approvals.

Each of the approvals processes also involve the remittance of fees which would add development costs to the project. Given the small scale of the project and since the Township is a primary proponent of the project, it is assumed in pro forma modelling that application fees would be waived by the Township.

4.5 Sustainability

An important lens for project development is the County's sustainability principles, as articulated in "*Directions for our Future: County of Frontenac Guide to Sustainability*". A stated objective of this business plan is to ensure that the proposed project concept supports sustainability objectives. In comparing the proposed project concept with *"Directions for our Future*", it's clear that a number of objectives are being promoted across a range of sustainability areas. These include:

- *Land use planning/management* – the efficient and orderly development of vacant lands in a compact footprint, allowing for future expandability as warranted
- *Energy* – the inclusion of energy efficient building features and conservation measures that can be adapted over time (e.g. low voltage lighting, occupancy sensors in common areas, etc.)
- *Water* – having safe, effective waste management systems (i.e. septic) that protect groundwater and features that promote conservation (e.g. low flow faucets, toilets)
- *Solid waste management* – reduction in solid waste through the use of recycling and composting
- *Transportation* – encouraging walkability and pedestrian access to settlement areas where possible
- *Housing* – providing more diversity in housing choice, encouraging 'aging in place' for area residents and promoting quality, compact design

While pursuing sustainability practices is a prime consideration of the County, it is recognized that utilizing certain green and renewable energy technologies can be cost-prohibitive for projects of a smaller scale. In these instances, the payback period can be unrealistic for the upfront investment required. For that reason, practical, modest cost features are encouraged to promote energy efficiency. These can include things like:

- Solar orientation of the building
- Added insulation in roof and walls
- Efficient thermal windows and doors
- High efficiency HVAC systems

5.0 FINANCIAL FEASIBILITY

A key part of determining a project's viability involves assessing its financial feasibility. At the initial concept phase, this feasibility is based on preliminary assumptions, recognizing that a project's composition can change as the concept is refined. Throughout a project's development, this feasibility is tested repeatedly at key milestones as estimates, costs and assumptions are refined. This process enables continued viability checks leading up to the point of construction and allows for decision-making at key milestones regarding whether to proceed.

Through the concept development process, financial assessments were done to hone the preferred concept. Initially, a general pro forma analysis was done to examine a 10 unit single building project versus a 10 unit project developed in two 5 unit pods. The primary focus of this analysis was to test the impact of well water configuration under these two scenarios; one requiring sustained on-going testing under a single building approach and the other having minimal testing requirements as it fell below the legislated threshold for on-going testing. The analysis showed that the single building approach with on-going testing was non-viable.

Subsequently, costing for the two 5 unit pod model was refined based on adjusted cost estimates. Investigations into municipal financing and contributions was also undertaken to determine if and where possible cost savings could be gleaned. Through these discussions, a refined financial approach was developed based on pro forma modelling. For the purposes of this business plan, financial feasibility has been based on this refined financial approach by using preliminary estimates and assumptions that reflect the current project concept. It is fully expected that as this concept is further refined, financial parameters would need to be reviewed and re-tested to ensure continued viability.

The development scenario created to test project viability includes 5 one bedroom units funded through a program similar to the Investment in Affordable Housing (IAH) capital funding program. In this scenario, rents for funded units are set at 80% of average market rent (AMR) and would receive $150,000 in capital funding per affordable unit. The remaining 5 one and two bedroom rents are set at the AMR and do not receive capital funding from this program. Under this scenario, the County commitment of $330,000 and a local contribution of $100,000 is required to make the project financially feasible. Details regarding testing and component revenues/expenses are outlined in the following section.

5.1 Project assumptions/parameters

As an integral part of the business plan, the project must demonstrate financial self-sufficiency in order to attract financing commitments. Therefore, the pro forma must clearly show that the operation of the project will generate sufficient revenues to cover debt service (i.e. mortgage), operating costs and funding of a capital reserve, all while achieving a positive debt service ratio.

In order to achieve operational viability, capital costs and associated borrowing requirements must be minimized where possible. Contributions to offset capital costs are also used to reduce debt service costs

for the project (i.e. mortgage payments) and in that regard, a number of funding sources have been identified to meet these costs.

General assumptions utilized in the financial analysis of the project are as follows:

- 10 units total situated in two 5-pod buildings – 8 one bedroom units (600 s.f./unit) and 2 two bedroom (750 s.f./unit)
- Total buildable area – 8,100 s.f. gross floor area (GFA), including modest amenity space
- Building construction – single storey slab on grade, wood frame with standard sloped roof
- Servicing – Private well and septic system
- Procurement - design/tender (stipulated price contract)
- Financing – conventional mortgage via private lender with CMHC insurance
- Contributions – fees waivers and land provided by Township + $100,000 capital contribution, County capital contribution of $330,000, IAH-type funding for 5 units ($150,000 x 5 = $750,000)
- Owner status – municipal corporation

Using these guiding assumptions, a refined financial plan for the proposed project has been established and tested for feasibility. The following sections identify the estimated capital and operating costs of the proposed project as well as the funding and capital equity requirements. In addition to the detailed assumptions that are discussed in the sections following, summary pro forma tables are also provided in Appendix A that help to clarify the basis for the estimates used.

5.2 Estimated capital budget

Capital costs are those costs associated with establishing the project and include land, construction and related development costs. The table below is a general summary of the overall estimated capital costs for the proposed senior's housing project.

Estimated Capital Budget

Capital Costs	
Soft Costs	
Building Design/Consultant Costs	$287,540
Site Costs	$36,160
Legal and Organizational Costs	$40,115
Financing Costs	$64,754
Fees and Permits	$37,380
Contingency	$21,205
SOFT COSTS TOTAL	**$487,154**
Hard Costs	
Construction Costs	$2,063,877
Land Costs	$250,000
HARD COSTS TOTAL	**$2,313,877**
HST (*include in above lines*)	$279,292
TOTAL CAPITAL COSTS	**$2,801,031**

The total capital costs for the proposed project under this configuration are estimated to be $2,801,031. This total includes hard costs (land and construction) of $2,313,877 and soft costs of $487,154. It also includes an HST amount of $279,292. Details regarding component capital costs are identified below. Total capital costs would be offset by the financial resources and funding outlined in Section 5.4.

Soft Costs

Soft costs account for the many items/tasks necessary to design and bring the project to the point where construction can occur. Soft costs for the proposed project are assumed to include:

- *Building consultant costs* – includes architect, development consultant and quantity surveyor costs as well as associated disbursements
- *Site-related costs* – includes site surveying, technical testing and a phase 1 environmental site assessment as well as septic system testing and testing/drilling of a new well (offsets for some of these costs are identified in Section 5.4)
- *Legals and organizational expenses* – includes legal and organizational expenses as well as capital audit, appraisal and property taxes during construction
- *Financing costs* – includes interest during construction as well as lender fees and mortgage insurance premiums (CMHC insured mortgage)
- *Fees and permits* – these include development application fees and building permit fees (offsets for these costs are identified in Section 5.4)
- *Contingency* - a contingency of 5% has been included to account for unforeseen soft cost variances

Hard Costs

Hard costs account for land, construction and associated costs for building and fitting up the project. For the proposed project, hard costs are assumed to include the following:

- *Construction costs* – base costs are assumed at $200/s.f. (GFA) and reflect new construction
- *Demolition costs* – excluded as the site is to be provided as 'clean & vacant' at point of transfer
- *Site servicing* – includes costs for hydro connection fees
- *Appliances* - includes costs for in-unit appliances (fridges/stoves) as well as washer/dryer facilities in the common area
- *Contingency* – assumed at 10% of construction cost + site serving costs to account for unforeseen costs/charges
- *Land* – assumed cost of $250,000 (owned land used as equity, improved due to demolition)
- *Harmonized Sales Tax* – assumed as applicable for total capital costs

5.3 Estimated operating budget

Once built, there are on-going costs associated with operating and maintaining a project. The tables following provide a general summary of the overall estimated operating costs for the first year of operation for the proposed senior's housing project.

The total operating costs for the proposed project under this configuration are estimated to be $89,657. This includes maintenance and administration costs, as well as mortgage costs and capital reserve contributions. HST payable and associated rebates have also been factored into these costs. Net revenues are projected at $96,989 and include rents, laundry revenues and vacancy loss. As a result, a net annual surplus of $7,332 is projected which translates into a debt coverage ratio of 1.14, which demonstrates financial feasibility. Details regarding component costs and revenues are identified in the section that follows.

Estimated Year One Operating Budget

Operating Budget	
Estimated Operating Revenue	
Rental Income from Tenants	$97,308
Laundry Revenue	$2,600
Vacancy Loss	-$2,919
Total Operating Revenue	**$96,989**
Estimated Operating Expenses	
Maintenance – Wages, Materials and Services	$6,500
Heat & Water	$0
Electricity	$2,000
Property Management Fee	$10,733
Other Administrative Materials & Services	$0
Capital Replacement Reserves Contribution	$3,996
Insurance	$2,500
Property Taxes	$12,000
HST	$4,905
HST Rebate	-$4,243
Mortgage Payments	$51,266
Total Operating Expenses	**$89,657**
Net Operating Income	$58,597
Debt Service	$51,266
Debt Coverage Ratio	1.14
NET OPERATING PROFIT/LOSS	**$7,332**

Operating Revenue

The operating revenue refers to the on-going income for the project and would include such components as rental income, sundry income and funding contributions. The sources of revenue during the operational phase of this senior's housing development are expected to include only rental income from tenants and laundry revenue.

Operating revenues in the first year are assumed to include the following:

- *Rental income* – rents are based on surveyed market rents for the Central Frontenac area and reflect defined levels of affordability (5 units at 80% of AMR, 5 units at AMR)
- *Laundry revenue* - laundry revenue generated from coin-operated machines has been estimated at $2,600 annually

- *Vacancy loss* – throughout a typical year, vacancies can occur due to the timing of move-ins and move-outs. An allowance of 3% of revenue has been used to account for this loss.

While not defined in first year budget figures, it is anticipated that the annual increase in tenant income will be based on the average rate of change of the Ontario Rent Increase Guideline over the last five years.

Operating Expenses

Operating expenses include regular day-to-day costs for running the housing project, such as maintenance and services, utility costs, property taxes, landscaping, property management, insurance, administrative materials and services, HST and contributions to a long-term capital replacement reserve fund.

Estimates of operating expenses for the proposed project have been developed using data from projects of a similar nature. The total operating expenses for the proposed project are estimated for the first year to be $89,657 and are comprised of the following notable items:

- *Maintenance, administration, insurance and property management* – Cost estimates are based on average per unit costs in actual projects and assume the use of contract or part time staff for necessary duties, given the small scale of the project.
- *Utilities* – have been assumed for hydro in common areas only as it is expected that heat and hydro for individual units would be paid directly by tenants.
- *Capital Replacement reserves* – in accordance with CMHC mortgage insurance requirements and prudent practice, an annual contribution to the project's capital reserve fund is assumed in an amount equal to 4% of total operating revenue. This reserve would be used to fund future lifecycle capital repair costs as needs arise.
- *Property taxes* – property taxes for all units have been assumed at the current multiple residential rate. However, it may be necessary to provide property taxes at a reduced rate. Under past programs, taxes for the funded units would need to be equivalent to the single residential rate to qualify for funding. This would require a formal tax reduction by the Township and County.
- *Harmonized Sales Tax* – applicable HST has been assumed as well as an associated rebate. The rebate is equivalent to that permitted by municipal providers.
- *Mortgage payment* – An annual mortgage payment of $51,266 has been assumed based on the projected lending amount ($1,101,564), a 35 year amortization period and a mortgage-insured interest rate of 3.00%.
- Preferred rates and amortization are assumed as the mortgage would be CMHC insured but held with a private lender.

While not expressed in the first year operating budget, expenses for maintenance, other administrative materials and services, insurance and property taxes are assumed to increase by 2% per year. This is based on the 5 year average rate of increase in the Consumer Price Index. Other expenses, such as hydro, are assumed to increase by 4.34% annually based on the five-year average rate of increase in the Consumer Price Index for utilities.

5.4 Funding/capital requirements

As an affordable housing project, there typically are contributions, fee relief and/or funding that is required in order to ensure affordability and maintain financial viability. These contributions provide an important revenue bridge between the lending capacity of the project and total costs. The table below provides a general summary of the sources of funding that have been assumed for the proposed senior's housing project.

Anticipated Project Contributions

Contributions	
HST Rebate	$241,588
Fees and Charges Waived	$27,880
Capital Grant from the County	$330,000
IAH Funding	$750,000
Equity Contribution (land)	$250,000
Equity Contribution (other)	100,000
TOTAL CONTRIBUTIONS	$1,699,468

Many of these contributions involve waivers of municipal fees/charges while others involve eligible tax rebates or cash contributions. Details regarding contributions are identified below.

- *HST Rebate* – The project has been assumed as sponsored by a municipal entity and as such, the project would be entitled to receive a 78% PST rebate and a 100% GST rebate, resulting in a total HST rebate of $241,588.
- *Wavier of Planning/Building Fees and Charges* – As a County and Township-supported project, it is assumed that municipal contributions in-kind that enhance financial viability would be welcome. Accordingly, it has been assumed that municipal fees for required land use planning approvals, building permit fees and associated charges, estimated in the order of $27,880 would be waived for the project.
- *Capital Grant from the County* – In accordance with the terms of reference for the business plan and based on funding allocated for seniors housing by the County, it has been assumed that the project would receive a capital grant of $330,000 from the County of Frontenac
- *Land Value* – The Township owns the property for the project and as such, the value of the property would be deemed an equity contribution to the project at a value of $250,000. This value reflects a past appraisal as well as the improved value post of school demolition and site clean-up.
- *Equity Contribution* – Based on current estimates of total project costs, potential contributions and assumed debt service capacity, a total equity contribution of $100,000 is required to make the project financially viable ($20,000 of which is earmarked for site preparation costs). This equity could be secured in the form of an additional cash contribution, fund raising or some combination thereof.

5.5 Financial viability

The financial plan outlined above presents capital and operating budgets that result in a feasible and self-sustaining project used current assumptions. Based on these estimates, total project costs would be in the

order of $2.8M. Funding for development costs would be provided through conventional financing of approximately $1.1M, and a range of project contributions/rebates totaling $just under $1.7M.

Operationally, the project is estimated to have an initial annual operating cost of $89,657 which would be offset by rents and revenues in the order of $96,989. This would result in a modest annual operating surplus of approximately $7,332. Calculations show that, based on this operating cost structure, the project would achieve a debt coverage ratio of 1.14, demonstrating that it is financially viable.

That said, viability assumptions do rely on a number of contributions and fee relief to help defray project costs. These contributions would require the support of both the Township and the County in order to be realized.

Going forward, it will be critical to re-test assumptions as cost and revenue estimates are refined. This will help ensure that as the project concept evolves, options to maintain financial viability can be considered and applied as needed.

6.0 GOVERNANCE

An important consideration in moving forward with the proposed project is understanding how it will be sponsored and operated on an on-going basis. This has implications not only for basic operations and sustainability but can have an impact the financial assumptions for the project. Following is a review of key governance issues.

6.1 Project ownership/oversight

The project sponsor – the owner – has a fundamental role in the development and long term success of the project. Typically for a project of this nature, an established non-profit housing organization would be a prime sponsor. The experience they have in project operations and property management would be highly beneficial.

The one local organization with experience in the ownership and management of affordable rental housing is Central Frontenac Housing Corporation (CFHC), which owns and operates a number of buildings in and around the Sharbot Lake area. Based on very preliminary discussions, the Corporation may have an interest in some form of involvement in the project. Their expertise and experience in property management of affordable housing make them well suited to be retained as the property managers for the project and this should be strongly considered. While the Township may be best suited to own the project, any form of involvement in the ownership of the building by the CFHC would need to be discussed with their Board and senior staff.

A second alternate approach which could be considered would be the creation of a separate, legally distinct non-profit housing corporation that has representation from both the Township and CFHC on its Board of Directors. This mix of representation on the Board of the corporation would facilitate arm's length local oversight while at the same time compartmentalizing liability and risks associated with operations. The on-going involvement of the Township would further help to provide stability and continuity for the project. The stability of this alternate approach is seen as highly desirable in getting the project up and running where the Township does not want to take on full ownership responsibilities.

6.2 Planned approach to management

As noted above, Central Frontenac Housing Corporation possesses the experience and expertise to undertake the property management and maintenance of a building of this nature. Given the modest size of the project, this involvement would be on a part-time basis. They could be retained on this basis for an annual property management fee which would be negotiated with the Board of Directors.

7.0 MOVING FORWARD

7.1 Summary of preferred concept

Based on demonstrated needs, community consultation and business case analysis, the concept for a small scale seniors housing project situated in Sharbot Lake has been developed. This concept has been tested and found to be viable, subject to the assumptions outlined in this report. Based on the proposed concept, the senior's housing project would:

- Be modest in scale – 10 self-contained apartment units situated in two 5-pod buildings (8 one bedroom, 2 two bedroom) plus amenity space for a total buildable area of 8,100 s.f. (GFA)
- Include basic amenity space - laundry facilities (1 pair) and a small indoor common area for gathering/socialization would be provided in each of the 5-pod buildings
- Accommodate seniors mobility needs – providing safe, indoor access to apartment units while incorporating visitability and accessibility throughout units and common spaces
- Support basic affordability – all units would be rental and offered at or below average market rent levels. Rents for 5 of the one bedroom units could be set at 80% of average market rent if IAH-type funding is obtained from the City of Kingston.
- Be procured as new construction – this approach would enable a single storey slab-on-grade building, with a cost-effective double-loaded main corridor, wood frame structure and standard sloped roof
- Incorporate practical sustainability features that promote energy efficiency
- Be situated on land currently owned by the Township of Central Frontenac
- Be procured through a formal design/tender process (stipulated price contract)
- Be financed using a conventional mortgage that is CMHC-insured in concert with an equity contribution of $330,000 from the County as well as a further equity contribution from the Township in the order of $100,000 to achieve viability
- Be owned by the Township of Central Frontenac
- Be managed by Central Frontenac Housing Corporation, should they be agreeable to take on that role.

As a result of the financial analysis, it has been determined that the project would be viable based on preliminary cost estimates, anticipated revenues and assumed contributions. While a series of land use approvals are required to permit the intended use, there do not appear to be any significant barriers to securing these approvals. Due diligence testing would be required prior to advancing development to ensure that no environmental concerns or project servicing impediments exist. Based on an initial scan of current conditions and background information, no impediments are anticipated. Viable project governance options exist, the most plausible of which would see ownership of the project by the Township and management of the project by CFHC, an experienced local housing provider.

7.2 Process/critical path

While preliminary feasibility of the project concept has been demonstrated, there are a number of steps necessary to advance the project. Moving forward through these steps, there are a number of decision points where the plausibility of advancing would need to be reconfirmed as the project concept is refined. Initially, this would involve steps confirming the parameters for moving forward from the initial feasibility testing, including the following tasks:

- *Confirm decision to move forward* – in addition to endorsing the business plan, this task would involve securing development consulting expertise to advance the project
- *Confirm decisions with regards governance/oversight* – this would involve defining the Township role in the project going forward, as well as pursuing incorporation of the sponsor entity (if the alternate approach is preferred). Discussions would be required with the Board of Central Frontenac Housing Corporation about potential representation on the Board of Directors if this approach was pursued.
- *Confirmation that existing site services can be used for the project* – this would involve cursory investigations to determine the technical capacity of existing on-site well and septic systems to accommodate project needs. Based on this review, site servicing requirements would be confirmed prior to advancing further pre-development work.
- *Enter into discussions with Central Frontenac Housing Corporation about property management* – this would involve meeting with CFHC to determine their interest in assuming the role of property managers of the buildings.
- *Confirm initial funding commitments* – to enable project planning, County and Township contributions would need to be confirmed. Access to financing would also need to be confirmed on a preliminary basis as well as the funding/resources necessary to undertake the next stage of pre-development work. The City of Kingston would also need to be approached regarding the availability of IAH-type funding.

With these activities completed, a decision regarding proceeding/not would be made in order to move forward to the pre-development stage. Under this phase, the following activities would be required to advance development of the project to the point of construction commitment:

- *Assemble technical/design team* – this would involve identifying or recruiting development team members, including a project architect and technical testing specialists
- *Formalize project design* – preliminary design drawings would be developed for comment and subsequent refinement in accordance with the finalized project concept
- *Complete due diligence for land* – in order to finalize site preparation, environmental and technical testing would need to be conducted to formally confirm that no development constraints existed
- *Confirm specific service requirements* – having confirmed technical parameters and preliminary design, final servicing designs would be developed for well, septic systems and utilities into the site
- *Re-confirm costs, funding and mortgage financing* – in addition to updated pro forma figures, a conditional financing commitment would be secured to confirm financial parameters prior to tendering

With these activities completed, a decision regarding proceeding/not would be made in order to move forward to the construction stage. Under this phase, the following activities would be required:

- *Prepare contract documents for bidding* – final design drawings and accompanying specifications would be developed for tendering purposes
- *Tendering for construction pricing* – contract documents would be tendered for pricing to qualified bidders and results would be evaluated against budgeted construction costs.
- *Reconfirm financing and project commitment* – final budget adjustments would be made based on tendered costs to secure final financing approvals, thereby enabling owner approval for project commitment to proceed with construction
- *Negotiate construction contract and commence construction* – with approval in hand, a standard construction contract would be executed with the selected bidder
- *Construction monitoring* – through the construction process, regular progress reviews would be undertaken to track progress against the building schedule as well as costs versus budget
- *Pre-occupancy planning* – during the construction phase, planning would be undertaken in order to prepare for tenant move-in and project operations
- *Post-occupancy wrap-up* – with the conclusion of construction and the subsequent certification for project occupancy, capital cost reconciliation, HST self-assessment, warranty inspections, etc. would be completed in order to close out the capital development phase of the project

7.3 Key elements & critical success factors

As noted, there are a number of tasks require to move the project forward through successive stages of development. Each stage is punctuated with a decision point on whether to proceed or not to the next stage. While this progressive process lays out a stepwise approach to move from initial viability through to construction, there are some fundamental success factors that are key ingredients for realizing the proposed project. Having these elements in place goes a long way to supporting project viability.

Key elements required for a successful project include:

- *Allocating sufficient resources* – having the funds/resources to undertake pre-development work and advance through construction is essential to the success of the project
- *Having a clear governance/accountability framework* – during development and after occupancy, having a clear and straight-forward decision-making structure for oversight
- *Acquiring strong technical expertise* – through the development process, a range of technical issues must be addressed/overcome and having an experienced team is key to staying on track
- *Securing access to financing* – securing financing is a critical component to meeting the financial obligations of development

APPENDIX A – PRO FORMA DETAILS

- Refined project pro forma

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Project Statistics **Pro Forma Version:** *CF seniors (5 pod x 2) - site 1 w/ prep by CF(rev2)*

Sponsor Group: CF seniors (municipal)
Project Address: 1083 Garrett St. (Sharbot Lake)
Project Type: Demo/new construction - mixed affordability
Rental tenure. Minimal ancillary space

Pro forma use: initial modelling (rev)
Summary as at: 2019-09-30

Site Area: 128,938 s.f.
Building footprint: 8,100 s.f.
Site Coverage: 6.3%

Construction Period: 12 months (est.)

Units	# of Units	Unit Size (SF)	Unit Size (m^2)	Rent/charge per month	Rent as % of AMR	AMR*	Comments
Rental (assist)							
one bedroom	3	600	0	$ 665	79.93%	$ 832	assumed at BMR
one bedroom (mod.)	2	600	0	$ 665	79.93%	$ 832	assumed at BMR
two bedroom	0	0	0	$ -	#DIV/0!	$ -	
Rental (market)						$ -	
one bedroom	3	600		$ 832	100.00%	$ 832	assumed at AMR
two bedroom	2	750		$ 1,144	100.00%	$ 1,144	assumed at AMR
Total Units	10						

**AMR based on results of rental survey of private units in CF + 4%*

Annual Rent/charge Revenue	Revenue	% of total	If @ AMR	Comments
Rental revenue (BMR)	$ 39,900	41.0%	$ 49,920	
Rental revenue (market)	$ 57,408	59.0%	$ 57,408	
Total occupancy revenue	$ 97,308	100.0%	$ 107,328	

GFA allocation	(SF)	(m^2)	% of Total Space	Comments
Total GFA of Dwelling Units	6,300	0	**77.78%**	units only
Residential circ. space	800	0	**9.88%**	incl. halls, stairs, vestibule, etc.
Other res. amenity space	1,000	0	**12.35%**	common room/amenity (incl. laundry)
Non-residential space	0		**0.00%**	offices/admin space
Commercial rental space	0	0	**0.00%**	
Total Building Area	8,100	0	**100.00%**	

Parking	Res.	Non Res.	Total	
Surface parking spaces	12	0	12	confirm per ZBL
Sheltered parking spaces			0	
U/G parking spaces			0	
Total spaces	12	0	12	

PRO FORMA SUMMARY - Key indicators

Capital

Expenses

Land	$ 250,000	8.9%
Soft costs	$ 487,154	17.4%
Hard costs (const.)	$ 2,063,877	73.7%
Total	$ 2,801,031	100.0%

Capital Contribution - other (county)

Revenues

equity	$ 1,699,468	60.7%
financing	$ 1,101,563	39.3% ⇐ *cap. percent*
Total	$ 2,801,031	100.0%

Operating - year 1

Revenues

Generated	$ 99,908	100.0%
Supplemented	$ -	0.0%
Total	$ 99,908	100.0%

Expenses

Operations	$ 38,391	42.8%
Mortgage	$ 51,266	57.2%
Total	$ 89,657	100.0%
Net surplus	$ 7,332	8.2%
NOI	$ 58,597	
DCR	1.14	

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SOFT COSTS *CF seniors (5 pod x 2) - site 1 w/ prep by CF(rev2)*

	Building	Res.	Non-Res.	Total	Comments
1	Architect, Engineer, Landscape	$127,960		$127,960	est. allowance, incl disbursements
2	Cost Consultant (Quantity Surveyor)	$25,000		$25,000	assumed as required
3	Development Consultant	$99,000		$99,000	est. allowance, incl disbursements
4	Planning Consultant	$0		$0	incl. in dev cons. allowance
5	Other -	$0		$0	
6	Other - septic system testing	$2,500		$2,500	testing of existing system
7	Other	$0		$0	
8	HST	$33,080	$0	$33,080	
9	**Building Sub-total**	**$287,540**	**$0**	**$287,540**	

	Site	Res.	Non-Res.	Total	Comments
10	Building and/or Property Appraisal	$5,000		$5,000	site prep assumed by CF
11	Topographic Survey	$2,500		$2,500	site prep assumed by CF
12	Boundary Survey(s)	$2,500		$2,500	site prep assumed by CF
13	Geotechnical Assessment	$5,000		$5,000	site prep assumed by CF
14	Environmental Site Assessment	$5,000		$5,000	site prep assumed by CF
15	Stormwater Management Study	$0		$0	assumed n/a
16	Noise study			$0	assumed n/a
17	Traffic study			$0	assumed n/a
18	Other - well drilling/testing	$12,000		$12,000	
19	Other			$0	
20	HST	$4,160	$0	$4,160	
21	**Site Sub-total**	**$36,160**	**$0**	**$36,160**	

	Legal and Organizational	Res.	Non-Res.	Total	Comments
22	Legal Fees - land/development	$0		$0	
23	Legal Fees - contracts/agreement	$15,000		$15,000	
24	Organizational Expenses	$5,000		$5,000	allowance
25	Marketing/Rent-up	$1,000		$1,000	based on $100/unit
26	Board/Org. Insurance	$2,500		$2,500	$250 per unit
27	Capital Cost Audit	$6,000		$6,000	assumed rqd.for funder/lender
28	Other - FMV appraisal for HST	$6,000		$6,000	to support HST self-assesment value
29	Other			$0	
30	Other			$0	
31	HST	$4,615	$0	$4,615	
32	**Legal and Organization Sub-total**	**$40,115**	**$0**	**$40,115**	

	Financing Costs	Res.	Non-Res.	Total	Comments
33	Interest on Bridge Funding (pre-cons.)			$0	
34	Interest During Construction	$16,969		$16,969	estimated
35	Lender's Application Fee	$7,500		$7,500	est. only
36	Lender's Legal Fees	$10,000		$10,000	est. only
37	Lender's Mortgage Advance Fee	$3,500		$3,500	est. at $350/draw for 10 draws
38	CMHC Mortgage Ins. Application Fee	$2,000		$2,000	$200 per unit
39	CMHC Mortgage Ins. Premiums	$24,785		$24,785	4.5% of loan value for non-funded units
40	Other - Title insurance for land sale	$0		$0	n/a - already owned
41	Other			$0	
42	Capital Contribution - other			$0	
43	**Financing Costs Sub-total**	**$64,754**	**$0**	**$64,754**	

	Fees and Permits	Res.	Non-Res.	Total	Comments
44	Official Plan amendment fees			$0	
45	Zoning By-law amendment fees	$2,000		$2,000	fees per bylaw 2008-255
46	Minor varinace/severance fees			$0	
47	Site Plan Approval Fees	$3,200		$3,200	fees per bylaw 2008-255
48	Development Charges - Regional			$0	
49	Development Charges - Local	$0		$0	n/a
50	Development Charges - School Levy			$0	
51	Development Charges - Other			$0	
52	Impost Charges (water/sewer)			$0	
53	Water meter charges			$0	
54	Parkland Dedication Fees	$0		$0	n/a
55	Cash-in-lieu of Parking			$0	
56	Demolition Permit fees	$0		$0	
57	Building Permit Fees	$22,680		$22,680	fee based on bylaw 2014-27
58	Occupancy Permit Fees			$0	
59	Property Taxes During Construction	$4,500		$4,500	est.
60	Other - allowance for ancillary fees	$5,000		$5,000	allowance only
61	Other			$0	
62	Other			$0	
63	HST			$0	
64	**Fees and Permits Sub-total**	**$37,380**	**$0**	**$37,380**	

	Soft Costs Summary	Res.	Non-Res.	Total	Comments
65	Soft Costs before HST (Sub-total)	$424,095	$0	$424,095	
66	HST on Soft Costs (Sub-total)	$41,855	$0	$41,855	
67	Soft Costs incl. HST	$465,949	$0	$465,949	
68	Soft Cost Contingency	$21,205	$0	$21,205	assumed at 5%
69	**Soft Costs Total**	**$487,154**	**$0**	**$487,154**	

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HARD COSTS *CF seniors (5 pod x 2) - site 1 w/ prep by CF(rev2)*

	Construction Costs	Res.	Non-Res.	Total	Comments
70	Base Construction Cost	$1,620,000		$1,620,000	new construction @ $200/s.f.
71	Demolition Costs	$0		$0	site prep assumed by CF
72	Remediation Costs	$0		$0	
73	Site Servicing	$0		$0	
74	Hydro Connection Fee	$20,000		$20,000	est. based on similar project
75	Sprinklers	$0		$0	
76	Appliances (Fridges & Stoves)	$9,600		$9,600	assumed at $1,200/unit for 8 units
77	Appliances (Modified Units)	$2,800		$2,800	assumed at $1,400/unit for 2 units
78	Appliances (Washers/Dryers)	$3,000		$3,000	assumed at $1,500/pair for 2 pairs
79	Furniture & Equipment	$5,000		$5,000	est. for basic common area furnishing
80	Other	$0		$0	
81	Other	$0		$0	
82	Contingency	$166,040	$0	$166,040	assumed at 10%
83	Escalation	$0	$0	$0	
84	HST	$237,437	$0	$237,437	
85	**Construction Costs Sub-total**	**$2,063,877**	**$0**	**$2,063,877**	

	Land/Property Acquisition Costs	Res.	Non-Res.	Total	Comments
86	Purchase Price/Land Value	$250,000		$250,000	est.value (2015 appraisal + improved)
87	Land transfer tax	$0		$0	n/a
88	HST (as applicable)	$0	$0	$0	n/a (already owned)
89	**Land Cost Sub-total**	**$250,000**	**$0**	**$250,000**	

	TOTAL CAPITAL COSTS	Res.	Non-Res.	Total	Comments
90	Hard Cost Total (L.85+L.89)	$2,313,877	$0	$2,313,877	
91	Soft Cost Total (L.46)	$487,154	$0	$487,154	
92	Total Project Cost	**$2,801,031**	**$0**	**$2,801,031**	
93	HST Included in Project Cost	**$279,292**	**$0**	**$279,292**	

EQUITY

	Contributions	Res.	Non-Res.	Total	Comments
94	Land Value Donated	$250,000		$250,000	owned property contributed as equity
95	Official Plan Amendment Fees - waived			$0	
96	Zoning By-law Amendment Fees - waived	$2,000		$2,000	assumed as waived
97	Minor Variance/Severance Fees - waived			$0	
98	Site Plan Approval Fees - waived	$3,200		$3,200	assumed as waived
99	Development Charges - Regional - waived			$0	
100	Development Charges - Local - waived			$0	
101	Development Charges - School Levy - waived			$0	
102	Development Charges - Other - waived			$0	
103	Impost Charges (water/sewer) - waived			$0	
104	Parkland Dedication Fees - waived	$0		$0	
105	Cash-in-lieu of Parking - waived			$0	
106	Demolition Permit Fees - waived	$0		$0	
107	Building Permit Fees - waived	$22,680		$22,680	assumed as waived
108	Occupancy Permit Fees - waived			$0	
109	IAH Funding (via SM)	$750,000		$750,000	5 units funded
110	Service Manager Grant			$0	
111	Capital Contribution - other (county)	$330,000		$330,000	grant/contribution from County
112	Capital Contribution - other (local)	$100,000		$100,000	site prep + local contribution
113	Fund raising			$0	
114	PST Rebate	$0		$0	
115	HST Rebate	$241,588		$241,588	assumed at munc. rate (86.5%)
116	**Total Contributions**	**$1,699,468**	**$0**	**$1,699,468**	

117	**Total Project Cost Less Contributions**	**$1,101,564**	**$0**	**$1,101,564**	

FINANCING

	Mortgage	Res.	Non-Res.	Total	Comments
118	1st Mortgage	$1,101,564		$1,101,564	
119	1st Mortgage Interest Rate	3.00%		3.00%	assumed CMHC insured
120	1st Mortgage Amortization (years)	35		35	
121	*Annual Mortgage Payments for 1st Mortgage*	$51,266		**$51,266**	
122	2nd Mortgage			$0	
123	2nd Mortgage Interest Rate				
124	2nd Mortgage Amortization				
125	*Annual Mortgage Payments for 2nd Mortgage*			$0	
126	Total Mortgage Amounts	**$1,101,564**	**$0**	**$1,101,564**	
127	**Total Annual Mortgage Payments**	**$51,266**	**$0**	**$51,266**	

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Operating Budget *CF seniors (5 pod x 2) - site 1 w/ prep by CF(rev2)*

First Full Year

	Estimated Operating Revenue	Res.	Non-Res.	Total	Comments
128	Rental Income from Tenants	$97,308		$97,308	mix of 50% BMR and 50% AMR
129	Other Revenue	$0		$0	
130	Laundry Revenue	$2,600		$2,600	$5/unit/week
131	Parking Revenue	$0		$0	n/a
132	Locker Rental Revenue			$0	
133	Commercial Rental Revenue			$0	
134	Other Revenue	$0		$0	
135	Other Revenue			$0	
136	Other Revenue			$0	
137	Vacancy Loss	-$2,919		-$2,919	assumed at 3% of rental revenues
138	**Total Operating Revenue**	**$96,989**	**$0**	**$96,989**	

	Estimated Operating Expenses	Res.	Non-Res.	Total	Comments
139	Admin. Salaries/Management Fees	$10,733		$10,733	7.5% of rental revenue as at AMR
140	Other Admin. Expenses & Fees	$0		$0	
141	Maintenance - Salaries, Materials & Services	$6,500		$6,500	est. at $650/unit
142	Heat (Gas, Oil, etc.)	$0		$0	unit heating by hydro, tenants pay
143	Electricity	$2,000		$2,000	est. at $200/unit common area only
145	Water/Sewer - water testing	$0		$0	
146	Insurance	$2,500		$2,500	est. at $250/unit
147	Property Taxes	$12,000		$12,000	est. at $1,200/unit
148	Bad Debts			$0	
149	Capital Replacement Reserve Contribution	$3,996	$0	$3,996	assumed at 4% of effective gross income
150	Other Operating Costs			$0	
151	Other Operating Costs			$0	
152	HST	$4,905	$0	$4,905	
153	HST rebate	-$4,243	$0	-$4,243	assumed at munc. rate (86.5%)
154	**Sub-Total**	**$38,391**	**$0**	**$38,391**	
155	Mortgage payments	$51,266	$0	$51,266	
156	**Total Operating Expenses**	**$89,657**	**$0**	**$89,657**	

157	**Net Operating Profit/Loss**	**$7,332**	**$0**	**$7,332**	

158	Net Operating Income	$58,597	$0	$58,597	
159	Debt Service Costs	$51,266	$0	$51,266	
160	Debt Coverage Ratio	1.14	#DIV/0!	1.14	

APPENDIX B – SURVEY SUMMARY

- Summary results of community survey
- Frequency tables showing results by survey question

Central Frontenac Seniors Housing Questionnaire
Summary of Survey Responses

Seniors in Central Frontenac were invited to complete a seniors' housing questionnaire to help understand the housing and related needs for a seniors' residence in the area. Surveys were accepted on-line via Survey Monkey and in hardcopy (but subsequently entered in Survey Monkey). All responses were then tabulated using Survey Monkey. A total a 118 completed surveys were received and while most respondents answered all questions, some did not reply to certain questions. Multiple responses were encouraged for certain questions and in these instances, response frequencies have been identified. Throughout the survey, respondents were also able to provide "Other" comments for certain questions. Based on the narrative responses that respondents provide, results have been grouped by general themes and reported accordingly. A brief summary of the survey results are provided below and are accompanied by a series of frequency tables for each question showing tabulated results.

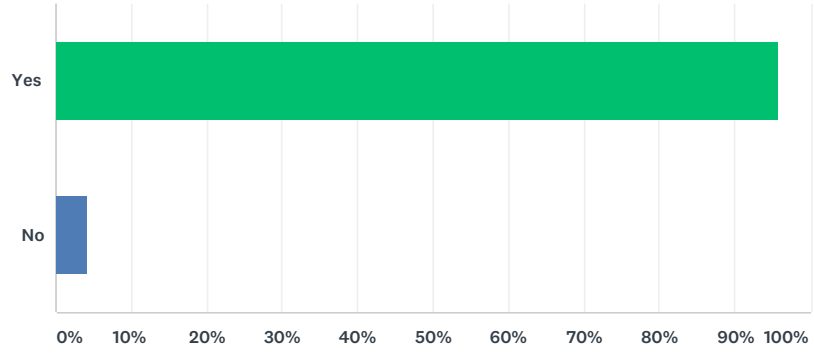
- The vast majority of the respondents indicated there is a need for seniors-oriented housing in Central Frontenac (95%)
- A number of respondents (66%) also believe there is a need for other forms of housing in the Township. For these respondents, there were some emerging themes among the 'other' housing they felt was needed:
  - Geared to lower income/affordable (n=24)
  - Be apartment in form (n=7)
  - Geared to families (n=6) or seniors n=6)
  - Provide assisted living services (n=6)
- Among respondents, 69% indicated that Sharbot Lake is in the greatest need of seniors-oriented and other forms of housing. For those providing 'other' responses (23%), there were some common themes:
  - Sharbot Lake (n=6)
  - Don't know (n=5)
  - Close to services (n=4)
- Apartments (66%) and row houses (44%) were the top picks for the types of dwellings that should comprise a senior's housing facility. For those providing 'other' responses (24%), there were some common themes:
  - Some form of care should be provided (n=6)
  - Detached forms were desired, either larger (n=3) or smaller (n=2) in size
  - Support was also expressed for mixed forms (n=3), condo (n=3) and townhomes (n=3)
- The ideal size for a seniors housing facility was deemed to be 11 to 20 units (42%) or 6 to 10 units (37%). For those indicating more than 20 units (10%), there were some common themes:
  - Between 20 and 30 units (n=5)
  - 50 or more units (n=2)
- Respondents indicated a preference to gear eligibility in a locally-sponsored facility towards local residents of Central Frontenac (48%) and Frontenac County (38%). However, a large proportion also felt that any senior should be eligible (42%).

- The form of housing tenure that is most preferred for seniors among respondents was rental (90%) as compared with ownership (14%). For those providing 'other' responses (10%), there were some common themes:
  - Housing should be subsidized/assisted (n=6)
  - A mix of tenures would be preferred (n=2)
- Respondents indicated a preference for one-bedroom (67%) and two-bedroom units (28%) in a senior's housing facility. For those providing 'other' responses (12%), there were some common themes:
  - Allow for multiple unit sizes (n=4)
  - Have 1+bedrooms (den/spare room) (n=2)
  - Provide a guest room or suite for visitors (n=2)
- Among respondents, 44% would be willing to pay between $500 and $750 per month or $751 to $1,000 per month (29%) for senior's housing. For those providing 'other' responses (17%), there were some common themes:
  - Rents would need to be reflective of ore geared to income (n=5)
  - Respondents could afford $2,000 or more per month (n=4)
- In terms of preferred amenities provided within a senior's housing facility, the top choices among respondents were parking (96%), laundry room (94%), common/social room (82%), support services (70%) and community garden (60%). For those providing 'other' responses (22%), there were some common themes:
  - Exercise/fitness space (n=7)
  - Supports/care/medical assistance (n=6)
  - Activity space/room (n=5)
- The top services/amenities that should be available nearby for respondents were shopping, pharmacy/health supplies and medical/dental (each with 88%) as well as service groups/social clubs (69%) and parks/walking trails (63%). For those providing 'other' responses (14%), there were some common themes:
  - Transportation (n=6)
  - Banking/financial services (n=3)
- The majority of respondents indicated that the public sector (i.e. Township, County, etc.) should own/operate a seniors housing facility (60%) but a large proportion also supported having others such as non-profit organizations or coops as owners/operators (49%).
- When questioned on the government support that should be provided to enable development of such a seniors housing facility, 69% of respondents indicated that development fees should be waived, 62% indicated capital grants should be provided and 59% indicated no cost land should be provided. For those providing 'other' responses (19%), there were some common themes:
  - Any/all forms of support that government will provide (n=4)
  - Other grants/funding (n=2)
  - On-going assistance/subsidy (n=2)
- 76% of respondents indicated that they or a family member of theirs would be interested in living in a senior's housing facility.
- Most respondents (67%) indicated that they would be interested in a senior's housing facility in 5 or more years, or in 3 to 5 years (20%). Only 17% of respondents indicated they were interested in a senior's housing facility now or in 1 to 2 years.

- The majority of respondents currently reside in Central Frontenac (73%) or reside elsewhere in Frontenac County (12%).
- In terms of accommodation, the vast majority of respondents currently own their home (89%), while only 9% rent.
- Most respondents were seniors, indicating they were 66 to 75 years old (41%) or 75+ years old (31%). The balance or respondents were older adults between 51 and 65 years old (24%) or under 50 years of age (4%).
- Respondents were given the opportunity to provide any additional comments and 43 took the opportunity to share their views. From among these comments, a number of common themes emerged:
    - There is support and need for seniors housing (n=11)
    - LTC/nursing/retirements care beds will inevitably be required (n=6)
    - Affordability is key (n=5)
    - Get this housing going/move it forward (n=5)
    - A community atmosphere/village location is important (n=4)
    - Market housing opportunities are important, not just assisted (n=3)
    - Support people in their homes as long as possible (n=3)
    - Don't rely in just the public sector, get the private sector involved (n=3)

Q1 In your opinion, is there a need for seniors-oriented housing in Central Frontenac?

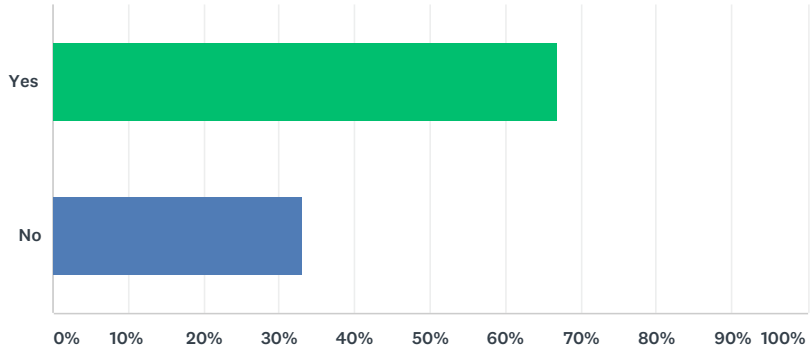
Answered: 119 Skipped: -1



ANSWER CHOICES	RESPONSES	
Yes	95.80%	114
No	4.20%	5
Total Respondents: 119		

Q2 Is there a need for other forms of housing in the Township?

Answered: 106 Skipped: 12

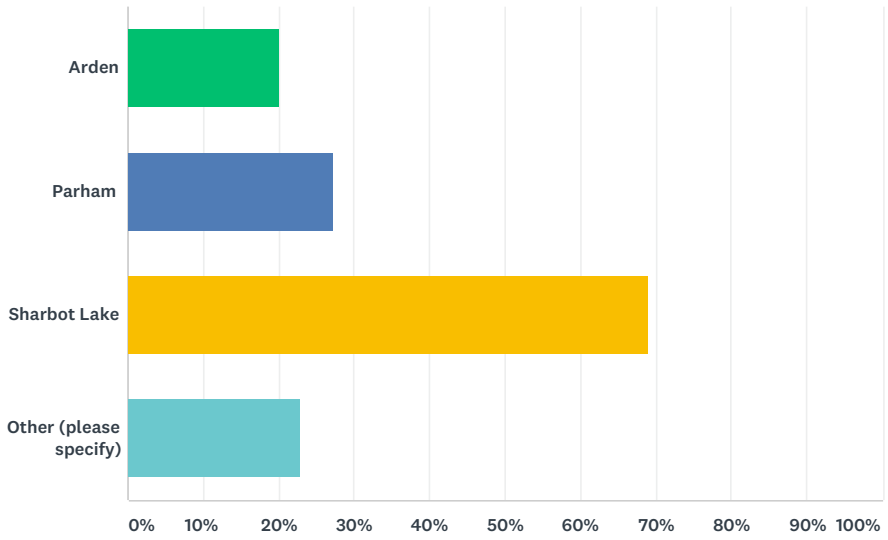


ANSWER CHOICES	RESPONSES	
Yes	66.98%	71
No	33.02%	35
Total Respondents: 106		

Suggestions for those answering yes are captured in the covering summary

Q3 Where in the Township is this need greatest? (please indicate all that apply)

Answered: 110 Skipped: 8

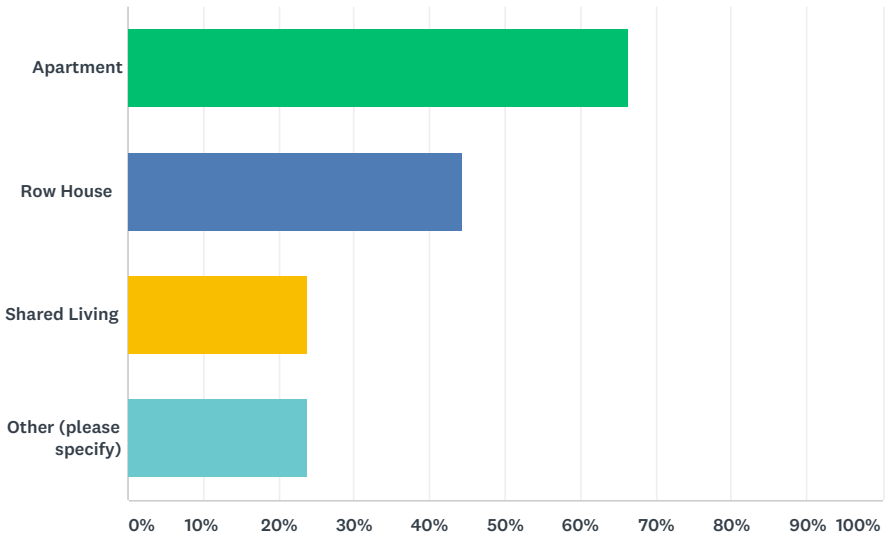


ANSWER CHOICES	RESPONSES	
Arden	20.00%	22
Parham	27.27%	30
Sharbot Lake	69.09%	76
Other (please specify)	22.73%	25
Total Respondents: 110		

Responses for those answering 'other' are captured in the covering summary

Q4 What form of building should a senior's housing facility be? (please indicate all that apply)

Answered: 113 Skipped: 5

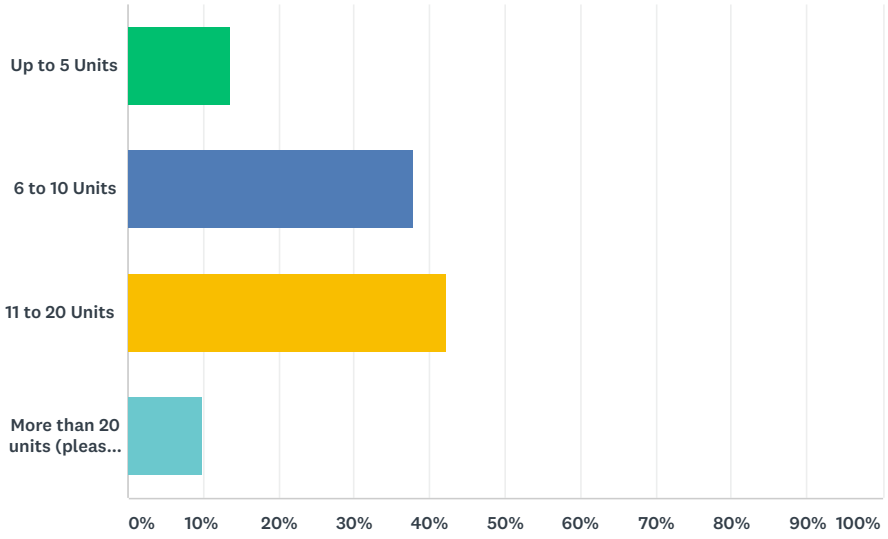


ANSWER CHOICES	RESPONSES	
Apartment	66.37%	75
Row House	44.25%	50
Shared Living	23.89%	27
Other (please specify)	23.89%	27
Total Respondents: 113		

Responses for those answering 'other' are captured in the covering summary

Q5 What would be the ideal size for a seniors housing facility?

Answered: 111 Skipped: 7

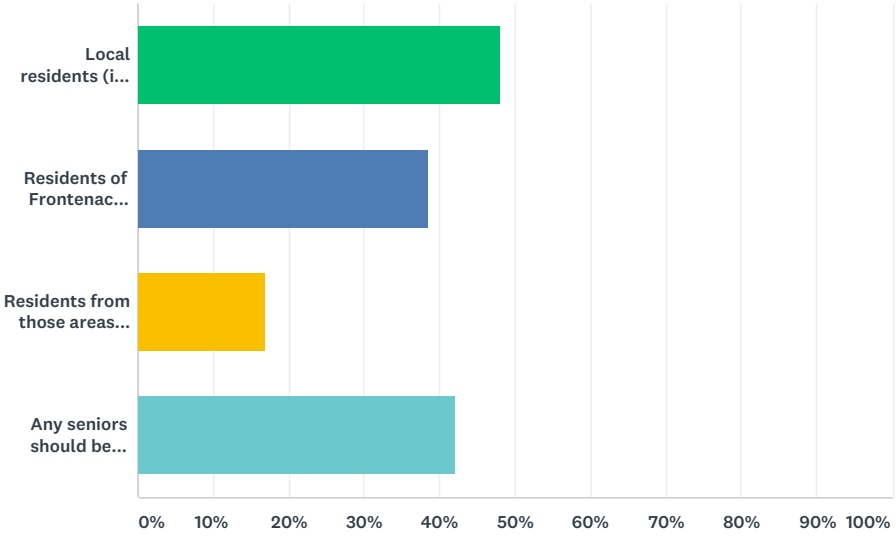


ANSWER CHOICES	RESPONSES	
Up to 5 Units	13.51%	15
6 to 10 Units	37.84%	42
11 to 20 Units	42.34%	47
More than 20 units (please specify):	9.91%	11
Total Respondents: 111		

Responses for those answering 'more than 20' are captured in the covering summary

Q6 Who should be eligible to live in a locally-sponsored senior's housing facility in Central Frontenac? (please indicate all that apply)

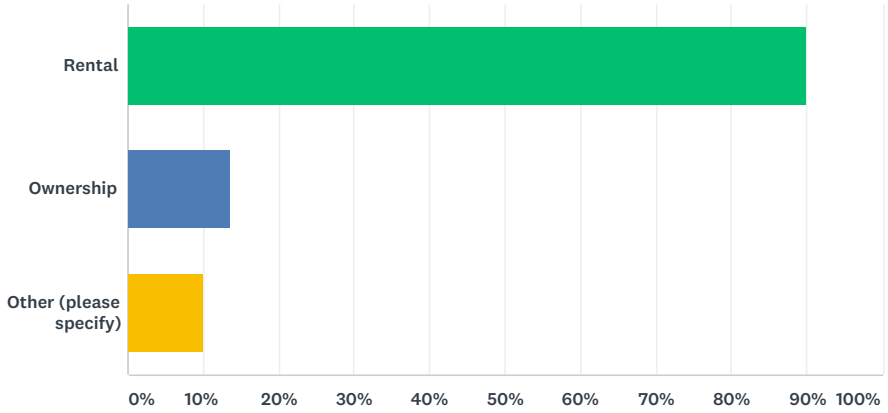
Answered: 112 Skipped: 6



ANSWER CHOICES	RESPONSES	
Local residents (i.e. those from Central Frontenac)	48.21%	54
Residents of Frontenac County	38.39%	43
Residents from those areas immediately adjacent to Frontenac County	16.96%	19
Any seniors should be eligible	41.96%	47
Total Respondents: 112		

Q7 What form of housing tenure is most preferred for seniors?

Answered: 110 Skipped: 8

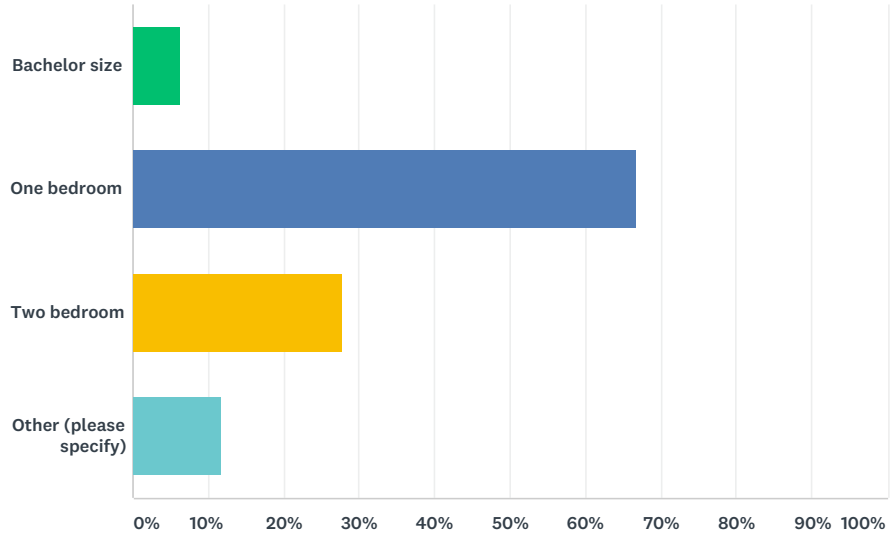


ANSWER CHOICES	RESPONSES	
Rental	90.00%	99
Ownership	13.64%	15
Other (please specify)	10.00%	11
Total Respondents: 110		

Responses for those answering 'other' are captured in the covering summary

Q8 What unit size is best suited for a senior's housing facility?

Answered: 111 Skipped: 7

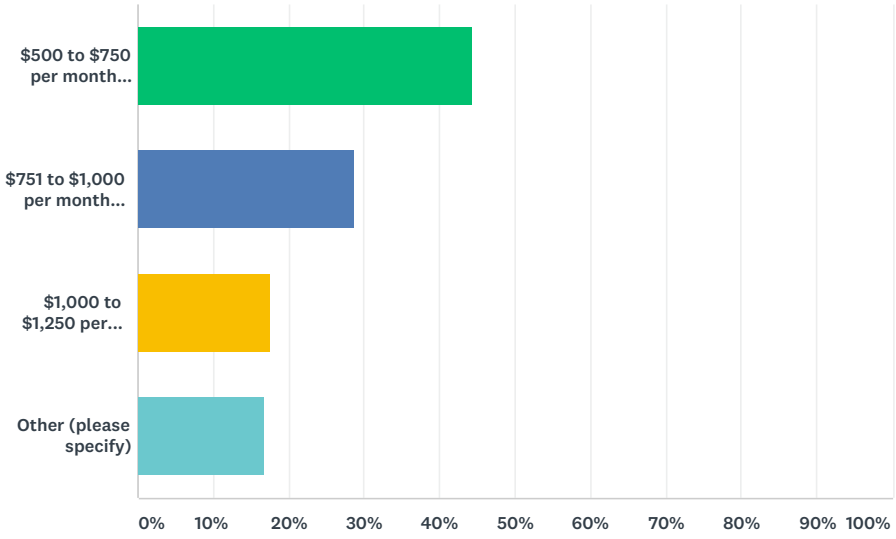


ANSWER CHOICES	RESPONSES	
Bachelor size	6.31%	7
One bedroom	66.67%	74
Two bedroom	27.93%	31
Other (please specify)	11.71%	13
Total Respondents: 111		

Responses for those answering 'other' are captured in the covering summary

Q9 How much would you be willing to pay monthly for senior's housing?

Answered: 108 Skipped: 10

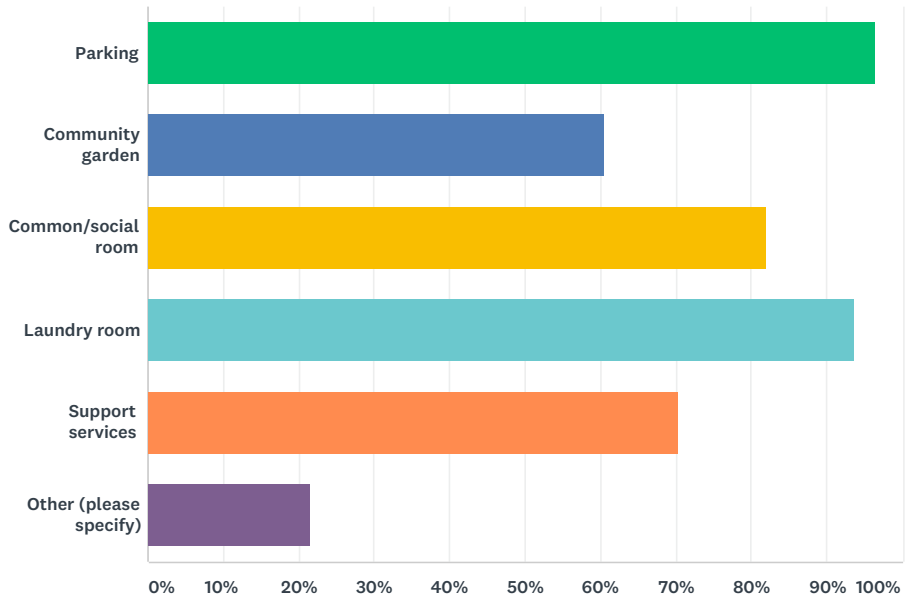


ANSWER CHOICES	RESPONSES	
$500 to $750 per month (household income of $20,000 to $30,000 per year)	44.44%	48
$751 to $1,000 per month (household income of $30,001 to $40,000 per year)	28.70%	31
$1,000 to $1,250 per month (household income of $40,001 to $50,000 per year)	17.59%	19
Other (please specify)	16.67%	18
Total Respondents: 108		

Responses for those answering 'other' are captured in the covering summary

Q10 What amenities should be provided within a senior's housing facility? (please select all that apply)

Answered: 111 Skipped: 7

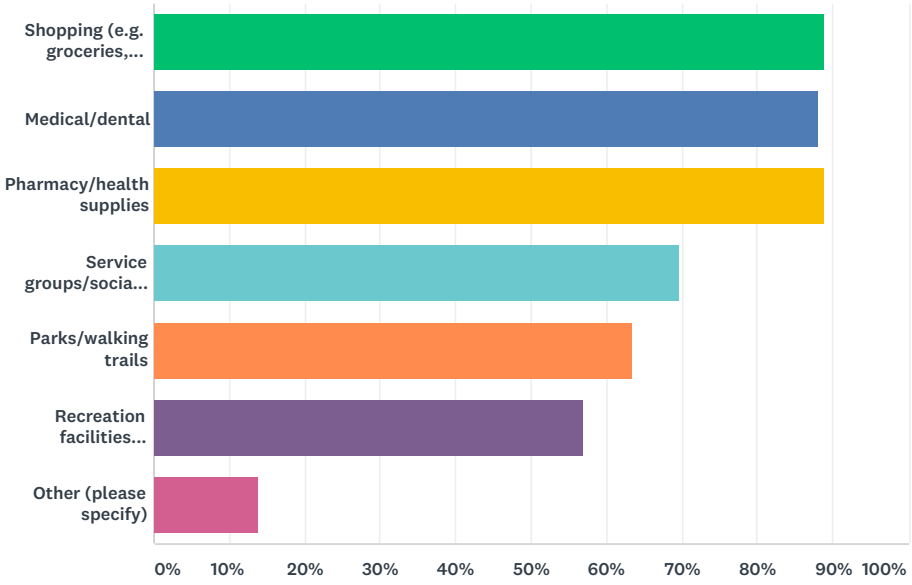


ANSWER CHOICES	RESPONSES	
Parking	96.40%	107
Community garden	60.36%	67
Common/social room	81.98%	91
Laundry room	93.69%	104
Support services	70.27%	78
Other (please specify)	21.62%	24
Total Respondents: 111		

Responses for those answering 'other' are captured in the covering summary

Q11 What services/amenities should be available nearby? (please select all that apply)

Answered: 109 Skipped: 9

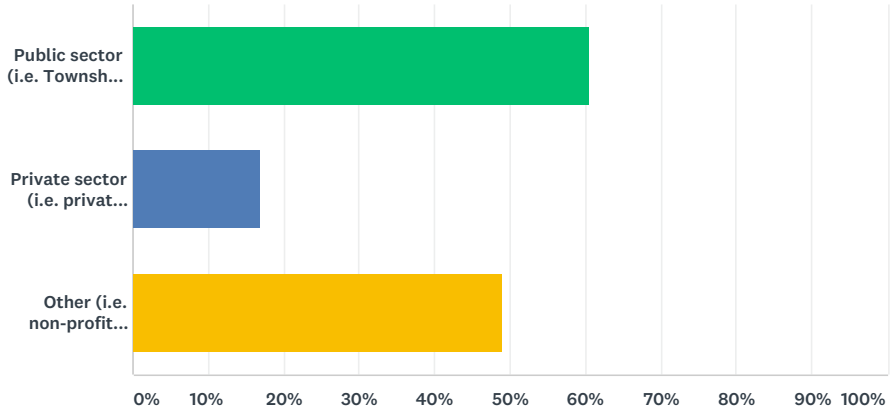


ANSWER CHOICES	RESPONSES	
Shopping (e.g. groceries, basic needs)	88.99%	97
Medical/dental	88.07%	96
Pharmacy/health supplies	88.99%	97
Service groups/social clubs	69.72%	76
Parks/walking trails	63.30%	69
Recreation facilities (e.g. fitness, gym, arena, swimming)	56.88%	62
Other (please specify)	13.76%	15
Total Respondents: 109		

Responses for those answering 'other' are captured in the covering summary

Q12 Who should own/operate a seniors housing facility like this?

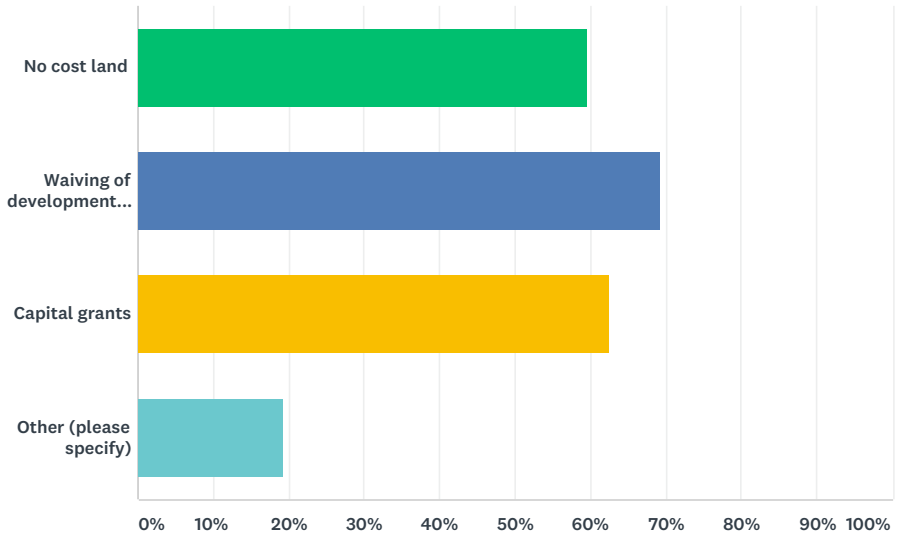
Answered: 106 Skipped: 12



ANSWER CHOICES	RESPONSES	
Public sector (i.e. Township, County, etc.)	60.38%	64
Private sector (i.e. private landlord/developer)	16.98%	18
Other (i.e. non-profit organizations, coop, etc.)	49.06%	52
Total Respondents: 106		

Q13 What government support should be provided to enable development of such a seniors housing facility (Township, County, etc.)? Please select all that apply.

Answered: 104 Skipped: 14

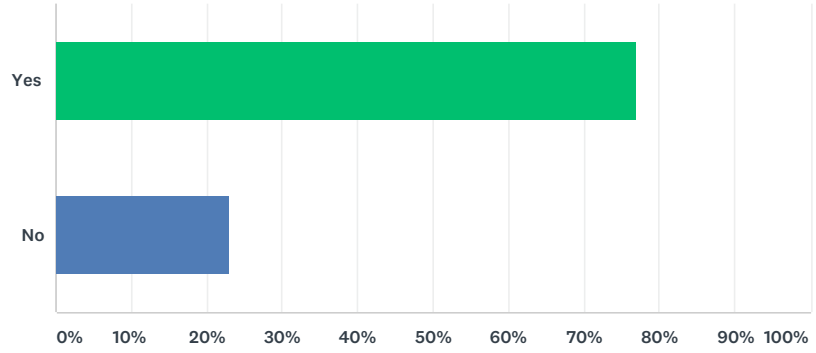


ANSWER CHOICES	RESPONSES	
No cost land	59.62%	62
Waiving of development fees	69.23%	72
Capital grants	62.50%	65
Other (please specify)	19.23%	20
Total Respondents: 104		

Responses for those answering 'other' are captured in the covering summary

Q14 Are you or a family member interested in living in a senior's housing facility like this?

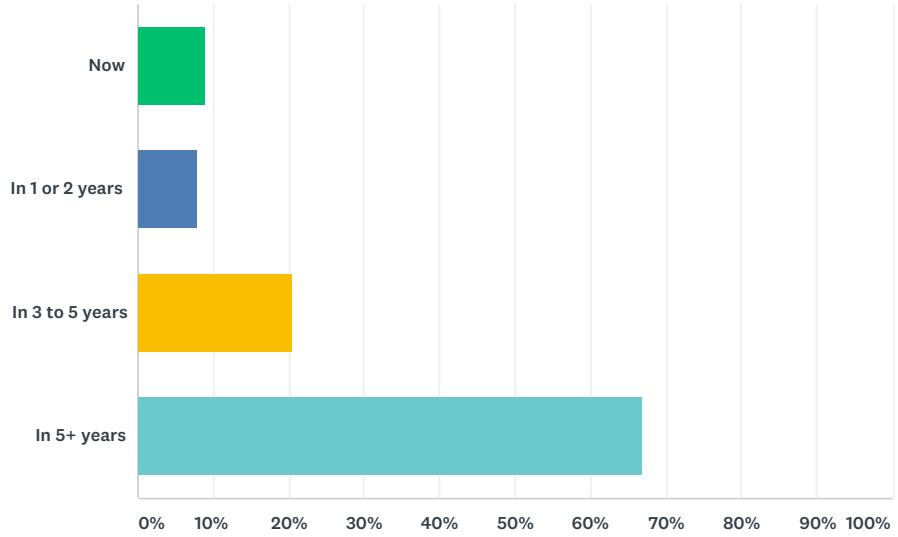
Answered: 104 Skipped: 14



ANSWER CHOICES	RESPONSES	
Yes	76.92%	80
No	23.08%	24
Total Respondents: 104		

Q15 If so, when would that be?

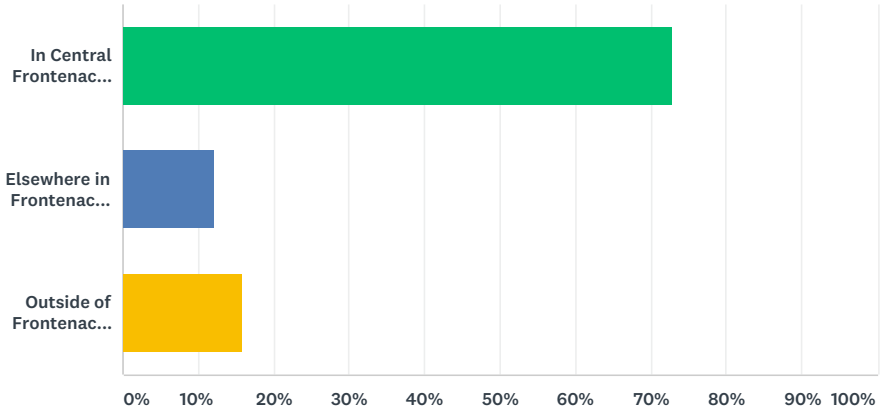
Answered: 88 Skipped: 30



ANSWER CHOICES	RESPONSES	
Now	9.09%	8
In 1 or 2 years	7.95%	7
In 3 to 5 years	20.45%	18
In 5+ years	67.05%	59
Total Respondents: 88		

Q16 Please tell us a little about yourself: I currently reside:

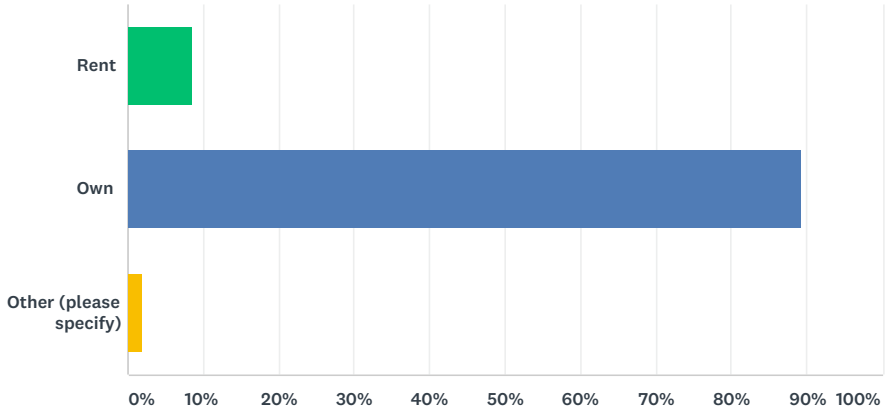
Answered: 107 Skipped: 11



ANSWER CHOICES	RESPONSES	
In Central Frontenac Township	72.90%	78
Elsewhere in Frontenac County	12.15%	13
Outside of Frontenac County	15.89%	17
Total Respondents: 107		

Q17 In terms of accommodation, I currently:

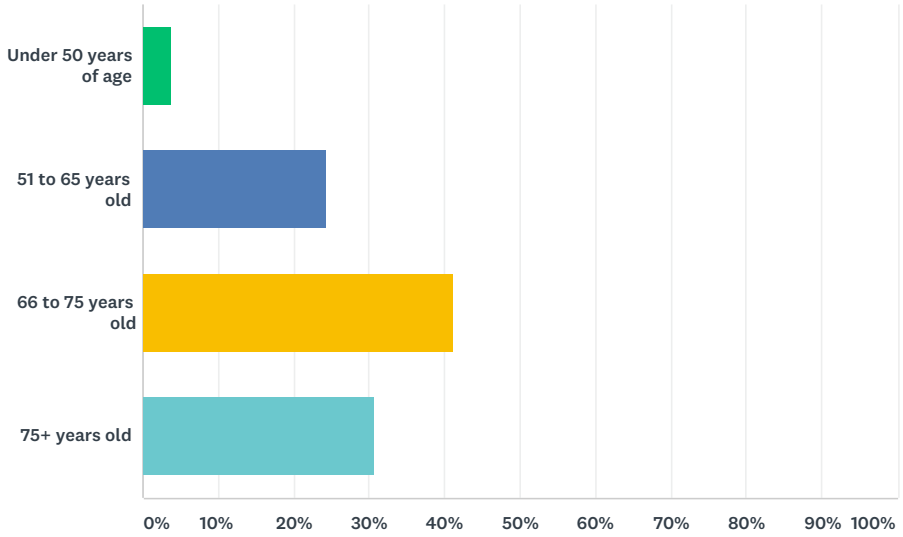
Answered: 104 Skipped: 14



ANSWER CHOICES	RESPONSES	
Rent	8.65%	9
Own	89.42%	93
Other (please specify)	1.92%	2
Total Respondents: 104		

Q18 I am in the following age group:

Answered: 107 Skipped: 11



ANSWER CHOICES	RESPONSES	
Under 50 years of age	3.74%	4
51 to 65 years old	24.30%	26
66 to 75 years old	41.12%	44
75+ years old	30.84%	33
Total Respondents: 107		

Q19 My postal code is

Answered: 104 Skipped: 14

Responses were gathered from 104 respondents regarding their postal code

Q20 Do you have additional comments or thoughts you want to share?

Answered: 43 Skipped: 75

Responses for those who provided answers are captured in the covering summary

FRONTENAC

Report 2019-149

Recommend Report to Council

To:	Warden and Council Members of the County of Frontenac
From:	Kelly J. Pender, Chief Administrative Officer
Prepared by:	Susan Brant, Director of Corporate Services/ Treasurer
Date of meeting:	December 18, 2019

Re: Corporate Services – 2019 Fairmount Home Accounts Receivables Write-Offs

Recommendation

Resolved That the Council of the County of Frontenac receive this Corporate Services – 2019 Fairmount Home Accounts Receivable Write-Offs report;

And Further That Council authorize the Treasurer to write off accounts totalling $3,277.74.

Background

The Ministry of Health and Long Term Care provides funding to Long Term Care Homes and sets standard rates for resident payments. Residents are billed monthly for their share of the accommodation and any other miscellaneous expenditures that have occurred in that month. Overdue accounts are assessed regularly and payment notices forwarded to residents and responsible family members. When the overdue amount exceeds $5,000, legal action is taken to recoup funds.

Comment

One overdue account represents the unpaid Basic rent for September 2019 in which collection efforts are ongoing. Another overdue account relates to a deceased resident in which collection is very unlikely.

Financial Implications

At this time, the Treasurer is requesting Council approval to write off those revenues deemed to be uncollectible in the total amount of $3,277.74.

Organizations, Departments and Individuals Consulted and/or Affected

Lisa Hirvi, Administrator, Fairmount Home

FRONTENAC

Report 2019-150

Council Recommend Report

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Susan Brant, Director of Corporate Services/Treasurer

Date of meeting: December 18, 2019

Re: Corporate Services – 2019 Federal Gas Tax Allocation

Recommendation

Resolved That the Council of the County of Frontenac accept the Corporate Services – 2019 Federal Gas Tax Distribution By-law report;

And Further That the Clerk be directed to bring forward a by-law to authorize the distribution of Federal Gas Tax to the Townships for 2019.

Background

The County is bound by the terms and conditions of the Federal Gas Tax Agreement with the Association of Municipalities of Ontario (AMO).

Comment

Through the 2019 budget process, the Federal Gas Tax received in 2019, $809,279.71 was to be distributed to the Townships by weighted assessment as follows:

Township	Weighted Assessment	Allocation
North Frontenac	15.94%	$ 129,031.40
Central Frontenac	16.36%	$ 132,398.25
South Frontenac	58.35%	$ 472,211.88
Frontenac Islands	9.35%	$ $78,759.95
Total	**100.00%**	**$ 809,279.71**

In addition, other Federal Gas Tax funds are forwarded to the Townships for Community Improvement Plans, Eco-tourism projects and Smaller Scale sustainability projects. As the total amounts of those distributions are not known until later in the year the by-law must include those additional transfers.

The by-law includes the following additional transfers;

South Frontenac: $11,852.69 – Community Improvement Plan

Strategic Priorities Implications

Good governance and legislative compliance falls under Other Important and Continuing County Priorities, specifically:

- Continually improve customer and financial services.
- Maintain a strong organization and positive work culture through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.

Financial Implications

A transfer from the Federal Gas Tax Reserve to the Townships as identified in the by-law is required.

Organizations, Departments and Individuals Consulted and/or Affected

Township Treasurers

FRONTENAC

Report 2019-151

Recommend Report to Council

To: Warden and Members of County Council

From: Kelly Pender, Chief Administrative Officer

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

Date of meeting: December 18, 2019

Re: Corporate Services – Adoption of an Indemnification By-law for Members of Council and employees of the County of Frontenac

Recommendation

Resolved That the Council of the County of Frontenac receive the Corporate Services – Adoption of an Indemnification By-law for Members of Council and employees of the County of Frontenac report;

And Further That the Clerk be authorized to bring forward a by-law later in the meeting respecting the protection of members of the Council of the Corporation of the County of Frontenac and its employees against liability incurred while acting on behalf of the County.

Background

Section 279 of the *Municipal Act, 2001* provides municipalities with the authority to pass by-laws to pay for damages or costs awarded against members of council or officers or employees of the municipality, for expenses incurred for the defense costs as a result of any action or other proceeding arising out of acts or omissions done or made by them within the capacity of their role with the municipality.

Section 14 of the *Municipal Conflict of Interest Act* provides that a municipality may indemnify members of a municipal council for costs or expenses incurred to defend a proceeding brought under that Act, provided that the member of council is not found guilty of the allegation brought under Section 5.

Comment

The purpose of an indemnification by-law is to protect individuals who work for the municipal corporation to protect against financial loss or damage if they are sued in connection with their work on behalf of the municipality. The intent is not to pay legal expenses of individuals who are acting outside of their authority.

Indemnification can play a key role in attracting qualified individuals to serve as officers and members of council, as it provides a level of assurance that they will not be personally liable for costs incurred in carrying out their duties.

The by-law would only apply to actions done in 'good faith', and that the individual would have reason to believe their action and conduct was lawful. The by-law would not apply to an action or proceeding where the legal proceeding relates to a grievance under a collective agreement or to disciplinary action taken by the municipality as an employer. Nor would the by-law apply to an action or proceeding under the *Highway Traffic Act* or the Criminal Code unless such proceedings arose as a result of the individual's good faith pursuit or performance of their assigned duties. The by-law, as drafted, would not apply to any expenses incurred by members of council or local boards in obtaining legal advice regarding pecuniary interests.

All members of council, local boards, and staff, have a responsibility to ensure that their actions are performed in good faith and in keeping with the law. In addition, staff, council members and volunteers, are responsible for understanding their duties and the various laws under which they operate. Risk for exposure can be mitigated against by being aware of the rules under which the municipality operates to ensure compliance and lessen the likelihood of a legal challenge.

Staff sent a copy of the by-law to Frank Cowan Company, the County's insurance provider, for comment, which are noted as follows:

> If the County chooses to provide broad indemnification it would be agreeing to go beyond what might be recouped from insurance proceeds and could leave the County open to potential costs they may not have considered.
>
> Without parameters to their indemnification promise they could find themselves providing indemnity for criminal charges. We believe there should be a policy/ procedure/ guideline to determine: "…they had reasonable grounds for believing that his or her conduct was lawful…".

Should there be a legal action brought against a member of Council or employee, the CAO and Director of Corporate Services/Treasurer would seek solicitor advice at that time.

Strategic Priorities Implications

Good governance and legislative compliance falls under Other Important and Continuing County Priorities, specifically:

- Continually improve customer and financial services.
- Maintain a strong organization and positive work culture through leadership, human resources, training and development, physical and IT infrastructure, and partnerships.

Financial Implications

There are no direct financial implications associated with this report. In the event that the by-law is approved by council and there is legal action brought against individual members of council or staff as a result of them fulfilling their duties, an outline of the financial implications would be brought forth to Council at that time.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Glenda Guindon, Frank Cowan Company

FRONTENAC

Report 2019-152

Recommend Report to Council

To: Warden and Council Members of the County of Frontenac

From: Kelly J. Pender, Chief Administrative Officer

Prepared by: Susan Brant, Director of Corporate Services/Treasurer

Date of meeting: December 18, 2019

Re: Corporate Services – Amendments to the 2020 Howe Islander Ferry Fees and Fares By-law

Recommendation

Resolved That Council of the County of Frontenac receive the Corporate Services – Amendments to the 2020 Howe Islander Ferry Fees and Fares By-law report;

And Further That a by-law be introduced later in the meeting to adopt the amended 2020 Frontenac-Howe Islander Ferry Fees and Fares Schedule;

And Further That By-law 2019-0035 by hereby rescinded.

Background

The County of Frontenac establishes its fees and fares schedule for the Frontenac-Howe Islander Ferry operation annually. The ferry links the west end of Howe Island with the mainland at Kingston.

The County has, in past discussions, indicated that the operation of the ferry should not be a financial burden to the County. Within this philosophical framework, there are a number of ways to realize the municipal funding through different fees and fares scenarios.

The agreement between the County of Frontenac and the Ministry of Transportation allows for a ferry revenue reserve to be maintained up to 5% of the current operating expenditures.

A structure for fees and fares was instated beginning in 2005 which standardized the rates charged for both the Township Ferry and the Frontenac-Howe Islander Ferry and created a common revenue account. At that time, the pass price was reduced and the

ticket price increased. Having utilized this formula since 2005, it appears to meet the required contributions of both the Township and the County to the ferry operations.

Comment

At the regular meeting of Council held October 16, 2019, Council, through By-law 2019-0035, adopted the 2020 Frontenac-Howe Islander Ferry Fees and Fares Schedule. Since that time, it has come to staff's attention that some of the dates in the By-law reflected 2019 as opposed to 2020 and that the By-law did not include Trailer passes - for an island resident who already possess an annual pass for a single vehicle, which are at the same cost as an annual pass for a single vehicle.

The resulting by-law for the 2020 Fares and Fees would identifies the cost of the passes and the fees as follows:

Annual pass for a single vehicle	$265.00
One additional annual pass for a single vehicle per household	$70.00
Trailer pass - for an island resident who already possess an annual pass for a single vehicle	$265.00
Two way trip for single vehicle	$6.00
Two way trip for single vehicle with trailer in tow	$15.00
Additional charges for annual pass holder with trailer in tow	$6.00
Two way trip for any heavy vehicle	$15.00
Replacement fee per annual pass (Charged for every replacement)	$25.00

The remainder of the By-law would be left unchanged. This amendment is in line with the schedule of fees and fares considered by the Council of the Township of Frontenac Islands at its meeting on October 15, 2019 and staff will advise the Township of this oversight on the part of the County.

Strategic Priority Implications

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

Specifically, continue to pursue collaborative opportunities to achieve service and cost efficiencies and other economies through cost-sharing and shared services.

Other Important and Continuing County Priorities:

Specifically, respect the taxpayer and keep **tax increases** close to the rate of inflation.

Financial Implications

Under its agreement with the Ministry of Transportation, the County can reserve up to 5% of operating expense in a reserve to mitigate ferry revenue fluctuations. The proposed increase is in line with the increased costs anticipated for the service in 2020.

Organizations, Departments and Individuals Consulted and/or Affected

D. Plumley, CAO, Township of Frontenac Islands
S. Kerr, Deputy Treasurer, Township of Frontenac Islands

FRONTENAC

Report 2019-153

Council Information Report

To:	Warden and Council
From:	Kelly Pender, Chief Administrative Officer
Prepared by:	Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting:	December 18, 2019
Re:	**Office of the Chief Administrative Officer – Authorization to enter into a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) regarding a Shared Administrative Facility**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive for information the Office of the Chief Administrative Officer – Authorization to enter into a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) regarding a Shared Administrative Facility;

And Further That County Council authorize the Warden and Clerk to execute a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) regarding a Shared Administrative Facility.

Background

In 2017 discussions began with the Cataraqui Region Conservation Authority (CRCA) with respect to the construction of a potential joint administrative facility. Following several meetings and discussions by the Administrative Building Design Task Force, Council authorized staff to engage appropriate architectural services to validate initial assessments to enable the partners to make a decision on whether or not to pursue the next stage of a shared development project.

This resulted in County Council, at its meeting held May 15, 2019, being presented with Report 2019-059 after which Council authorized staff to engage appropriate architectural expertise to review and determine the feasibility and costs to redevelop the County Administration Building to accommodate County of Frontenac and Cataraqui Region Conservation Authority (CRCA) Administrative staff to an upset of $100,000 to be expensed from the County's Modernization Fund.

Colbourne & Kembel, Architects Inc. was retained to carry out the facility analysis of the County Administrative Building, commonly referred to as “the old house”. The purpose of the analysis was to determine the feasibility and costs to redevelop the County Administration Building to accommodate County of Frontenac and CRCA Administrative staff.

At its regular meeting held September 18, 2019, Council approved the following resolution as recommended by the Administrative Building Design Task Force stemming from its meeting held July 17, 2019, that being Reports from Advisory Committees of Council, clause a):

a) Report of the Administrative Building Design Task Force

Motion #: 160-19 Moved By: Councillor Vandewal
Seconded By: Councillor Martin

That the Report received from the Administrative Building Design Task Force be received and adopted.

Report of the Administrative Building Design Task Force

The Administrative Building Design Task Force reports and recommends as follows:

1. 2019-092
Administrative Building Design Task Force
Authorization to Move Forward with a Shared Facility

Be It Resolved That the Council of the County of Frontenac authorize staff to proceed with negotiations with the Cataraqui Region Conservation Authority (CRCA) for joint tenancy and subsequently, detailed designs for 2069 Battersea Road for Option 2, that being a joint administrative facility for the County of Frontenac and the Cataraqui Region Conservation Authority (CRCA) to an upset of $100,000 to be expensed from the County’s Municipal Modernization Funds;

And Further That should the CRCA advise the County of Frontenac that it does not wish to proceed with a joint administrative facility, that staff be authorized to proceed with detailed designs for Option 1.

Carried

The Administrative Building Design Task Force met on September 18, 2019 following the County Council meeting. At that meeting, the CRCA advised the County that it wished to proceed with a joint administrative facility with the County of Frontenac.

At that meeting, the Task Force directed staff to proceed with Phase #1 and #2 of the Work Plan as identified in Report 2019-116 and report back to the Administrative Building Design Task Force in December. This direction fell within the parameters of resolution No. 160-19 passed by Council at its September 18, 2019 regular meeting.

Comment

Phase #1 and #2 of the Work Plan as identified in Report 2019-116 have now been complete and the Administrative Building Design Task Force is set to meet on December 18, 2019 following the County Council meeting to discuss and proceed with the next Phases of the Workplan, that being the RFP for Detailed Design to happen between January and March of 2020. Discussions regarding this Phase include:

- Includes testing, soils, materials
- Joint committee to select/recommend architecture firm
- Determine interim accommodations plan and/or project phasing

Prior to proceeding with the RFP Phase, a Memorandum of Understanding is required with the CRCA to outline the responsibilities of each party, including funding responsibilities and who pays what. Council authorization is required for the County to enter into a Memorandum of Understanding with the CRCA.

Strategic Priorities

Priority 3: Champion and coordinate collaborative efforts with partners to resolve complex problems otherwise beyond the reach

Specifically, the objectives that support this strategy states that the County will continue to pursue collaborative opportunities to achieve service and cost efficiencies and other economies through cost-sharing and shared services. This priority identifies the CRCA as a current and potential project partner.

In addition, shared facilities reduce the overall environmental foot print required to occupy two separate facilities. Depending upon outcomes/options in terms of a shared facility, the overall greenhouse gas foot print of the County could be reduced as a result of this project, thereby assisting in meeting our GHG emission requirements as noted in the County's Energy Conservation and Demand Management Plan.

Financial Implications

There are no financial considerations associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Kevin Farrell, Manager of Continuous Improvement

FRONTENAC

Report 2019-158

Council Recommend Report

To:	Warden and Council
From:	Kelly Pender, Chief Administrative Officer
Prepared by:	Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting:	December 18, 2019
Re:	**Office of the Chief Administrative Officer – Authorization to enter into a Lease Agreement with the City of Kingston for a Land Ambulance Station located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON**

Recommendation

Be It Resolved That the Council of the County of Frontenac receive for information the Office of the Chief Administrative Officer – Authorization to enter into a Lease Agreement with the City of Kingston for an Ambulance Base located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON, report;

And Further That County Council authorize the Warden and Clerk to execute a Lease Agreement with the City of Kingston for an Ambulance Base located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON.

Background

On October 9, 2018 the County received notification from the new owner and landlord Kingston Progress & Innovation Inc. of the building it currently lease at 666 Justus Drive,

> "This letter is to formally confirm that your lease will not be renewed, and we expect you to vacate the Unit #2 of 666 Justus Drive, Kingston by December 31st 2019."

As a result, County Council, at its regular meeting held January 16, 2019 passed the following resolution:

> **Resolved That** the Council of the County of Frontenac accept the Emergency and Transportation Services – Frontenac Paramedic Services – Station Locations in the West of Kingston report for information;

And Further That the Council of the County of Frontenac directs staff to negotiate with the City of Kingston for a lease agreement at the location of the Woodbine Road Fire Station at 905 Woodbine Road, Kingston, ON

And Further That the Council of the County of Frontenac directs staff to work with local commercial real estate agents to identify options for development of a new station in the designated area.

Comment

Staff have successfully negotiated a ten (10) year lease, with the option to extend the term of the lease for a second the (10) year term with the City of Kingston for the purpose of a land ambulance station at the Woodbine Road Fire Station, 905 Woodbine Road, commencing January 1, 2020.

Staff have reviewed the draft lease agreement and are recommending that County Council authorize the Warden and Clerk to execute the agreement. This same lease agreement will be going to Kingston City Council next week for authorization of execution by City officers.

This will move the land ambulance units currently housed at Unit #2 of 666 Justus Drive, Kingston to the Woodbine Fire Station. As noted above, the County is required to vacate Unit #2 of 666 Justus Drive, Kingston by December 31st 2019.

With respect to the portion of the Council resolution that directed staff to work with local commercial real estate agents to identify options for development of a new station in the designated area, after issuing an RFP, the cost per square foot was considerably higher than locating both units at Woodbine Road at the present time. In addition, the locations presented in the RFP submissions were not suitable locations. Housing both units at the Woodbine Fire Station is however a temporary solution until a more suitable location can be found for the second unit.

Strategic Priorities

Priority 2: - Explore new funding sources and invest wisely in critical long-term infrastructure.

Specifically, develop plans within a changing legislative and service delivery landscape to provide additional facilities for Frontenac Paramedics that will effectively meet steadily growing demand for services and accommodate more paramedic training.

Priority 3: Champion and coordinate collaborative efforts with partners to resolve complex problems otherwise beyond the reach

Specifically, the objectives that support this strategy states that the County will continue to pursue collaborative opportunities to achieve service and cost efficiencies and other economies through cost-sharing and shared services. This priority identifies the City of Kingston as a current and potential project partner.

Financial Implications

The cost of the negotiated lease agreement falls within the 2020 budget.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Gale Chevalier, Chief/Director of Emergency and Transportation Services

LEASE AGREEMENT

This Lease made in duplicate and effective on the ___ day of December, 2019.

B E T W E E N:

THE CORPORATION OF THE CITY OF KINGSTON

(the "Landlord")

- and -

THE CORPORATION OF THE COUNTY OF FRONTENAC

(the "Tenant")

In consideration of the rents, covenants and obligations stipulated herein, the Landlord and the Tenant have agreed to enter into a Lease for a portion of the building municipally known as 905 Woodbine Road, Kingston, Ontario, Canada (the “Building”), having an area of approximately 2,296 square feet, as shown on Schedule “A” attached hereto (the “Premises”).

SECTION 1: GRANT OF LEASE

1.1 The Landlord leases the Premises to the Tenant:

(i) for the Term set forth in Section 2;

(ii) at the Rent set forth in Section 3; and

(iii) subject to the conditions and in accordance with the covenants, obligations, and agreements herein.

1.2 The Landlord covenants that it has the right to grant the leasehold interest in the Premises free from encumbrances except as disclosed on title and covenants that no such encumbrances on title impairs the ability of the Landlord to grant such leasehold interest.

1.3 The Tenant hereby leases and accepts the Premises from the Landlord and covenants to pay the Rent and to observe and perform all the covenants and obligations to be observed and performed by the Tenant pursuant to this Lease. The Tenant agrees that, except as may be specifically set out herein, the Premises are accepted on an “as is” basis and there is no promise, representation or undertaking binding upon the Landlord with respect to any alteration, re-modelling or decoration of the Premises or with respect to the installation of equipment or fixtures in the Premises except for the Landlord’s work as provided for in Schedule “B” (the “Landlord’s Work”).

1.4 The Tenant has the non-exclusive and non-transferable (except in accordance with Section 4) right to use the parking area located on the west side of the Building and the driveways serving the Building, in common with all others entitled thereto, for the purpose for which they were intended, subject to this Lease. The Tenant shall not, at any time, obstruct, impede or otherwise interfere with the shared driveway access to the Building.

SECTION 2: TERM, POSSESSION, EXTENSION AND TERMINATION

2.1 The Landlord leases to the Tenant, and the Tenant leases from the Landlord, the Premises, to have and to hold for a period of ten (10) years (the “Term”),

commencing on January 1, 2020 (the "Commencement Date") and ending on December 31, 2029 (the "Expiration Date"), unless sooner terminated, and subject to the option to extend as set out in Section 2.5 herein.

2.2 If the Landlord delivers possession of the Premises to the Tenant prior to the Commencement Date, and provided that the Tenant has delivered to the Landlord a certificate of insurance confirming that the insurance required to be maintained by the Tenant under this Lease is in effect, the Tenant may enter the Premises, on a non-exclusive basis, for purposes of completing the Tenant's Work, without any obligation to pay Gross Rent, as defined in Section 3.2. The Tenant agrees that during any period of entry prior to the Commencement Date, all other terms and conditions of this Lease apply.

2.3 Should the Tenant be delayed by any fault of the Landlord or any reason other than the fault of the Tenant in taking possession of the Premises on the Commencement Date, then and only then shall the Commencement Date be postponed for the same number of days that the Tenant is delayed in taking possession of the Premises. The Tenant acknowledges and agrees that such postponement shall be full settlement for any claims it might have against the Landlord for such delay.

2.4 Subject to the Landlord's rights under this Lease, and as long as the Lease is in good standing, the Landlord covenants that the Tenant shall have quiet enjoyment of the Premises during the Term of this Lease without any interruption or disturbance from the Landlord or any other person or persons lawfully claiming through the Landlord.

2.5 Provided that the Tenant is not then in default, the Tenant shall have the option to extend the Term of this Lease for a second term of ten (10) years (the "Extension Term"), upon the same terms and conditions as this Lease, except:

(i) the Gross Rent for the Extension Term shall be mutually agreed upon by the Landlord and the Tenant based upon the then-current fair market gross rent for comparable premises in similar areas, provided that the Gross Rent shall not be less than the annual Gross Rent payable in the last twelve (12) months of the initial Term, and provided further that if the parties are unable to agree as to such Gross Rent within sixty (60) days prior to the expiry of the initial Term, the Gross Rent shall be determined by arbitration in accordance with the *Arbitration Act* (Ontario);

(ii) the Tenant shall accept the Premises on an "as is" basis with no Landlord's Work, fixturing period, allowance, rent free period or other inducement of any nature;

(iii) there shall be no further right to extend the Term after the expiration of the Extension Term; and

(iv) at the option of the Landlord, the parties shall either enter into an extension agreement on the Landlord's standard form or shall enter into a new lease on the Landlord's then-current form of lease.

The Tenant shall deliver to the Landlord written notice of its intention to extend the Term at least six (6) months, but not more than twelve (12) months, prior to the Expiration Date, failing which this option to extend shall be null and void.

2.6 Notwithstanding anything to the contrary contained in this Lease, in the event that the right of the Tenant to provide land ambulance services is revoked or terminated by the authority of the Province of Ontario, this Lease shall terminate automatically, without penalty or payment. The effective date of such termination shall be sixty (60) days after the Tenant ceases to use the Premises as a land

ambulance station. The Tenant shall promptly notify the Landlord in writing of any such revocation or termination by the authority of the Province of Ontario.

If this Lease is terminated as aforesaid, the Tenant shall surrender the Premises and deliver vacant possession thereof to the Landlord on the termination date in accordance with this Lease and all Rent shall be adjusted as of the termination date. All amounts due and owing by the Tenant pursuant to this Lease shall become due and payable in full as of the termination date. The Tenant agrees to execute such documentation as may be required by the Landlord in order to give effect to the foregoing.

SECTION 3: RENT

3.1 "Rent" means the amounts payable by the Tenant to the Landlord pursuant to this Section, and includes Gross Rent and Additional Rent.

3.2 The Tenant covenants to pay to the Landlord, during the period of January 1, 2020 to December 31, 2020, "Gross Rent" in the amount of Forty Four Thousand Seven Hundred Seventy Two Dollars ($44,772.00) plus applicable tax, payable in advance in equal monthly instalments of Three Thousand Seven Hundred Thirty One Dollars ($3,731.00) plus applicable tax.

3.3 The "Gross Rent" for each successive year of the Term shall be as follows plus applicable tax, payable in advance on the first day in each month, in equal monthly instalments:

Period	Annual Gross Rent	Monthly Gross Rent
January 1, 2021 to December 31, 2021	$45,667.44	$3,805.62
January 1, 2022 to December 31, 2022	$46,580.79	$3,881.73
January 1, 2023 to December 31, 2023	$47,512.40	$3,959.37
January 1, 2024 to December 31, 2024	$48,462.65	$4,038.55
January 1, 2025 to December 31, 2025	$49,431.91	$4,119.33
January 1, 2026 to December 31, 2026	$50,420.54	$4,201.71
January 1, 2027 to December 31, 2027	$51,428.95	$4,285.75
January 1, 2028 to December 31, 2028	$52,457.53	$4,371.46
January 1, 2029 to December 31, 2029	$53,506.68	$4,458.89

3.4 The Tenant further covenants to pay all other sums required by this Lease to be paid by it and agrees that all amounts payable by the Tenant to the Landlord pursuant to the provisions of this Lease (except Gross Rent) shall be deemed to be "Additional Rent", plus applicable tax, whether or not specifically designated as such in this Lease.

3.5 The parties acknowledge that this Lease is a "gross lease", and that the Gross Rent payable by the Tenant includes utilities (subject to Section 8.2 below), property taxes (subject to Section 8.1 below) and the Tenant's proportionate share of operating expenses for the Building. Notwithstanding anything to the contrary, the Tenant shall be solely responsible for and indemnify the Landlord against all other expenses related to the Premises which are incurred in the operation of the Tenant's business in the Premises, including, without limitation, janitorial services and window cleaning.

3.6 All Additional Rent payable under this Lease shall be charged to the Tenant as Rent and, unless otherwise provided in this Lease, shall be payable on demand, without deduction or set-off. Unless otherwise specified in this Lease, Additional Rent is due and payable within thirty (30) days after written demand.

3.7 If the Tenant fails to make any of the payments required by this Lease and such failure continues after the notice required by Section 16.1(i) then the Landlord

may make such payments and charge to the Tenant as Additional Rent the amounts paid by the Landlord, and if such charges are not paid by the Tenant on demand the Landlord shall be entitled to the same remedies and may take the same steps for recovery of the unpaid charges as in the event of Rent in arrears.

3.8 All payments to be made by the Tenant to the Landlord pursuant to this Lease shall be delivered to the Landlord at the Landlord's address for service as set out in Section 21.1 or to such other place as the Landlord may from time to time direct in writing.

3.9 If the Tenant fails to pay, when the same is due and payable, any amounts required to be paid as Rent under this Lease, such unpaid amounts shall bear interest at the rate of 15% per annum calculated monthly until the date on which payment in full is received by the Landlord.

3.10 Any amount remitted to the Landlord pursuant to this Lease which is returned by Tenant's financial institution will be subject to the Landlord's reasonable NSF fee as charged by its banker from time to time.

3.11 The Tenant acknowledges and agrees that the payments of Rent provided for in this Lease shall be made without any deductions for any reason whatsoever unless expressly allowed by statute or by the terms of this Lease or agreed to by the Landlord in writing and no partial payment by the Tenant which is accepted by the Landlord shall be considered as other than a partial payment on account of Rent owing and shall not prejudice the Landlord's right to recover any Rent owing.

SECTION 4: TRANSFER

4.1 The Tenant shall not assign, sublet, encumber or mortgage this Lease or any part thereof, or the Premises or any part thereof (each, a "Transfer") without the prior written consent of the Landlord which may not be unreasonably withheld.

4.2 If the Tenant intends to effect a Transfer, the Tenant will give prior notice to the Landlord of such intent, specifying the identity of the transferee, the type of Transfer contemplated, the part of the Premises affected by the Transfer, and the financial and other terms of the Transfer, and will provide such financial, business or other information relating to the proposed transferee and its principals as the Landlord requires, together with copies of all documents which record the particulars of the proposed Transfer. The Landlord will, within thirty (30) days after having received such notice and all requested information, notify the Tenant either that:

(i) it consents or does not consent to the Transfer in accordance with the provisions of this Section 4; or

(ii) it elects to terminate this Lease as to the whole or the part, as the case may be, of the Premises affected by the proposed Transfer.

If the Landlord elects to terminate this Lease, it will stipulate in its notice the termination date of this Lease, which date will be no less than thirty (30) days and no more than ninety (90) days following the giving of notice of such election. If the Landlord elects to terminate this Lease, the Tenant will notify the Landlord within ten (10) days thereafter of the Tenant's intention either to refrain from such Transfer or to accept termination of this Lease or the part thereof in respect of which the Landlord has exercised its rights. If the Tenant fails to deliver such notice within such ten (10) day period or notifies the Landlord that it accepts the Landlord's termination, this Lease will, as to the whole or affected part of the Premises, as the case may be, be terminated on the date of termination stipulated by the Landlord in its notice of election to terminate. If the Tenant

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notifies the Landlord within ten (10) days that it intends to refrain from such Transfer, then the Landlord's election to terminate this Lease shall become void.

4.3 No consent by the Landlord to a Transfer shall be considered or granted unless and until the Tenant shall deliver to the Landlord an agreement in form and substance satisfactory to the Landlord under which any assignee or subtenant assumes and agrees to be bound by all of the terms, covenants, conditions, provisions and agreements of this Lease. So long as the requirements set out in this Section 4 have been satisfied, the Tenant shall be released from its obligations hereunder as of the effective date of any Transfer, except for any default arising prior to the effective date of the Transfer, in which case the joint and several liability of the Tenant shall continue until such default is remedied.

4.4 The consent of the Landlord to any Transfer shall not operate as a waiver of the necessity for consent to any subsequent Transfer.

4.5 If any Transfer is made without the written consent of the Landlord, then the Landlord shall be entitled to treat the Tenant as being in default of this Lease with no notice required to be given and to exercise the remedies stipulated in Section 17 of this Lease and any other remedies available in law.

SECTION 5: LANDLORD'S WORK

5.1 The Landlord agrees to undertake and complete, at the Landlord's sole cost and expense, the Landlord's Work set out in Schedule "B" attached hereto. The Landlord's Work shall be carried out in a timely manner and shall be completed in a good and workmanlike manner, in accordance with all applicable by-laws, regulations, building codes, and rules, using qualified and licensed tradespeople and using Building standard materials of the Landlord's choice.

SECTION 6: TENANT'S WORK

6.1 The Tenant agrees to undertake and complete, at its sole cost and expense, all work (other than the Landlord's Work) required to be provided or performed in order the render the Premises complete and suitable for the Tenant's business (the "Tenant's Work"). Such Tenant's Work shall be completed (a) in accordance with plans and specifications approved by the Landlord in writing in advance, as well as the provisions of this Lease pertaining to Tenant Alterations, (b) in a good and workmanlike manner, (c) using qualified and licensed tradespeople, and (d) in accordance with all applicable laws, regulations, building codes, rules and by-laws.

SECTION 7: USE

7.1 During the Term of this Lease and subsequent extensions thereof the Premises shall be used solely for the purpose of a land ambulance station.

7.2 The Tenant shall not do or permit to be done in the Premises anything which may:

(i) constitute a nuisance, it being understood that the permitted use as defined herein does not, in itself, constitute nuisance;
(ii) cause waste or damage to the Premises, the Building, or the Tenant Alterations or fixtures and equipment therein;
(iii) interrupt or impose upon the use and enjoyment of the Building, other than the Premises, by the Landlord or other occupants or users of the Building;
(iv) make void or voidable any insurance upon the Building;
(v) constitute a breach of any by-law, statute, order or regulation of any municipal, provincial or other competent authority relating to the Building;
(vi) create any hazardous or dangerous substances;
(vii) permit or contribute to any infestation of the Premises by pests; or

(viii) permit any overloading of the floors.

SECTION 8: TAXES AND UTILITIES

8.1 The parties acknowledge that, as of the date of this Lease, the Premises are not liable to assessment and taxation by virtue of Section 3(1)(9) of the *Assessment Act* (Ontario). Notwithstanding anything to the contrary, if at any time during the Term, or any extension thereof, the Premises are liable to assessment and taxation, the Tenant shall pay to the Landlord, as Additional Rent, all taxes, rates, duties, levies, fees, and assessments whatsoever imposed or assessed against or in respect of the Premises from time to time.

8.2 The parties acknowledge that the costs of Building standard water, sewer, heat and hydro are included in Gross Rent. The Tenant shall be responsible for all costs (both recurring and non-recurring) of any supplementary heating, ventilating, air-conditioning, electricity, sewage, water or other utility services requested by the Tenant for its operations in the Building. The Landlord shall supply such supplementary services, at the Tenant's sole cost (payable as Additional Rent), if the Landlord determines, in its sole discretion, that the provision of such services is within the capacity of the Building systems, would not affect the operation or structure of the Building, would not reduce the efficiency of the existing services supplied to the Building, and is otherwise feasible.

SECTION 9: REPAIR AND MAINTENANCE

9.1 The Tenant covenants that during the Term of this Lease and any extension thereof the Tenant shall keep in good condition the Premises, including all alterations and additions made thereto (including, without limitation, all maintenance, repairs and replacements to the overhead door serving the Premises and all communication, life safety, security and vehicle exhaust systems serving the Premises), excluding only repairs and replacements which are the Landlord's responsibility pursuant to Section 9.10.

9.2 The Tenant shall take every reasonable precaution to protect the Premises from risk of damage by fire, water or the elements or any other cause.

9.3 The Tenant shall not allow any refuse, garbage or any loose or objectionable material to accumulate in or about the Premises and will at all times keep the Premises in a clean and neat condition. The Tenant shall comply with the Landlord's regulations respecting the storage and removal of waste and until removed, all waste from the Premises shall be kept in appropriate containers. The Tenant shall, at its sole cost, arrange for the storage and disposal of all biomedical waste in accordance with the provisions of the *Environmental Protection Act* (Ontario) and all other applicable laws.

9.4 The Tenant shall engage for the Premises, at its sole cost, a pest extermination contractor as approved by the Landlord in writing in advance and at such intervals as the Landlord requires, acting reasonably. If the Tenant fails to engage such pest extermination contractor as aforesaid or if the Landlord, acting reasonably, determines that the Tenant's pest extermination contractor is not performing its duties effectively, then the Landlord may, on notice to the Tenant, engage its own pest extermination contractor on the Tenant's behalf without incurring any liability in respect thereof and the Tenant will pay to the Landlord the cost of the Landlord's pest extermination contractor as Additional Rent.

9.5 The Tenant shall pay the entire cost of replacement, with similar quality and size, of any broken glass caused by actions of the Tenant, its members, users or invitees, guests, or contractors, including without limitation the windows and doors in the exterior wall of the Building, during the Term of this Lease.

9.6 The Tenant shall immediately give written notice to the Landlord of any damage that occurs to the Premises from any cause.

9.7 The Tenant shall permit the Landlord or a person authorized by the Landlord to enter the Premises to examine the condition thereof and view the state of repair at reasonable times and upon reasonable notice (except in the event of a real or perceived emergency, when no notice is required) and if upon such examination repairs are found to be necessary, written notice of the repairs required shall be given to the Tenant by or on behalf of the Landlord. The Tenant shall make the necessary repairs that are within the Tenant's obligations under this Lease within the time specified in the notice. The Landlord shall make any repairs which it deems necessary and that are within the scope of the Landlord's obligations under this Lease.

9.8 If the Tenant refuses or neglects to meet its obligations to keep the Premises in good repair as outlined in this Lease, the Landlord may, but shall not be obliged to, after giving the notice required by Section 16.1(ii), make any necessary repairs, and shall be permitted to enter the Premises, by itself or its servants or agents, for the purpose of effecting the repairs without being liable to the Tenant for any loss, damage or inconvenience to the Tenant in connection with the Landlord's entry and repairs, and if the Landlord makes repairs the Tenant shall pay the cost of them immediately as Additional Rent.

9.9 Upon the expiry of the Term or other termination of this Lease, the Tenant agrees to peaceably surrender the Premises, including any alterations or additions made thereto, to the Landlord in a state of good repair in accordance with the Tenant's obligations herein, reasonable wear and tear excepted. Provided the Tenant is not in material default of this Lease and all monies due under this Lease have been paid, the Tenant shall be permitted (subject to and in accordance with Sections 10.6 and 10.7 below) to remove any Trade Fixtures and additions which are improvements paid for by the Tenant during the Term or any extension no later than ten (10) days before the expiry or other termination of this Lease.

9.10 The Landlord covenants that during the Term of this Lease and any extension thereof the Landlord shall, at its sole cost and expense (except to the extent any repairs or replacements are necessitated due to anything done or omitted to be done by the Tenant or those for whom it is legally responsible, in which case the Tenant shall be solely responsible for the cost), undertake all repairs and replacements to:

(i) the footings, foundations, structural columns and beams, structural subfloors, bearing walls, exterior walls, windows (excluding broken glass and window cleaning, which shall be the responsibility of the Tenant) and roof of the Building;

(ii) the driveways and parking facilities serving the Premises (including snow removal); and

(iii) the base building mechanical, electrical, plumbing, heating, ventilation and air-conditioning systems serving the Premises,

in each case as reasonably required from time to time for the proper operation of the Building and as would a prudent owner, reasonable wear and tear excepted. For clarity, all other maintenance, repairs and replacements in or to the Premises are the responsibility of the Tenant, at its sole cost.

SECTION 10: ALTERATIONS AND ADDITIONS

10.1 If, during the Term of this Lease or any extension of it, the Tenant desires to make any alterations or additions to the existing Premises, including but not limited to, erecting partitions, attaching equipment, and installing necessary

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furnishings or additional equipment (including structures relating to the Tenant's operation) ("Tenant Alterations"), the Tenant may do so at its own expense, at any time and from time to time, provided the following conditions are met for Tenant Alterations of a type that typically require a building permit:

(i) before undertaking any alteration or addition the Tenant shall submit to the Landlord two (2) sets of detailed working drawings showing the proposed alterations or additions and with any items included in the plan which are regarded by the Tenant as "Trade Fixtures". For clarity, "Trade Fixtures" does not include any items installed or provided by the Landlord as part of the Landlord's Work; and

(ii) the Landlord has approved such plans, in writing, such approval not to be unreasonably or arbitrarily withheld or unnecessarily delayed.

In making any alterations or additions to the Premises, the Tenant shall comply with all applicable building code standards and by-laws of the municipality and shall obtain all required permits and approvals for such alterations or additions.

All work to be performed in the Premises shall be performed by competent contractors and subcontractors chosen by the Tenant and approved by the Landlord prior to the commencement of any work by such contractors and subcontractors (such approval not to be unreasonably withheld) except that the Landlord may require that the Landlord's contractors and subcontractors be engaged for any work affecting the building systems including, without limitation, structural, mechanical and electrical work.

10.2 The Tenant shall be responsible for and pay the cost of any alterations, additions, installations or improvements that any governing authority, municipal, provincial or otherwise, may require to be made in, on, or to the Premises, as a result of the Tenant's use or occupation thereof.

10.3 No advertisement or notice shall be inscribed, painted or affixed by the Tenant, or any other person on the Tenant's behalf, on any part of the Premises unless the sign, advertisement or notice has been approved, in writing, in every respect by the Landlord. All signage shall be at the Tenant's sole cost (including, without limitation, all utilities costs associated with such signage) and must comply with municipal by-laws. Subject to the Tenant obtaining all required municipal approvals, the Tenant shall be permitted, at its sole cost, to install its identification signage on the exterior brick wall of the Building facing Woodbine Road. Such signage shall be subject to the Landlord's prior written approval in all respects, including, without limitation, as to the location, size, design, and method of affixation. Upon the expiry or earlier termination of this Lease, the Tenant shall promptly remove such signage and repair any damage caused by the installation or removal thereof in accordance with Section 10.9 of this Lease.

10.4 In conjunction with the completion of all Tenant Alterations, the Tenant will pay for the modification of "As built" drawings which reflect the final construction, including mechanical, electrical and sprinkler systems drawings, if such systems are modified by the Tenant.

10.5 The Tenant shall keep the Premises free from any liens arising out of any work performed, materials furnished, or obligations incurred by or on behalf of Tenant. Should any mechanics', builders', construction or other lien be filed against the Premises by reason of Tenant's or its agents' or contractors' acts or omissions or because of a claim against the Tenant, the Tenant shall cause the same to be cancelled and discharged or shall proceed diligently to contest such claim within ten (10) days after the registration thereof. Should the Tenant fail to discharge such lien within thirty (30) days after the registration thereof, the Landlord may elect to discharge such lien by paying the amount claimed to be due and any additional amounts as may be required at law or otherwise (or posting a bond in lieu thereof) into court, in which event the Tenant shall reimburse the Landlord, on demand, as Additional Rent, for the amount so paid or the amount of the bond

plus all administrative costs incurred by the Landlord in connection therewith, including, without limitation, all legal fees and disbursements plus an administration fee of ten percent (10%) in connection therewith. The remedies provided herein shall be in addition to all other remedies available to the Landlord.

10.6 All Tenant Alterations other than Trade Fixtures in the Premises, whether placed there by the Tenant or the Landlord, shall, upon affixation, be the Landlord's property without compensation therefore to the Tenant and shall not be removed from the Premises by the Tenant at any time during the Term. The Landlord shall be under no obligation to repair or maintain the Tenant's Alterations or anything in the nature of a leasehold improvement made or installed by the Tenant or the Landlord, except where such alteration or improvement pertains to the portion of the Building that the Landlord is otherwise obligated to repair.

10.7 If the Tenant has complied with its obligations according to the provisions of this Lease, the Tenant may remove its Trade Fixtures at the end of the Term or other termination of this Lease and the Tenant covenants that it will make good and repair or replace as necessary any damage caused to the Premises by the removal of the Tenant's Trade Fixtures.

10.8 Other than as provided in Sections 9.9, 10.6 and 10.7 above, the Tenant shall not, during the Term of this Lease or anytime thereafter, remove from the Premises any Trade Fixtures or other goods and chattels of the Tenant, except in the following circumstances:

(i) the removal is in the ordinary course of business;

(ii) the Trade Fixture, other good, or other chattel has become unnecessary for the Tenant's business or is being replaced by a new or similar Trade Fixture, other good, or other chattel; or

(iii) the Landlord has consented in writing to the removal,

but in any case the Tenant shall make good any damage caused to the Premises by the installation or removal of any Trade Fixtures, other good, other chattel, equipment, partitions, furnishings and any other objects whatsoever brought into the Premises by the Tenant.

10.9 At the expiration or earlier termination of this Lease, the Tenant shall, at its own expense, if requested by the Landlord, remove any or all signage installed during the Term and shall repair all damage caused by the installation or the removal or both and shall restore the area to as close to its original condition to the reasonable satisfaction of the Landlord and subject to wear and tear, provided that in all cases such area shall be left by the Tenant properly functioning for its intended purpose and in good working condition.

SECTION 11: ENTRY BY LANDLORD

11.1 The Landlord and the Landlord's agents and representatives shall have the right to enter the Premises at any time in case of an emergency or reasonable apprehension of an emergency and at all reasonable times upon reasonable notice for any purpose permitted pursuant to the terms of this Lease, including, but not limited to, examining the Premises and making such repairs or alterations therein as may be necessary or appropriate in the Landlord's reasonable discretion for the safety and preservation of the Building. The Landlord agrees to undertake any such repairs or alterations as expeditiously as reasonably possible and shall use reasonable efforts to minimize any interference with the operation of the Tenant's business.

11.2 The Landlord shall have the right to use any and all means to open doors to the Premises in an emergency or reasonable apprehension of an emergency in order

to obtain entry thereto without liability to the Tenant therefore. Any entry to the Premises by the Landlord by any of the foregoing means, or otherwise, shall not be construed or deemed to be a forcible or unlawful entry into or a distraint of the Premises, or an eviction, partial eviction or constructive eviction of the Tenant from the Premises, or any portion thereof, and shall not relieve the Tenant of its obligations hereunder. The Landlord shall immediately verbally notify the Tenant upon exercising its right of forced entry for the purpose set out herein in order that the Tenant can make arrangements to re-secure the Premises.

SECTION 12: OPERATION, ALTERATIONS BY LANDLORD

12.1 The Landlord will control the management and operation of the Building and the lands. In doing so, the Landlord will have the right, among other things, to (a) temporarily obstruct or close off parts of the Building and/or the lands for maintenance, repair or construction (so long as the Tenant has reasonable access to the Premises during any such period of maintenance, repair or construction), (b) make repairs, replacements, changes or additions to the structure, systems, facilities and equipment in the Premises where necessary to service the Building as a whole, and (c) do and perform such other acts as the Landlord reasonably determines to be advisable for the Building. In exercising its rights under this Section 12.1, the Landlord shall use reasonable efforts to provide the Tenant with prior notice of any work that may materially and adversely affect the Tenant’s access to or use of the Premises.

12.2 The Tenant acknowledges that in no event shall any noise or other disturbance caused by any construction or work of the Landlord constitute a breach of the Tenant's right to quiet enjoyment of the Premises and the Tenant waives and releases any claims for damages including loss of business resulting therefrom. The Landlord agrees to undertake any such repairs, replacements, changes or additions as expeditiously as reasonably possible and shall use its reasonable efforts to minimize any interference with the Tenant’s operations.

SECTION 13: INSURANCE

13.1 Throughout the Term and any period when it is in possession of the Premises, the Tenant will maintain the following insurance:

(i) "all risks" property insurance in an amount not less than the full replacement cost, insuring all property owned by the Tenant (including furniture and movable equipment), or installed by or on behalf of the Tenant, including leasehold improvements in the Premises;

(ii) when applicable, broad form boiler and machinery insurance on a blanket repair and replacement basis with limits for each accident in an amount not less than the replacement cost of all leasehold improvements and of all boilers, pressure vessels, air-conditioning equipment and electrical equipment in or serving the Premises, owned or operated by the Tenant or by others (except the Landlord) on behalf of the Tenant;

(iii) public liability and property damage insurance including personal injury liability, contractual liability, non-owned automobile liability, contingent employers' liability, and owners' and contractors' protective insurance coverage, with respect to the Premises and the Tenant's use of the Building and the lands, on an occurrence basis, with coverage including the activities and operations conducted: (A) by the Tenant and any other person on the Premises; (B) by the Tenant and any other person performing work on behalf of the Tenant; and (C) by the Tenant and those for whom the Tenant is in law responsible in any other part of the Building and the lands. These policies will be written on a comprehensive basis with inclusive limits of at least Five Million Dollars ($5,000,000.00) for each occurrence for bodily injury for any one or more persons or property

damage (but the Landlord, acting reasonably, may require higher limits from time to time);

(iv) standard owner's form automobile insurance providing third party liability insurance with Two Million Dollars ($2,000,000.00) inclusive limits of coverage, and accident benefits insurance, covering all licensed vehicles owned or operated by or on behalf of the Tenant; and

(v) any other form of insurance with whatever limits the Tenant or the Landlord, acting reasonably, requires from time to time, in form, in amounts and for risks against which a prudent tenant under similar circumstances would insure.

13.2 Each policy of insurance will name the Tenant as named insured, and the Landlord as an additional insured save and except for the policy of insurance listed at section (iv) which shall not name the Landlord as an additional insured. The policies specified under Section 13.1(iii) will contain a severability of interests clause and cross liability clauses. If there is a dispute as to the amount of the full replacement cost, the decision of a mutually appointed professional insurance appraiser will be conclusive.

13.3 All policies will: (i) be taken out with insurers licensed in Ontario; (ii) be in a form reasonably satisfactory to the Landlord; (iii) be non-contributing with, and apply only as primary and not excess to any other insurance available to the Landlord; (iv) not be invalidated as respects the interests of the Landlord by reason of any breach or violation of warranties, representations, declarations or conditions contained in the policies; and (v) contain an undertaking by the insurers to notify the Landlord in writing not less than thirty (30) days before any cancellation or termination.

13.4 Prior to taking possession of the Premises and on every renewal date, the Tenant will deliver certificates of insurance, executed by the Tenant's insurers or their authorized representatives, evidencing that the required insurance is in force. No review or approval of any insurance policy or certificate by the Landlord will in any way alter the Landlord's rights under this Lease.

SECTION 14: INDEMNITY

14.1 The Tenant shall at all times indemnify and save harmless the Landlord from and against any and all manner of claims, demands, losses, costs, charges, actions and other proceedings whatsoever (including those under or in connection with the *Workplace Safety and Insurance Act, 1997*, S.O. 1997, c.16, Sch. A, or any successor legislation), made or brought against, suffered by or imposed on the Landlord or its property in respect of any loss, damage, or injury (including fatal injury) to any person or property (including, without restriction, employees, agents and property of the Landlord or of the Tenant) directly or indirectly arising out of, resulting from or sustained as a result of the Tenant’s occupation or use of, or any operation in connection with, the Premises or any fixtures or chattels thereon except to the extent attributable to the Landlord’s negligence.

14.2 The Tenant shall at all times indemnify and save harmless the Landlord from and against any and all claims, demands, losses, costs, charges, actions and other proceedings under the *Construction Act*, R.S.O. 1990, c. C. 30 in connection with any work done for the Tenant at or on the Premises. The Tenant shall, at its own expense, promptly see to the removal of every claim from the registered title to the lands for lien or certificate of action having to do with such work in accordance with Section 10.5 of this Lease.

14.3 The Landlord shall at all times indemnify and save harmless the Tenant from and against any and all manner of claims, demands, losses, costs, charges, actions and other proceedings whatsoever made or brought against, suffered by or

imposed on the Tenant or its property in respect of any loss, damage, or injury (including fatal injury) to any person or property (including, without restriction, employees, agents and property of the Tenant or of the Landlord) directly or indirectly arising out of, resulting from or sustained as a result of The Corporation of the City of Kingston's occupation or use of, or any operation in connection with, the Building (other than the Premises), except to the extent attributable to the Tenant's negligence.

SECTION 15: DAMAGE TO THE BUILDING

15.1 If the Premises or any part thereof is damaged or destroyed, in whole or in part, by fire or other peril, then the following provisions shall apply:

(i) if the Landlord determines that damage or destruction renders the Premises unfit for occupancy and impossible to repair or rebuild using reasonable diligence within one hundred and twenty (120) clear days from the happening of such damage or destruction, then the Term hereby granted shall cease from the date the damage or destruction occurred, and the Tenant shall immediately surrender the remainder of the Term and give possession of the Premises to the Landlord, and the Gross Rent from the time of the surrender shall abate;

(ii) if the Landlord determines that the Premises can with reasonable diligence be repaired and rendered fit for occupancy within one hundred and twenty (120) days from the happening of the damage or destruction, but the damage renders the Premises wholly unfit for occupancy, then the Gross Rent hereby reserved shall not accrue after the day that such damage occurred, or while the process of repair is going on, and the Landlord shall repair the Premises with all reasonable speed (to the extent of the Landlord's Work described in Schedule "B"), and the Tenant's obligation to pay Gross Rent shall resume immediately after the necessary repairs have been completed by the Landlord;

(iii) if the Premises can be repaired within one hundred and twenty (120) days as aforesaid, and the damage is such that the Premises is capable of being partially used for the operation of the Tenant's business (in the Tenant's reasonable opinion), then until such damage has been repaired, the Tenant shall continue in possession and the Gross Rent shall abate proportionately;

(iv) any question as to the degree of damage or destruction or the period of time required to repair or rebuild shall be determined by a qualified architect or engineer retained by the Landlord; and

(v) apart from the provisions of subsections (i), (ii) and (iii) above, there shall be no abatement from or reduction of the Rent payable by the Tenant, nor shall the Tenant be entitled to claim against the Landlord for any damages, general or special, caused by fire, water, sprinkler systems, partial or temporary failure or stoppage of services or utilities which the Landlord is obliged to provide according to this Lease, from any cause whatsoever.

15.2 Despite anything to the contrary contained in this Lease, if the Landlord determines that more than forty percent (40%) of the floor area of the Building is damaged or destroyed, whether or not the Premises are damaged, then the Landlord may, upon at least thirty (30) days' notice to the Tenant, given within ninety (90) days after the damage or destruction, terminate this Lease, and all Rent will abate as of the effective date of termination. If the Building is damaged or destroyed to the extent described above and the Landlord does not terminate this Lease, the

Landlord will rebuild the Building to the extent of its obligations under its leases for leasable premises in the Building (including this Lease) but the Landlord may use plans and specifications and working drawings that are different from those used in the original construction of the Building, and the rebuilt or repaired Building may be different in configuration or design from the Building before the damage or destruction, so long as the Premises are not so significantly altered as to materially and adversely affect the Tenant's operations.

SECTION 16: EVENTS OF DEFAULT

16.1 In addition to any other event specified in this Lease as an Event of Default, the occurrence of any one or more of the following events during the Term (each, individually, an "Event of Default" and collectively, "Events of Default") shall constitute a breach of this Lease by the Tenant and the Landlord may exercise the rights set forth in Section 17 of this Lease or as otherwise provided at law or in equity:

(i) The Tenant shall fail to pay any Rent (or cure any other default which is curable by the payment of money) within ten (10) days after written notice that same is due and payable; or

(ii) The Tenant shall default in the performance of or compliance with any of the other covenants, agreements, terms or conditions of this Lease to be performed by the Tenant (other than any default curable by the payment of money), and, unless expressly provided elsewhere in this Lease that no notice and/or opportunity to cure such default is to be afforded the Tenant, such default shall continue for a period of fifteen (15) days after written notice thereof from the Landlord to the Tenant, or, in the case of a default which cannot with due diligence be cured within fifteen (15) days, the Tenant fails to commence such cure promptly within such fifteen (15) day period and thereafter diligently prosecute such cure to completion; or

(iii) The Tenant commits any act or neglects to do anything with the result that a valid construction lien or other encumbrance is registered against the Landlord's property; or

(iv) The Tenant fails to cease the doing of any prohibited act described in Section 7.2 above; or

(v) The Premises shall be effectively abandoned by the Tenant, as shown by failure to be in occupancy and actively carrying on the business permitted by this Lease in the Premises for a period of thirty (30) consecutive days other than for legitimate reasons such as undergoing Tenant Alterations approved by the Landlord in accordance with this Lease, or due to damage or destruction.

SECTION 17: REMEDIES UPON DEFAULT

17.1 When an Event of Default on the part of the Tenant has occurred:

(i) the Landlord shall have the right to terminate this Lease and to re-enter the Premises and deal with it as it may choose; and

(ii) the Landlord shall have the right to remove all persons and property from the Premises and store such property at the expense and risk of the Tenant or sell or dispose of such property in such manner as the Landlord sees fit without notice to the Tenant and to keep any proceeds therefrom and apply them to any outstanding amounts owing by the Tenant to the Landlord.

17.2 If, when an Event of Default has occurred, the Landlord chooses not to terminate the Lease and re-enter the Premises, the Landlord shall have the right to take any and all necessary steps to rectify any or all Events of Default of the Tenant and to charge the costs of such rectification to the Tenant and to recover the costs as Additional Rent, other than its legal costs incurred to enforce its remedies hereunder.

17.3 If, when an Event of Default has occurred, the Landlord chooses to waive its right to exercise the remedies available to it under this Lease or at law the waiver shall not constitute condonation of the Event of Default, nor shall the waiver be pleaded as an estoppel against the Landlord to prevent it exercising its remedies with respect to a subsequent Event of Default. No covenant, term or condition of this Lease shall be deemed to have been waived by the Landlord unless the waiver is in writing and signed by the Landlord.

SECTION 18: OVERHOLDING

18.1 If the Tenant remains in possession of the Premises after the Expiration Date of this Lease and any extension periods and if the Landlord then accepts Rent for the Premises from the Tenant, it is agreed that such overholding by the Tenant and acceptance of Rent by the Landlord shall create a monthly tenancy, which may be terminated by either party upon at least sixty (60) days' prior written notice, subject to all the terms and conditions of this Lease except those regarding the Term.

SECTION 19: ESTOPPEL CERTIFICATE

19.1 At any time and from time to time upon written request by the Landlord, the Tenant shall deliver within ten (10) Business Days (as defined in Section 21.5) after such request, a certificate to the Landlord or to any present or proposed mortgagee or purchaser designated by the Landlord, in a form acceptable to the Landlord and Tenant's solicitor, certifying such information regarding the then current status of the Lease as the Landlord may require, acting reasonably.

SECTION 20: SUBORDINATION AND POSTPONEMENT

20.1 This Lease and all the rights of the Tenant under this Lease are subject and subordinate to any and all charges against the Premises, whether the charge is in the nature of a mortgage, trust deed, lien or any other form of charge arising from the financing or re-financing, including extensions or renewals, of the Landlord's interest in the property.

20.2 Upon the request of the Landlord the Tenant will execute any form required to subordinate this Lease and the Tenant's rights to any such charge, and will, if required, attorn to the holder of the charge.

20.3 No subordination by the Tenant shall have the effect of permitting the holder of any charge to disturb the occupation and possession of the Premises by the Tenant as long as the Tenant performs its obligations under this Lease.

20.4 Upon request from the Tenant, the Landlord shall use reasonable efforts to deliver to the Tenant a non-disturbance agreement in favour of the Tenant in respect of this Lease from any existing mortgagees and chargees of the Premises.

SECTION 21: NOTICE

21.1 Any notice required or permitted to be given by one party to the other pursuant to the terms of this Lease shall be given:

To the Landlord at: City Hall, 216 Ontario Street
Kingston, ON K7L 2Z3
Phone: (613) 546-4291 ext 3148
Fax: (613) 546-4867
Attention: Director, Real Estate & Environmental Initiatives

To the Tenant at: The Corporation of the County of Frontenac
2069 Battersea Road
Glenburnie, ON K0H 1S0
Phone: (613) 548-9400
Fax: (613) 548-8460
Attention: County Clerk

21.2 The above addresses may be changed at any time by giving ten (10) days written notice.

21.3 Any and all notices required or which either party herein may desire to give to the other shall be made in writing and shall be given by (i) registered mail, postage prepaid, or (ii) a local courier, or (iii) electronic means and shall be deemed to be given on the fifth (5th) Business Day after the date of mailing or one Business Day after delivery to the courier for overnight next morning delivery or on the same day as it was sent by electronic means if sent before 2:00 p.m. on a Business Day, otherwise on the next Business Day.

21.4 Anything contained herein to the contrary notwithstanding, any bills or invoices may be given by hand or by regular mail and, if so given, shall be deemed given on the date of delivery or refusal to accept delivery, if by hand, or on the fifth (5th) Business Day following the date of mailing, if mailed.

21.5 For the purposes hereof, "Business Day" means a day other than a Saturday, Sunday or statutory holiday in the Province of Ontario.

SECTION 22: LANDLORD REPRESENTATION

22.1 The Landlord covenants, represents and warrants to the Tenant that the Landlord is the registered owner of the Premises and has the full right, power and authority to enter into this Lease.

22.2 The Landlord shall designate one representative authorized to act on the Landlord's behalf, identified as the Director, Real Estate & Environmental Initiatives, and shall specify in written notice to the Tenant any limits on the representative's authority. The Landlord may change the identification of the Landlord’s representative from time to time by notice in writing.

SECTION 23: ENVIRONMENT, SUSTAINABILITY AND ACCESSIBILITY

23.1 For the purpose of this Section 23:

(i) “Environmental Laws” means all federal, provincial, municipal and local laws, regulations, rules, by-laws, ordinances, judgments, decisions, and orders issued by any governmental or regulatory agency relating to or governing the environment, occupational health and safety, product safety, product liability, and the generation, storage, use, handling, manufacture, processing, transportation, import, export, treatment, remediation, release, discharge, or disposal of any Hazardous Substances; and

(ii) "Hazardous Substances" means any waste, pollutant, contaminant, material or substance which is or may be dangerous, hazardous, toxic, explosive, corrosive, flammable, infectious, radioactive, carcinogenic or mutagenic or which could otherwise pose a risk to health, safety or the environment, including any substance which contains polychlorinated biphenyls (PCBs), asbestos, lead, urea formaldehyde or radon gas.

23.2 During the Term of this Lease, or any extension thereof, the Tenant shall comply with all applicable Environmental Laws and environmental permits applicable to the operation or use of the Premises, shall cause all other persons occupying or using the Premises to comply with all such Environmental Laws and environmental permits, shall immediately pay all costs and expenses incurred by reason of such compliance, and shall obtain and renew all environmental permits required for operation or use of the Premises. The Tenant shall not generate, use, treat, store, handle, release or dispose of, or permit the generation, use, treatment, storage, handling, release or disposal, of Hazardous Substances in the Premises, or transport or permit the transportation of Hazardous Substances to or from the Premises except for limited quantities used or stored in the Premises and required in connection with the routine operation and maintenance of the Premises, and then only in compliance with all applicable Environmental Laws and environmental permits.

23.3 The Tenant acknowledges and agrees that, in keeping with the Landlord's environmental, sustainability and accessibility objectives and standards, any decision made by the Landlord with respect to the operation of and any alterations or additions to the Premises in furtherance of these objectives and standards during the term of the Lease, will be considered to have been made by the Landlord acting reasonably and the Tenant will cooperate with the Landlord in implementing these changes.

23.4 Notwithstanding anything to the contrary, the Tenant shall not be responsible for any Hazardous Substances existing in the Premises prior to the Commencement Date, or that were not caused or contributed to by the act or omission of the Tenant, its employees, agents, servants, contractors or those for whom the Tenant is in law responsible.

SECTION 24: MISCELLANEOUS

24.1 The term "Landlord" as used in this Lease shall mean only the owner of the Premises. In the event of any transfer of title to or lease of the Premises to a transferee who assumes all obligations of the Landlord under this Lease, the transferor shall be entirely discharged and released of all covenants and obligations of the Landlord hereunder (whether express or implied) without further agreement between the parties or their successors in interest and the Tenant shall look solely to the successor in interest of the transferee as the Landlord under this Lease. This Lease shall not be affected by such transfer or lease, and the Tenant agrees to attorn to the transferee or assignee, such attornment to be effective and self-operative without the execution of any further instrument by the parties to this Lease.

24.2 The Tenant acknowledges and agrees that it has not relied upon any statements, representations, agreements or warranties except those expressed in this Lease. The Landlord and Tenant agree that this Lease contains the entire agreement of the parties. No amendment or modification of this Lease shall be binding or valid unless expressed in writing and executed and delivered by the Landlord and the Tenant in the same manner as the execution of this Lease.

24.3 The submission of this document for examination and review does not constitute an option, an offer to lease space, or an agreement to lease space. This document shall have no binding effect on the parties hereto unless and until executed and delivered by both the Landlord and the Tenant.

24.4 Except as otherwise specifically provided herein, the terms, covenants and conditions contained in this Lease shall bind and enure to the benefit of the respective successors, administrators and assigns of each of the parties hereto.

24.5 In all instances where a party is required by the terms and provisions of this Lease to pay any sum of money or to do any act at a particular indicated time or within any indicated period, it is understood and agreed that time is of the essence.

24.6 If any term, covenant or condition of this Lease or the application to any person or circumstance is to any extent held or rendered invalid, unenforceable or illegal, the remainder of this Lease or the application of such term, covenant or condition to persons or circumstances other than those with respect to which it is held invalid, unenforceable or illegal is not affected thereby and continues to be applicable to the fullest extent permitted by law.

24.7 Each of the Landlord and the Tenant shall act in good faith and in a reasonable manner in enjoying and performing its rights and obligations under this Lease. Except as specifically provided herein, any consent, approval, determination or exercise of discretion to be made by the Landlord or the Tenant or any professional or consultant appointed by either party shall be given, made or exercised in good faith and shall not be unreasonably withheld or delayed.

24.8 The Tenant does not, in any way or for any purpose, become a partner of the Landlord in the conduct of its business, or otherwise, or joint venturer or a member of a joint enterprise with the Landlord. No acts of the parties hereto shall create any relationship between the parties hereto other than that of Landlord and Tenant.

24.9 A waiver by one of the parties of any breach of any of the other party's covenants hereunder shall not affect or prejudice its rights in respect of any future or other breach of covenant by the said other party.

24.10 If a dispute arises out of, or in connection with this Lease, the parties agree to meet to pursue resolution through negotiation or other appropriate dispute resolution process before resorting to litigation. Written notice, containing a request to negotiate, shall be given by either party to the other. This notice shall be given promptly in order to prevent further damages resulting from delay and shall specify the issues in dispute. Negotiations shall occur first between representatives of the Landlord (Director of Real Estate & Environmental Initiatives) and the Tenant (County Clerk). If the representatives do not resolve all of the issues in the dispute within ten (10) days after notice has been given, then the parties shall attempt to resolve the issues in dispute through a second level of negotiations, between the Chief Administrative Officers of the Landlord and the Tenant. If the parties do not resolve all of the issues in dispute through negotiations, then within twenty (20) days after notice has been given, either party may submit those issues to binding arbitration pursuant to the provisions of the *Arbitration Act, 1991*, S.O. 1991, c.17.

24.11 The Tenant will not allow or cause this Lease or any assignment or sublease or other document evidencing an interest of the Tenant in this Lease or the Premises to be registered on title to the lands except that, at the Tenant's request, if the Tenant pays the Landlord's reasonable expenses, the Tenant may register a notice of lease against title to the lands, describing the parties, the Term, and the other minimum information required under the applicable legislation, but the form must first be approved by the Landlord. The Tenant will execute promptly any documents the Landlord reasonably requires in connection with this Lease, for registration on title to the lands at the Landlord's expense.

SECTION 25: INTERPRETATION

25.1 Whenever in this Lease any words of obligation or duty are used, such words or expressions shall have the same force and effect as though made in the form of a covenant.

25.2 Words of any gender used in this Lease shall be deemed to include any other gender and words in the singular shall be deemed to include the plural, when the context requires.

25.3 No remedy or election given pursuant to any provision in this Lease shall be deemed exclusive unless so indicated, but each shall, wherever possible, be cumulative with all other remedies at law or in equity as otherwise specifically provided herein.

25.4 If and to the extent that, any of the provisions of any amendment, modification or rider to this Lease conflict or are otherwise inconsistent with any of the preceding provisions of this Lease, whether or not such inconsistency is expressly noted in such amendment, modification or rider, the provisions of such amendment, modification or rider shall prevail.

25.5 The parties mutually agree that the headings and captions contained in this Lease are inserted for convenience of reference only, and are not to be deemed part of or to be used in construing this Lease.

25.6 This Lease shall be construed in accordance with the laws of the Province of Ontario. Unless herein waived, the Landlord and the Tenant acknowledge that all of the applicable statutes of the Province of Ontario are superimposed on the rights, duties and obligations of the Landlord and the Tenant hereunder.

25.7 The Landlord and the Tenant each acknowledge and warrant that each has been represented by counsel and has executed this Lease after being fully advised by said counsel as to its effect and significance.

25.8 The parties agree, from time to time, to do or cause to be done all such things, and to execute and deliver all such documents, agreements and instruments reasonably requested by the other, as may be necessary or desirable to complete the transaction contemplated by this Lease and to carry out its provisions and intent.

[Signature page follows]

IN WITNESS WHEREOF, the Landlord has executed and accepted this Lease at Kingston, Ontario this _____ day of _____ , 2019.

SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE CITY OF KINGSTON

We have the authority to bind the corporation.

Per:_____
Bryan Paterson, Mayor

_____
John Bolognone, City Clerk

IN WITNESS WHEREOF, THE Tenant has executed and accepted this Lease at Kingston Ontario, this _____ day of _____ , 2019.

SIGNED, SEALED AND DELIVERED

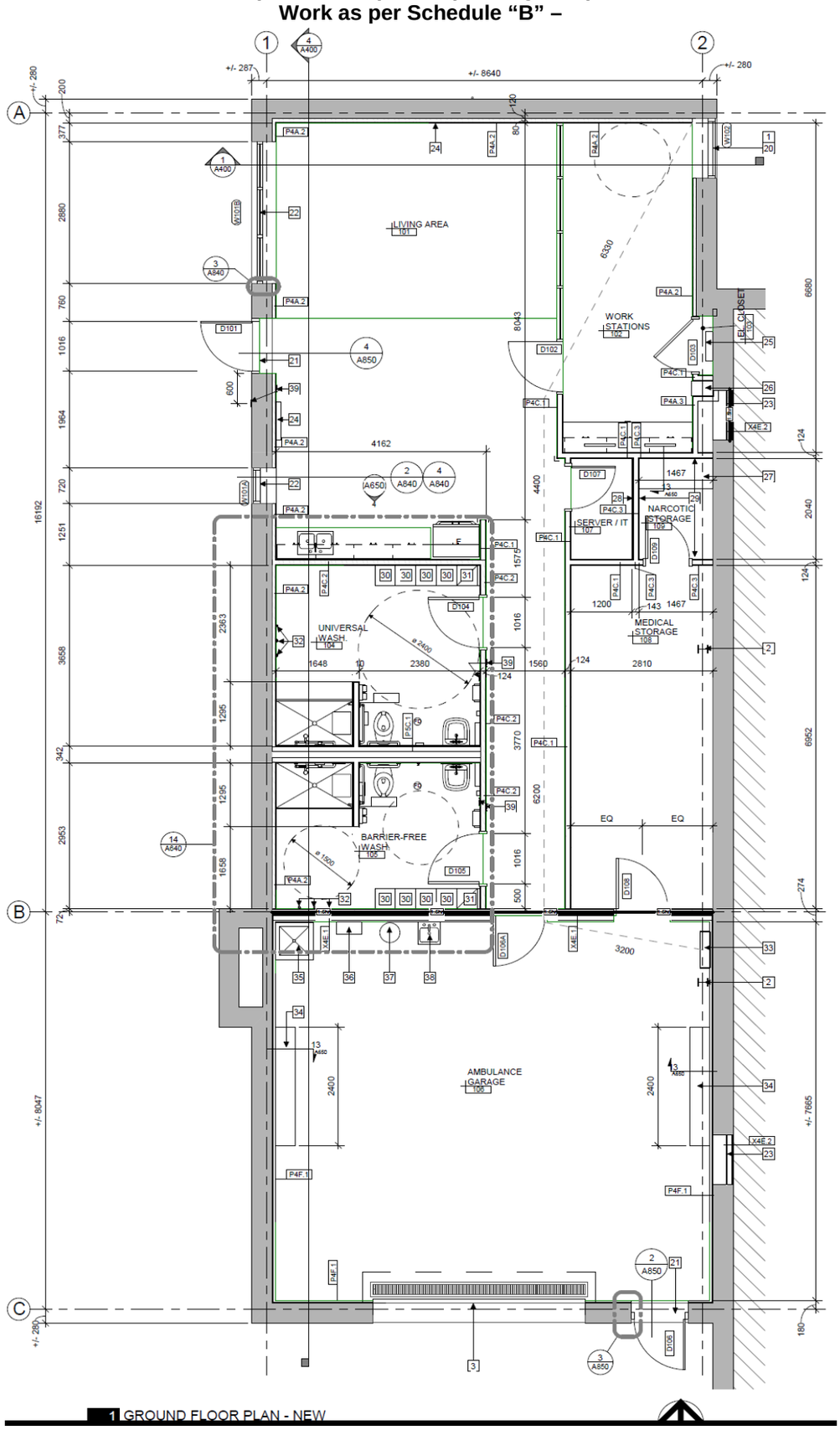
THE CORPORATION OF THE COUNTY OF FRONTENAC

I/We have the authority to bind the corporation.

Per:_____

Per:_____

SCHEDULE "A"
The "Premises " – Floorplan to be updated pending completion of the Landlord's Work as per Schedule "B" –



00021058.DOC:

SCHEDULE "B"

LANDLORD'S WORK

Prior to the Commencement Date, the Landlord will, on a "once only" basis, at its sole expense, using materials and contractors chosen by the Landlord in its sole discretion, complete the Landlord's Work as described on the drawings issued for construction, August 18, 2019 by CSV Architects on behalf of the Landlord and as amended by Change Orders approved by the Landlord and Tenant.

Except for the performance of the Landlord's Work, the Tenant accepts the Premises in their "as is, where is" condition.

FRONTENAC

Report 2019-155

Council Information Report

To: Warden and Council

From: Kelly Pender, Chief Administrative Officer

Prepared by: Lisa Hirvi, Administrator

Date of meeting: December 18, 2019

Re: **Fairmount Home – Quarterly Update Activity Report**

Recommendation

This report is for information purposes only.

Background

The following information is an update regarding the activities/challenges at Fairmount Home ("Fairmount") from July 1, 2019 to September 30, 2019 as well as significant updates in October 2019.

Comment

Accreditation

Fairmount is pursuing accreditation with CARF Canada, as previously reported in Fairmount's Quarterly Update Activity Report dated January 16, 2019. CARF Canada accepted the survey application and conducted the onsite survey on November 14 and 15, 2019. County Council representatives attended the survey for the orientation conference and/or exit conference. CARF Canada released the accreditation report, and Fairmount received the Three-Year Accreditation. The details are shared in the Information Report 2019-156.

Ministry of Long-Term Care – Inspections

During the third quarter, there was one (1) complaint logged with the Ministry of Long-Term Care (MOLTC) related to resident care. A ministry inspection was conducted in August 2019. There were no findings. During this ministry inspection, the inspector also conducted a Critical Incident System (CIS) inspection for critical incidents that Fairmount has reported since the previous inspection in March 2019. The CIS inspection included one (1) critical incident regarding resident to resident abuse. There were no findings.

The public versions of the reports are posted at Fairmount for public review. The Ministry of Health and Long-Term Care publishes the Reports on Long-Term Care Homes on its website.

Thank you to the management and staff who worked professionally and cooperatively with the ministry inspector.

MOLTC – Long-Term Care Home Performance Report

The MOLTC released a new LTC Home Performance Report for LTC Homes in early October 2019. This report replaces the performance level information that was previously listed on the MOLTC public website. The public launch of this information on the ministry website is expected for the fall 2019. An updated report will be released on a bi-annual basis in the spring and fall every year. This initiative is part of an effort to provide open and transparent data that furthers the ministry's commitment to strengthening the LTC system.

Outbreaks

During the third quarter, there were no outbreaks declared.

Public Health Inspection

During the third quarter, Kingston, Frontenac, Lennox & Addington (KFL&A) Public Health conducted a routine inspection on August 12 in the main kitchen, serveries and general store. There were no violations. Thank you to the management and staff who work professionally and cooperatively with the public health inspector. The Food Establishment and Restaurant Reports are posted on its website.

Strategic Priority Implications

Not applicable

Financial Implications

The financial implications are outstanding for the final phase of the lighting replacement, which was previously communicated in the Council Information Report 2018-083 dated June 20, 2018.

Organizations, Departments and Individuals Consulted and/or Affected

Fairmount Home staff, residents, volunteers
Frontenac County staff

FRONTENAC

Report 2019-157

Council Information Report

To:	Warden and Council
From:	Kelly Pender, Chief Administrative Officer
Prepared by:	Jannette Amini, Manager of Legislative Services/Clerk
Date of meeting:	December 18, 2019
Re:	**Corporate Services – 2019 Accessibility for Ontarians with Disabilities (AODA) Compliance Audit**

Recommendation

This report is for information purposes only.

Background

As a broader public sector organization with one or more employees, the County of Frontenac is legally required to file a 2019 accessibility compliance report by December 31, 2019.

The Accessibility Directorate of Ontario recommends and the minister decides what must be in the report and how to present the information. These reports tell how the person or organization is complying with the standard. The report is a series of Yes or No questions, and organizations can provide additional information regarding their compliance status in a text field below each question.

As per Part III, section 15(1) of the Act, someone who is in an official position of authority in the organization must "certify" that the report is accurate.

Comment

The Manager of Legislative Services/Clerk completed the County's Compliance report on December 6, 2019. A copy of the Compliance Report is attached to this report as Appendix A.

The Compliance Report determines if organizations are compliant under the AODA and its 5 Standards, those being:

1. Customer Service Standard;
2. Information and Communication Standard;
3. Employment Standard;
4. Transportation Standard; and,
5. Design of Public Spaces Standard

For the most part, the County of Frontenac is in compliance with all 5 Standards with the exception of a portion of the Information and Communication Standard. As noted on question 16 of the Report, the County is not in compliance with all of the applicable requirements for the Information and Communications Standard in effect under the Integrated Accessibility Standards Regulation. This is a result of staff discovering that it is not creating accessible pdf's. Both the County website and the County's Civic Web Portal contain pdf documents that are not fully accessible.

Director's Orders and Administrative Penalties

The director may follow up with a person or organization that is not in compliance with the AODA requirements and may issue an order to a person or organization. The order may direct the person or organization to provide more information on its implementation of the standard. The director first sends a notice of the order. The person or organization can send the director information about why the director should not issue an order.

It should also be noted that the director may also issue an order requiring the payment of an administrative penalty. For example, this may occur if the person or organization has not or will not comply with the Act. The director sets the amount of the administrative penalty; however there is an opportunity for the person or organization to, within 30 days, give a written explanation about why the director should not ask for this penalty.

To date, no Notice of Order has been issued by the director although when completing the Compliance Report, staff did note in the comment section that the County is looking to rectify this matter. Staff will work in 2020 to rectify this issue through a number of processes, including staff training on how to create accessible pdf's and investigating accessibility software solutions that take pdf's through accessibility checkers to ensure compliance. Should additional funding be required outside of the already presented 2020 budget, staff may come back to Council requesting the use of the Accessibility Reserve to absorb the additional costs.

Staff have advised the Joint Frontenac Accessibility Advisory Committee (FAAC) of this non-compliance issue and will continue to keep both Council and the FAAC up to date on this matter as staff move towards bringing the County in compliance.

Strategic Priorities

Priority 1: **Get behind plans that build community vitality and resilience in times of growth and change.**

This priority responds to high interest as well as concern shared broadly across the County that communities in the Frontenacs be well supported with infrastructure and services essential to vitality and sustainability in today's world.

Financial Implications

There are no financial implications associated with this report; however as noted, should additional funding be required outside of the already approved 2020 budget, staff will come back to Council requesting the use of the Accessibility Reserve to absorb the additional costs.

Organizations, Departments and Individuals Consulted and/or Affected

Susan Brant, Director of Corporate Services/Treasurer
Joint Frontenac Accessibility Advisory Committee
Accessibility Directorate of Ontario

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FRONTENAC

Report 2019-156

Council Information Report

To:	Warden and Council
From:	Kelly Pender, Chief Administrative Officer
Prepared by:	Lisa Hirvi, Administrator, Fairmount Home
Date of meeting:	December 18, 2019
Re:	**Fairmount Home – CARF Accreditation 2019**

Recommendation

This report is for information purposes only.

Background

Fairmount Home's (Fairmount) accreditation expired January 31, 2019. Fairmount changed its ministry-approved accreditor to CARF Canada (CARF) at which time the management team began preparation for the on-site accreditation survey on November 14 and 15, 2019.

The Ministry of Long-Term Care (MOLTC) was notified of the change in accreditation provider to ensure that the Quality Attainment Premium (QAP) funding continued during the transition period, which is a maximum of ten months from the expiry date of the most recent accreditation. The ten month maximum period expired November 30, 2019.

Comment

On December 3, 2019, Fairmount was notified that CARF accreditation was issued based on the recent survey. Fairmount received the Three-Year Accreditation, which is the maximum duration for accreditation with CARF. The accreditation, as a Person-Centred Long-Term Care Community, is effective November 15, 2019 and will extend through November 30, 2022. CARF's letter to the Administrator reads, "This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel and documentation clearly indicate an established pattern of conformance to the standards".

The CARF Accreditation Report is attached and is intended to support a continuation of quality improvement for Fairmount's programs and services. It contains comments on Fairmount's strengths, consultations and recommendations. The CARF Accreditation Report identifies 13 strengths, seven consultations and four recommendations. Quality Improvement Plans (QIP) will be prepared for the recommendations and submitted within 90 days to ensure accreditation is retained. The following is a summary of the recommendations:

- Leadership
    - Standard 1.A.5.b.(2) – the organization has a cultural competency and diversity plan that addresses many areas, but the plan to address diversity with regard to age is in the early stages. It is recommended that the organization implement a cultural competency and diversity plan that is based on the consideration of age
    - Standard 1.A.6.a.(6)(b) – Although the written ethical codes of conduct include many areas, it is recommended that the organization's corporate responsibility efforts include written ethical codes of conduct in the area of service delivery including personal fundraising
- Health and Safety
    - Standard 1.H.7.b. – the organization does evacuate a wing annually as per the requirements of the fire department, but it has never tested its ability to evacuate the entire building, which can be much more complex than just emptying a wing. In addition, it has only thought of evacuation in relation to fire, not what it would do if there was another type of situation such as a gas leak, natural disaster, or situation in an adjacent building that required it to evacuate. Although the organization does practice annually the evacuation of a wing, it is recommended that an unannounced test of each emergency procedure include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill
- Congregate Residential Program
    - Standard 2.B.8.c. – Fairmount Home's policy does address pets and service animals that come with staff members, family members and volunteers, but does not address residents having or needing service animals. Policies addressing service animals should be implemented

The CARF Benchmarking Data report for Fairmount is also attached. The report benchmarks Fairmount's conformance to the standards. The report provides benchmarks (mean % of conformance) for each section of the quality framework. Fairmount's percent of conformance was no less than 98% in each section.

Thank you to Fairmount and County staff for their continued dedication to quality improvement, which was evident in the accreditation survey and results.

Strategic Priority Implications

Other Important and Continuing County Priorities: Continually improve customer and financial services

Financial Implications

The MOLTC was notified of the accreditation award, so the QAP funding will continue without interruption. Currently, the QAP funding is $0.36 per approved bed per day, which is $16,819 per annum.

Organizations, Departments and Individuals Consulted and/or Affected

CARF Canada

Fairmount residents, staff, volunteers, family members, community partners

County of Frontenac staff

CARF Accreditation Report

for

Fairmount Home - Frontenac County

Three-Year Accreditation

CARF Canada
501-10154 104 Street NW
Edmonton, AB T5J 1A7, Canada

A member of the CARF International group of companies

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About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during an on-site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Fairmount Home - Frontenac County
2069 Battersea Road
Glenburnie ON K0H 1S0
CANADA

Organizational Leadership

Emily Shoniker, Director of Resident Care (DOC)
Kelly J. Pender, Chief Administrative Officer
Lisa Hirvi, Administrator

Survey Number

123964

Survey Date(s)

November 14, 2019–November 15, 2019

Surveyor(s)

Linda Adamson, MPA, Administrative
Matthew Bombardier, Program

Program(s)/Service(s) Surveyed

Person-Centred Long-Term Care Community

Accreditation Decision

Three-Year Accreditation
Expiration: November 30, 2022

Executive Summary

This report contains the findings of CARF's on-site survey of Fairmount Home - Frontenac County conducted November 14, 2019–November 15, 2019. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Fairmount Home - Frontenac County demonstrated substantial conformance to the standards. Fairmount Home - Frontenac County has effectively demonstrated a commitment to using the CARF standards to the benefit of the persons served, families, staff members, and volunteers. Persons served, family members, and personnel have expressed high levels of satisfaction with the organization. The organization has demonstrated its ability to grow and adapt to the changing environment. The organization has achieved positive outcomes, demonstrates a commitment to ongoing quality improvement, and appears to have the commitment and resources to address the opportunities for improvement noted in this accreditation report. The organization is encouraged to continue to use the CARF standards to further enhance the provision of its services.

Fairmount Home - Frontenac County appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Fairmount Home - Frontenac County is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Fairmount Home - Frontenac County has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Fairmount Home - Frontenac County was conducted by the following CARF surveyor(s):

- Linda Adamson, MPA, Administrative
- Matthew Bombardier, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Fairmount Home - Frontenac County and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Person-Centred Long-Term Care Community

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the on-site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Fairmount Home - Frontenac County demonstrated the following strengths:

- Fairmount Home - Frontenac County has a clean, warm, and inviting atmosphere. There is a family culture in the home between personnel, residents, and family members. The small size of this community encourages everyone to build meaningful, trusting relationships.
- The residents at Fairmount Home - Frontenac County are able to enjoy a large greenhouse that offers a number of great activities and the opportunity to work in the garden all year long.
- The residents and family members alike express high satisfaction with care and services. They are especially comfortable relating concerns and suggestions to the leadership and staff members, which they describe as approachable, supportive, and kind.
- The GENTLECARE® Philosophy provides an exceptional resident-centred quality care experience. It empowers residents to make individual choices and creates flexibility in the residents' day.

- The palliative and end-of-life care honours requests made by families and residents. The organization has created a “walk of honour” for residents who have passed by placing a butterfly on the resident’s door. The organization also celebrates the lives of residents annually with a butterfly release, exemplifying the culture of respect demonstrated at Fairmount Home - Frontenac County.
- The dietary department is praised by persons served for the delicious menu choices and flexible meal times.
- Fairmount Home - Frontenac County's commitment to improving services for residents living with dementia is commended. The team is currently in the process of moving toward the "Butterfly Model" of care.
- Fairmount Home - Frontenac County is a clean and well-maintained building with a welcoming and bright décor. There is evidence of an ongoing commitment to maintain and enhance the physical space. There is access to outdoor areas, including walking trails and a secure garden area for use by residents, families, and staff members in good weather. This access to the outdoors is greatly appreciated by residents and staff members alike.
- The organization is well integrated into the wider community. There is support and interaction with local schools, the nearby colleges and university, service clubs, churches, and other community agencies. The auditorium of Fairmount Home - Frontenac County is also used by the wider community as a gathering place. The home is located adjacent to the county administration building, which has facilitated a strong working relationship with county officials.
- Fairmount Home - Frontenac County is affected by the province-wide challenges in recruiting and retaining qualified staff members in a number of job classifications. These challenges are expected to continue in the foreseeable future. However, working with the County Human Resources Department, the organization is actively pursuing novel and creative ways to address these challenges, including exploring partnerships with local employment organizations and educational facilities. These plans focus on meeting future needs and addressing the current situation. Fairmount Home - Frontenac County is also working with the county to enhance staffing as funds allow.
- Fairmount Home - Frontenac County's culture appears to be committed to quality improvement. The various teams collect data and use them to drive improvements. The organization uses lean processes for quality improvement and a number of staff members, including frontline staff members, are trained as facilitators in this methodology. The application of lean ideas in healthcare facilities minimizes waste in every process, procedure, and task through an ongoing system of improvement. Recent quality improvement projects have included the introduction of automated staff scheduling and call-outs, improved communication of employee payroll and benefit changes, a more focused and sustainable attendance management system, enhancements to the Gentle Care program, and enhancements to the palliative care program.
- The organization has adopted a Just Culture approach that reviews incidents from a systems viewpoint to identify process factors that might have contributed to the situation. This practice improves safety and engages and supports staff members in living out the values of the organization.
- Fairmount Home - Frontenac County seeks out and responds to input from the residents and staff members. In response to a recent resident survey, the organization instituted a Civility Training program to improve communication between staff members and residents. Staff members believe that this has been very helpful. The program has now been implemented in other county departments.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate non-conformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization’s stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.5.b.(2)
The organization has a cultural competency and diversity plan that addresses many areas, but the plan to address diversity with regard to age is in the early stages. It is recommended that the organization implement a cultural competency and diversity plan that is based on the consideration of age.

1.A.6.a.(6)(b)
Although the written ethical codes of conduct include many areas, it is recommended that the organization's corporate responsibility efforts include written ethical codes of conduct in the area of service delivery, including personal fundraising.

1.C. Strategic Planning

Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

- Collection of input
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

CARF-accredited organizations comply with all legal and regulatory requirements.

Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Safeguarding funds of persons served, if applicable
- Review/audit of financial statements

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

Recommendations

1.H.7.b.
The organization does evacuate a wing annually as per the requirement of the fire department, but it has never tested its ability to evacuate the entire building, which can be much more complex than just emptying a wing. In addition, it has only thought of evacuation in relation to fire, not what it would do if there was another type of situation, such as a gas leak, natural disaster, or situation in an adjacent building that required it to evacuate. Although the organization does practice annually the evacuation of a wing, it is recommended that an unannounced test of each emergency procedure include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill.

Consultation

- Although the organization has practiced the response to natural disasters in conjunction with the county and the procedures are documented, it is suggested that the organization-specific emergency plan also include information on natural disasters.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that centre on enhancing the lives of persons served.

Key Areas Addressed

■ Composition of workforce
■ Ongoing workforce planning
■ Verification of background/credentials/fitness for duty
■ Workforce engagement and development
■ Performance appraisals
■ Succession planning

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

■ Ongoing assessment of technology and data use
■ Technology and system plan implementation and periodic review
■ Technology policies and procedures

■ Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
■ ICT instruction and training, if applicable
■ Access to ICT information and assistance, if applicable
■ Maintenance of ICT equipment, if applicable
■ Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

1.K. Rights of Persons Served

Description

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

■ Policies that promote rights of persons served
■ Communication of rights to persons served
■ Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

■ Assessment of accessibility needs and identification of barriers
■ Accessibility plan implementation and periodic review
■ Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

Consultation

- Although Fairmount Home - Frontenac County uses the framework set out by the County of Frontenac for identifying and addressing accessibility issues, the organization may find it helpful to document those actions that pertain specifically to the organization.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

Key Areas Addressed

- Data collection
- Establishment and measurement of performance indicators

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Analysis of performance indicators in relation to performance targets
- Use of performance analysis for quality improvement and organizational decision making
- Communication of performance information

Recommendations

There are no recommendations in this area.

Section 2. Care Process for the Persons Served

2.A. Program/Service Structure

Key Areas Addressed

- Scope of the program
- Entry, transition, exit criteria of the program
- Composition of the service delivery team
- Service delivery team communication
- Person-centered planning
- Provision of services to persons served
- Partnering with families/support systems
- Practices for serving individuals with dementia
- Skin integrity and wound care

Recommendations

There are no recommendations in this area.

Consultation

- Fairmount Home - Frontenac County has full-time employees who are dedicated to the organization. It may wish to consider having part-time employees shadow full-time employees, which may assist in consistency in care for residents.

2.B. Congregate Residential Program

Key Areas Addressed

■ Service delivery planning in a congregate residential program
■ Medication management/assistance
■ Contracting for outside services
■ Safety and security of the living environment
■ Procedures for medications and controlled substances

Recommendations

2.B.8.c.
Fairmount Home - Frontenac County's policy does address pets and service animals that come with staff members, family members, and volunteers, but does not address residents having or needing service animals. Policies addressing service animals should be implemented.

Consultation

- The organization may wish to consider purchasing dining furniture that supports individual resident needs. For example, tables with individual height adjustments or tables that promote more resident-centred feeding assistance.

Section 3. Program Specific Standards

3.C. Person-Centred Long-Term Care Community

Description

Person-centred long-term care communities, such as nursing homes or long-term care homes, may include freestanding homes, homes that are part of continuums of care, or homes that are part of health systems. Person-centred long-term care communities are residential programs that provide nursing and other services 24 hours a day, 7 days a week. Programs may offer long-term services, short-term services, or both to address a variety of needs.

Person-centred long-term care communities foster a holistic culture that focuses on:

■ Autonomy, dignity, and individual choice of the persons served.
■ Relationships among persons served, families/support systems, and personnel.
■ Understanding what services persons served want, how the services should be delivered, and how the persons served can be engaged in the community.
■ Persons served making decisions about the rhythm of their day, the services provided to them, and the issues that are important to them.

■ Cultural competence, flexibility, and safety and security of the community. Persons served are the experts regarding life in their home. Their voices are heard and their life stories, wishes, and needs drive service delivery. Persons served and personnel celebrate the cycles of life and connect to the local community to continue relationships that nurture the quality of everyday life.
■ Leadership commits to continuous learning and growth, teamwork, empowerment, responsiveness, and spontaneity. A person-centred long-term care community is a place where persons served want to live, people want to work, and both choose to stay.

Key Areas Addressed

■ Person-centred philosophy
■ Arrangements for specific services
■ Reducing risks for persons served
■ Promoting choices of persons served
■ Responding to individual needs of persons served
■ Nursing services
■ Medical management and physician involvement
■ Performance measurement regarding long-term care topics
■ Palliative care
■ End-of-life care

Recommendations

There are no recommendations in this area.

Consultation

- The organization is encouraged to further continue developing person-centred care by adopting and integrating person-centred language into daily operations and avoiding institutional terms such as "units" and "nursing stations."
- The organization may wish to consider adding a mechanism to review the medical director's responsibilities on an annual basis.
- The organization is encouraged to condense emergency information to promote ease of transportation.

Program(s)/Service(s) by Location

Fairmount Home - Frontenac County

2069 Battersea Road
Glenburnie ON K0H 1S0
CANADA

Person-Centred Long-Term Care Community

carf INTERNATIONAL

CARF Benchmarking Data

for

Fairmount Home - Frontenac County



www.carf.org

Organization

Fairmount Home - Frontenac County
2069 Battersea Road
Glenburnie ON K0H 1S0
CANADA

Survey Date(s)

November 14, 2019-November 15, 2019

Program(s)/Service(s) Surveyed

Person-Centred Long-Term Care Community

Accreditation Decision

Three-Year Accreditation

Benchmarking

This document benchmarks your organization's conformance to standards. By comparing strengths and areas for improvement with various comparator groups, benchmarking encourages your organization to improve effectiveness, efficiency, satisfaction, and access. This information should also stimulate discussions among stakeholders focused on better meeting the needs and preferences of the persons served. In addition, benchmarking:

- Encourages a culture of continuous evaluation and improvement.
- Accelerates understanding of and agreement on areas for improvement.
- Helps prioritize improvement opportunities.
- Shifts internal thinking toward a focus on outcomes.
- Provides a reference to increase performance expectations.
- Motivates your team to work collaboratively to surpass benchmarks.

This report provides benchmarks (mean % of conformance) for each section of the ASPIRE to Excellence® quality framework.

* When available, benchmark comparison groups include:

- All surveyed organizations.
- All surveyed organizations in the same primary CARF customer service unit.
- Surveyed organizations with the same ownership type.
- Surveyed organizations in the same geographic region.
- Surveyed organizations with similar number of persons served annually.
- Surveyed organizations with similar staff size.

In addition, standards conformance for each organization undergoing resurvey is benchmarked against its previous survey in all standards areas.

When multiple locations are included on one survey, the benchmarks reflect the combined conformance to standards of all the locations that were surveyed.

Benchmark Comparison Groups

Primary area of accreditation: Aging Services

Ownership type: Government Entity

Geographic region: Ontario

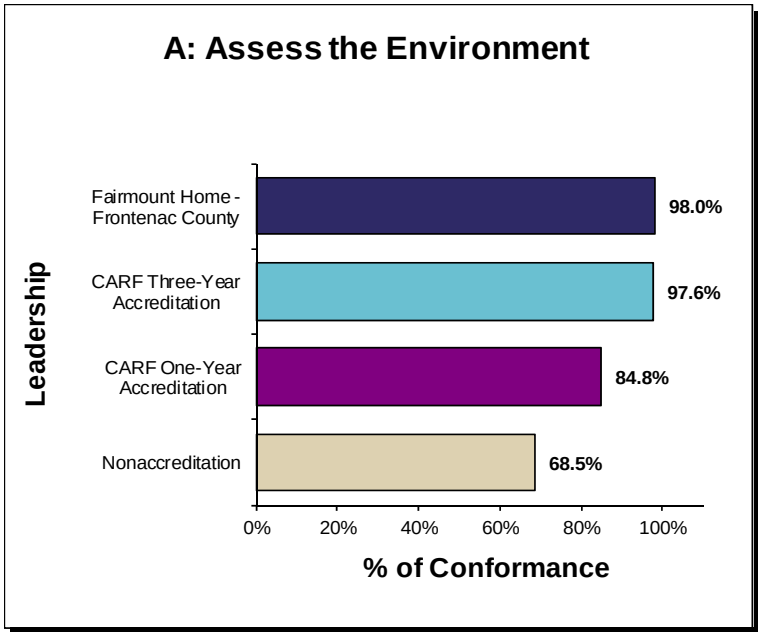
Staff size (FTEs): 100–499

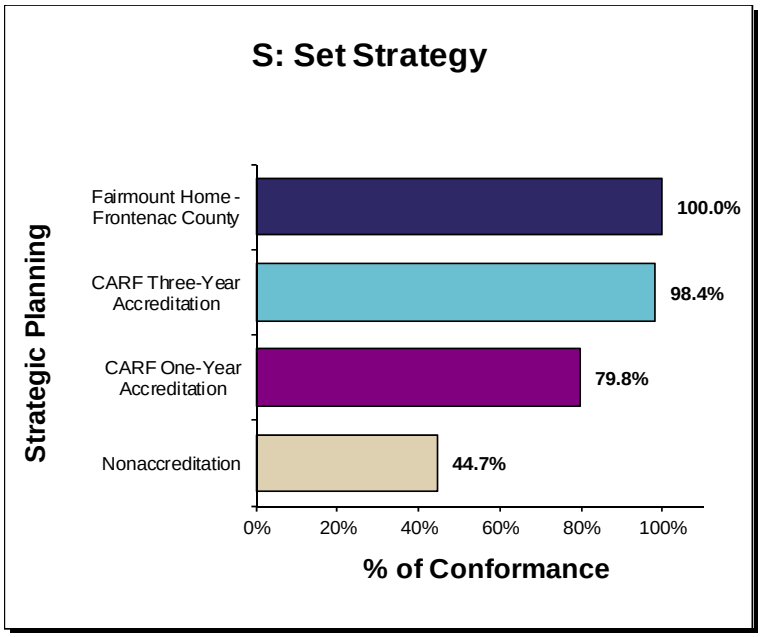
Persons served annually: 100–499

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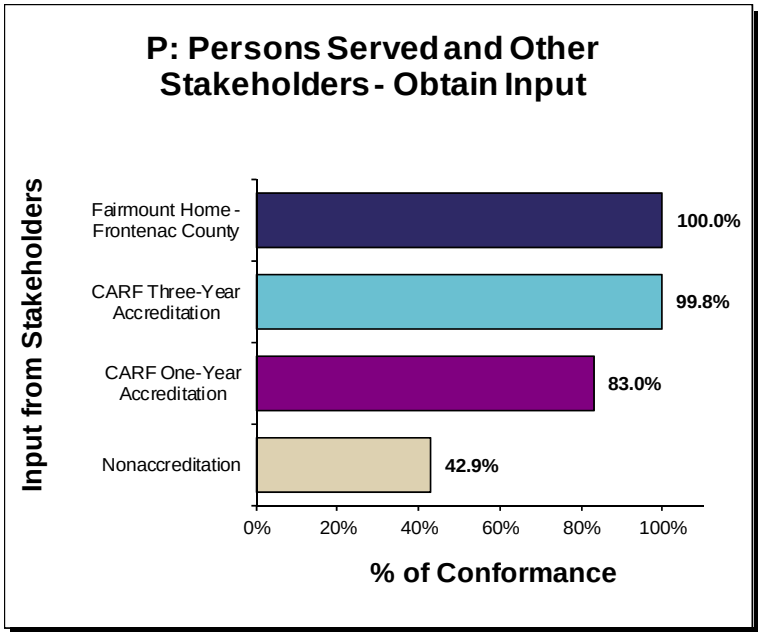
* Excluding Governance.

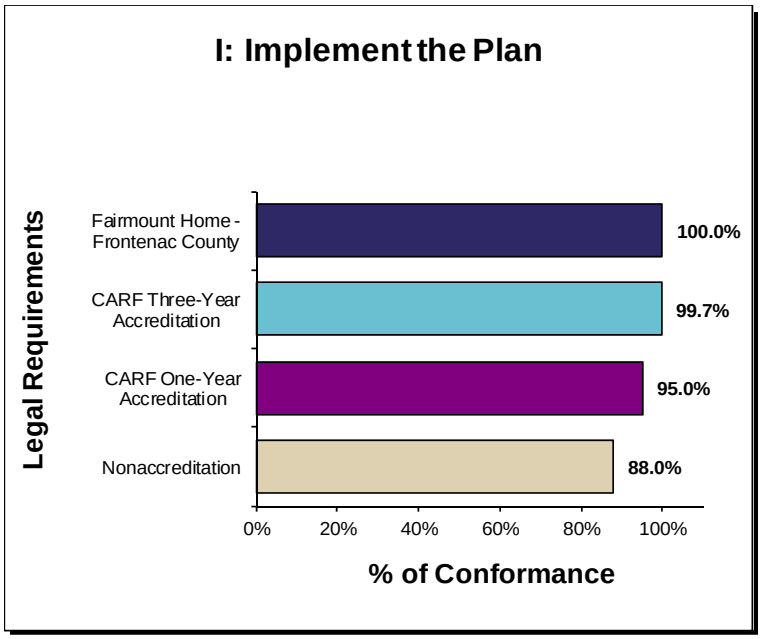
All surveyed organizations



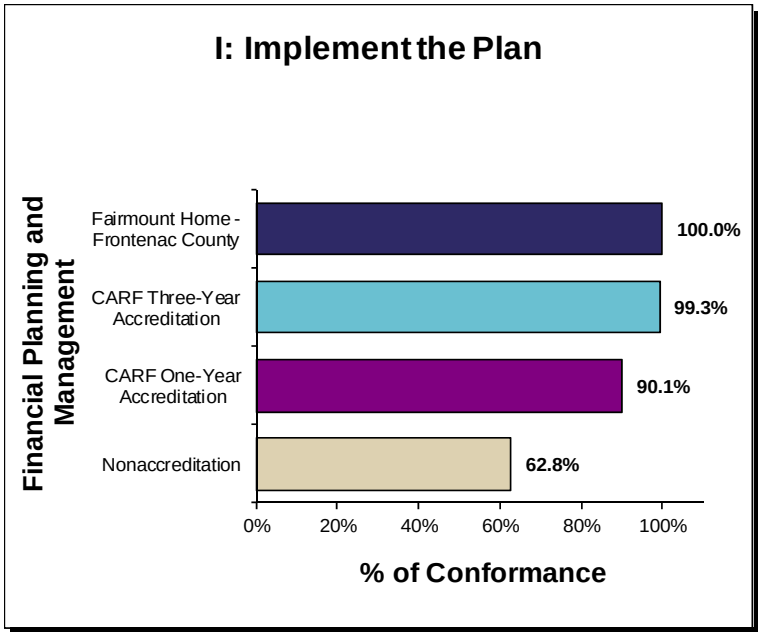


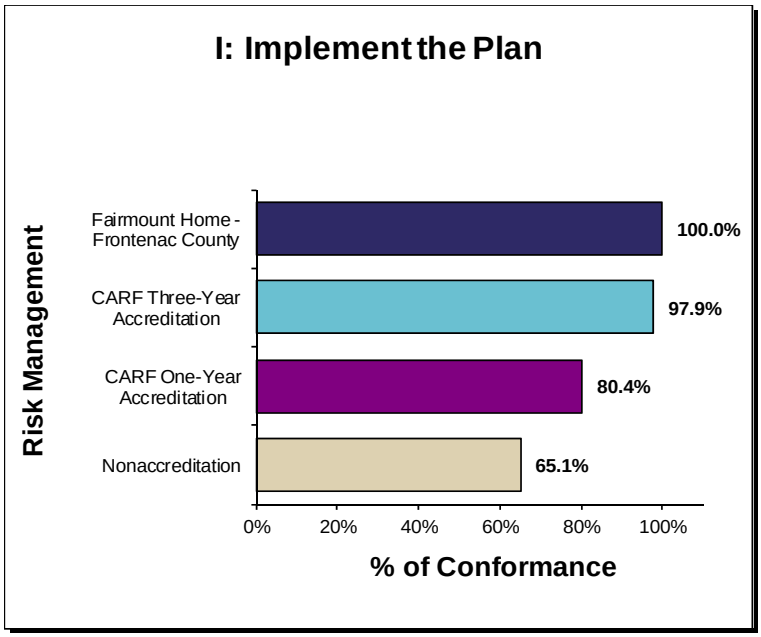
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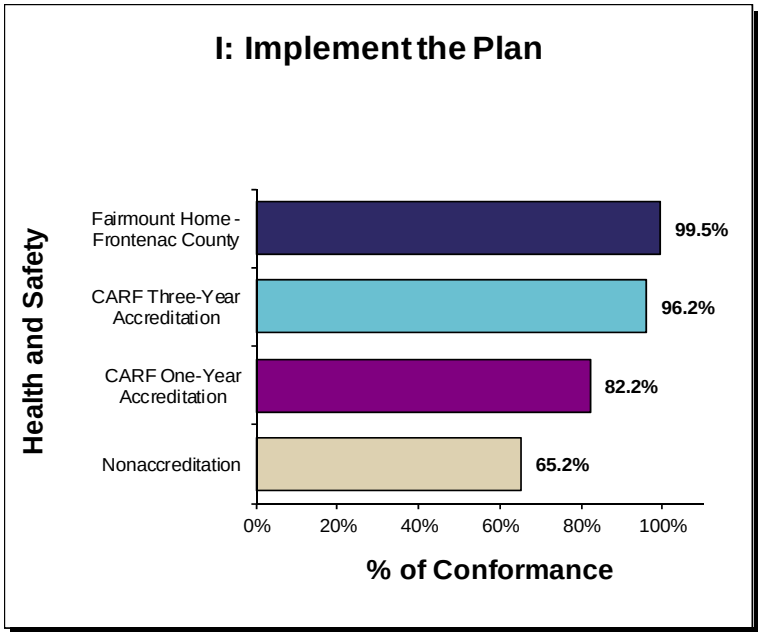


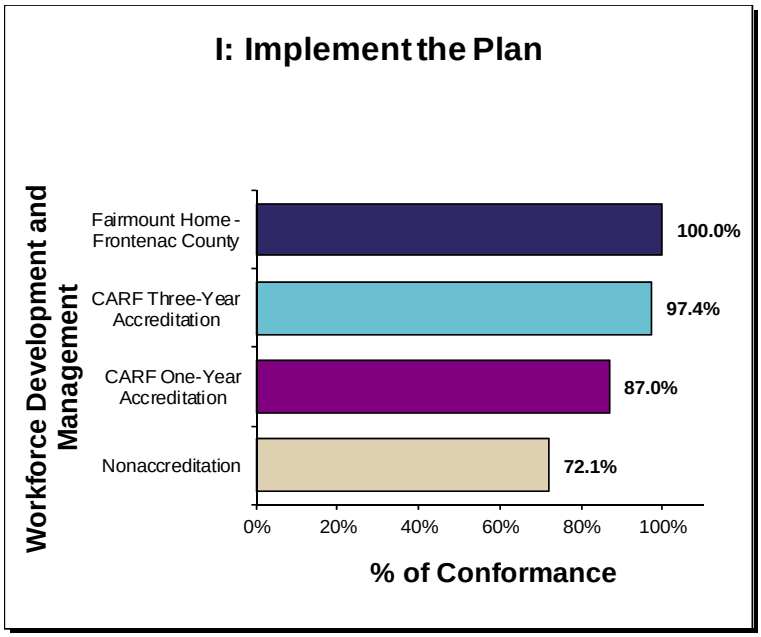
All surveyed organizations — continued



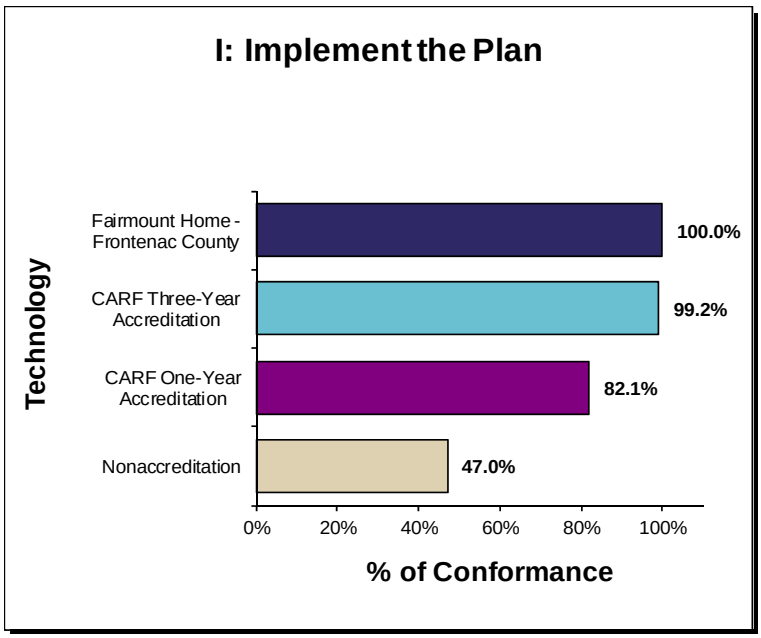


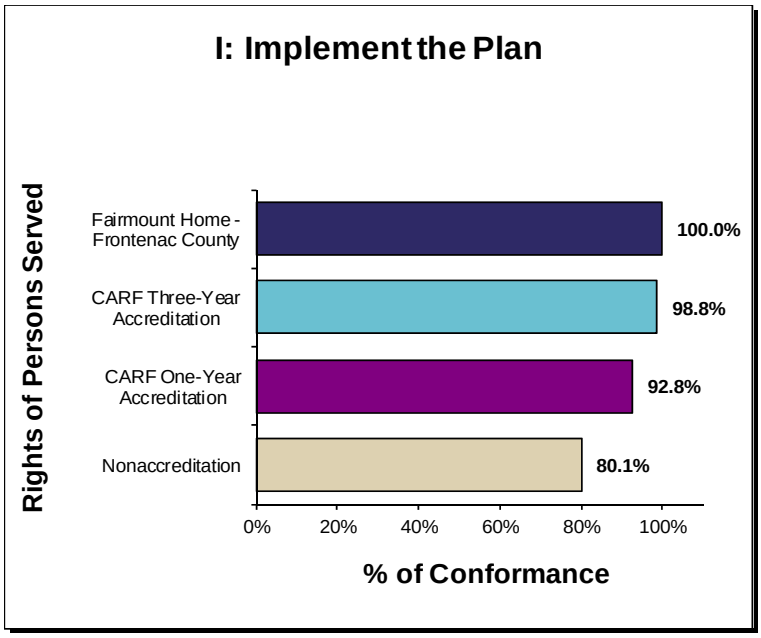
All surveyed organizations — continued



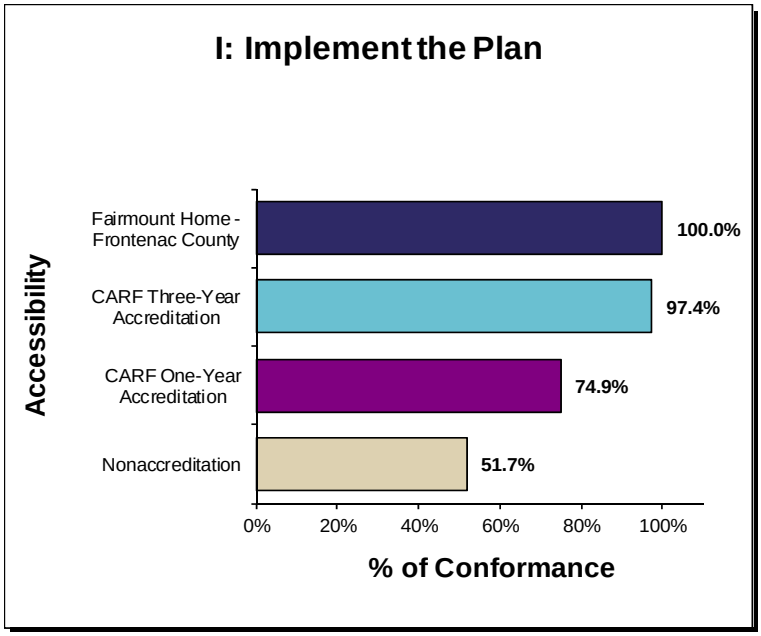


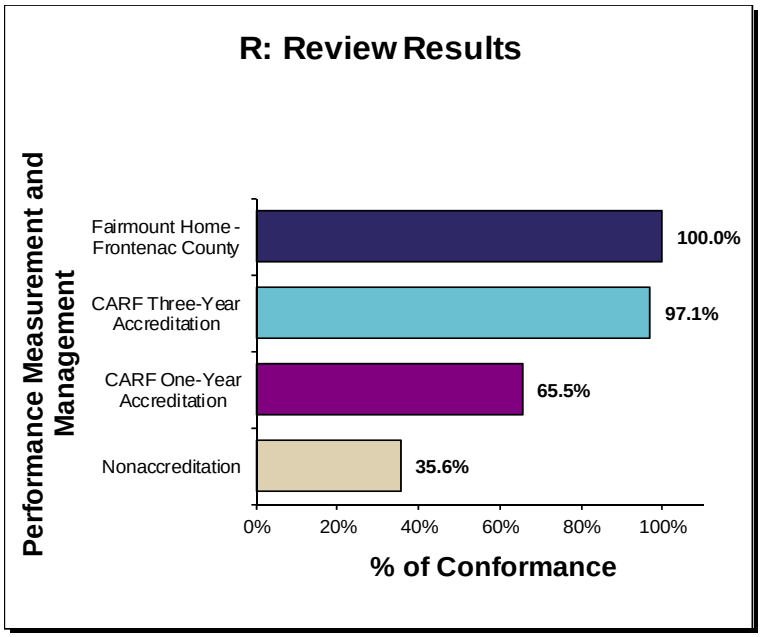
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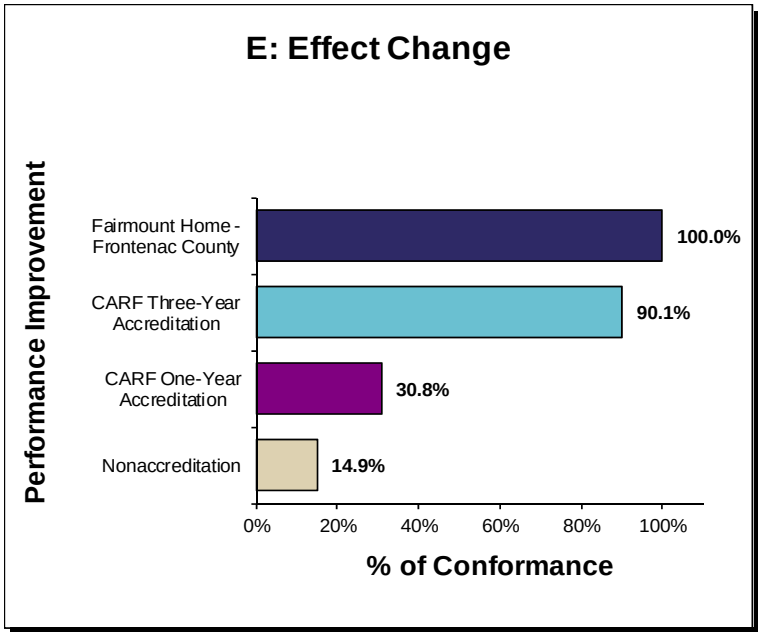


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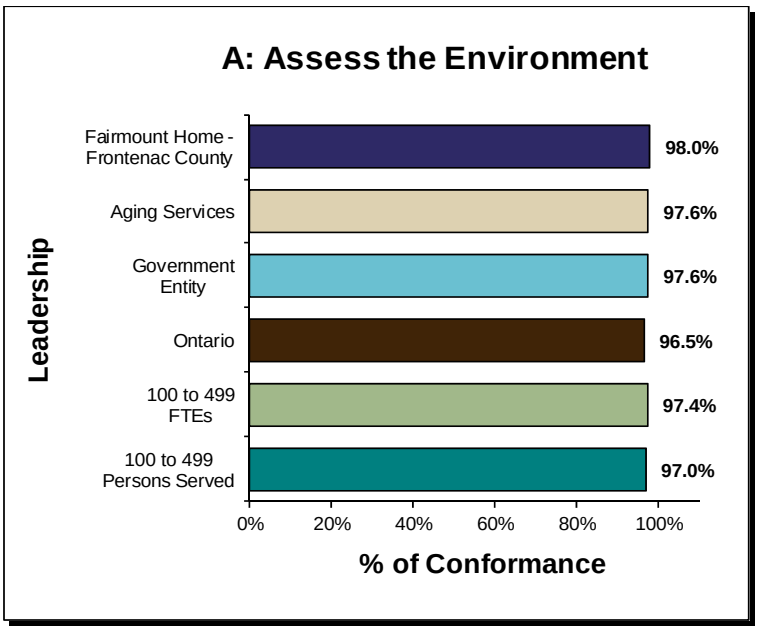


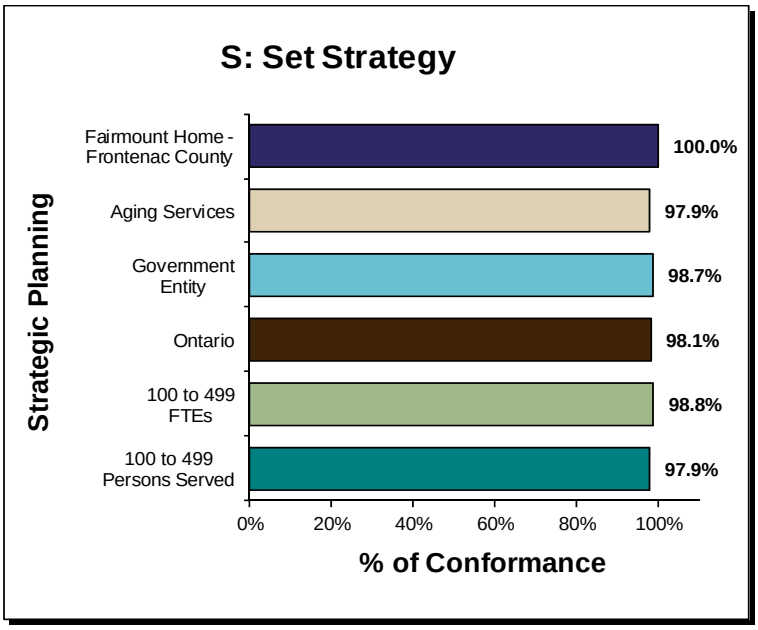


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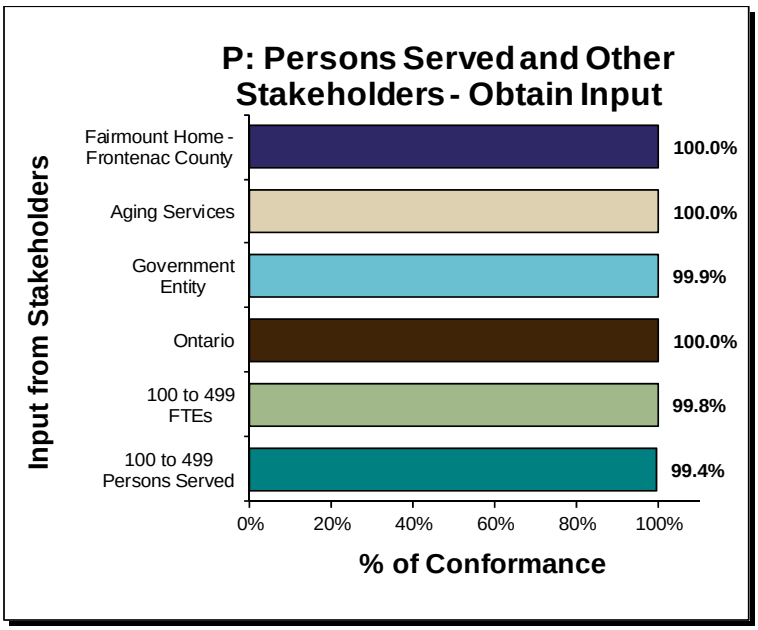


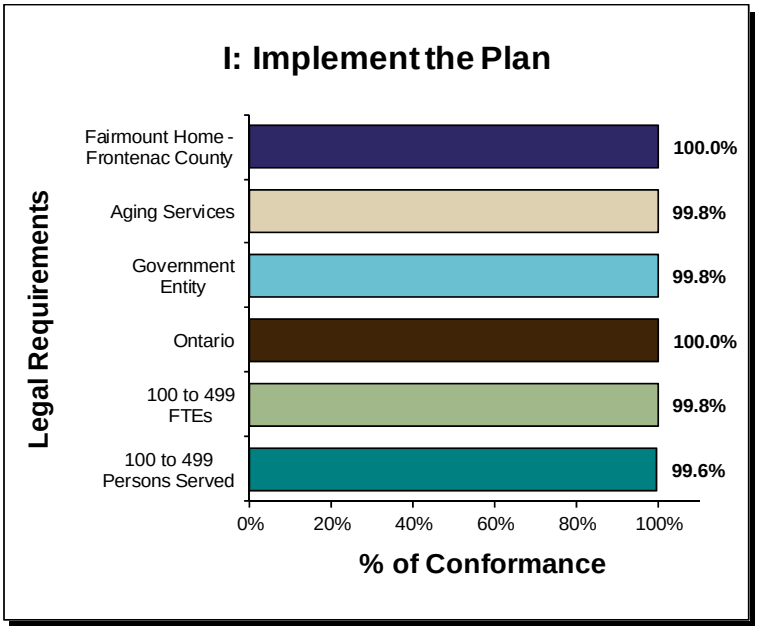
Other benchmarks



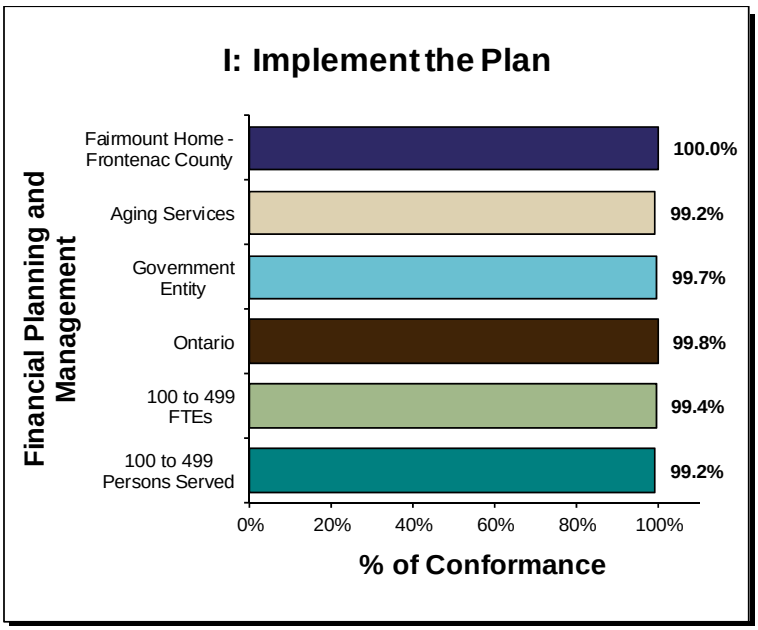


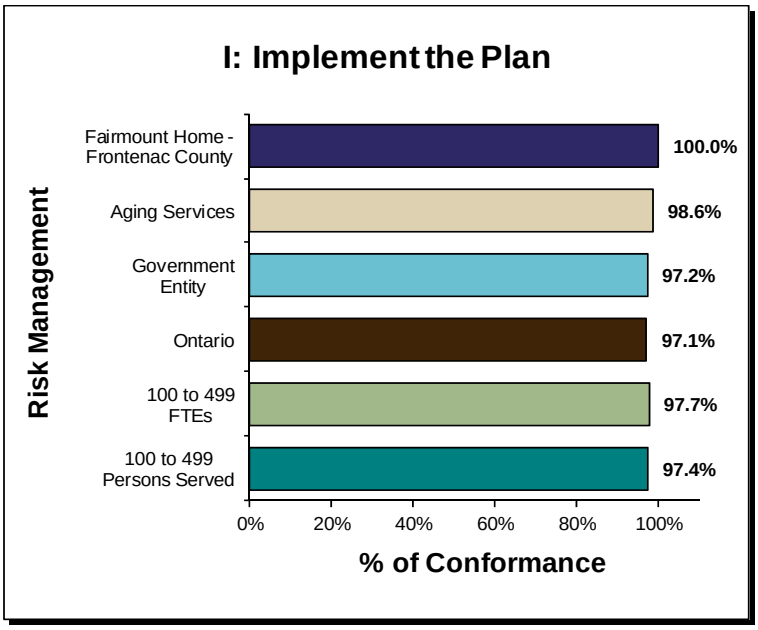
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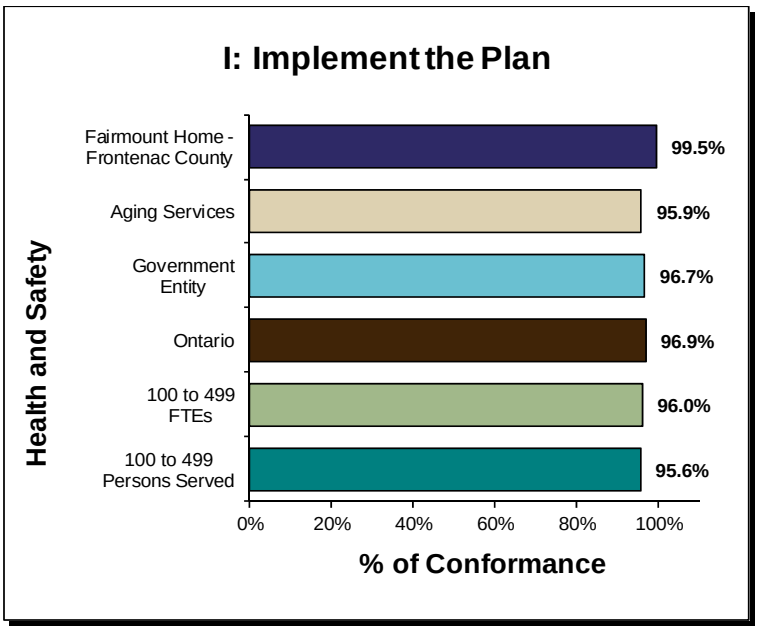


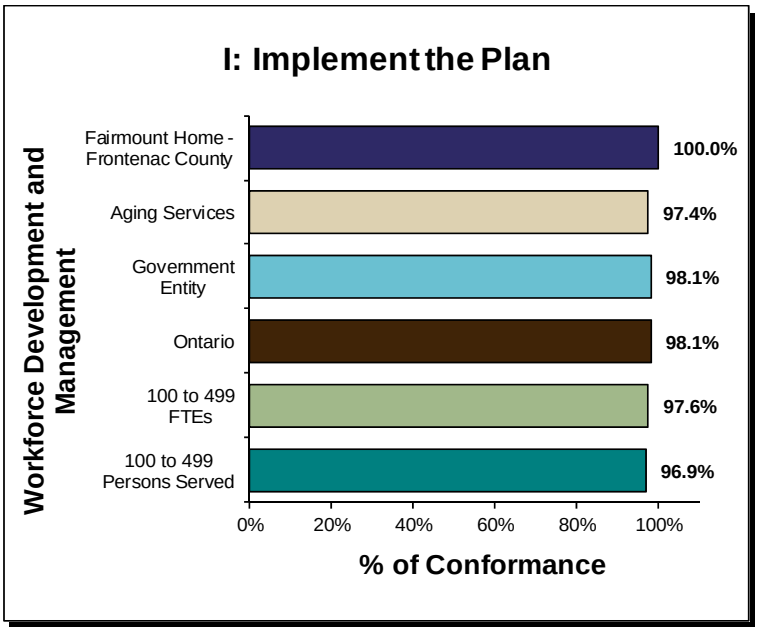
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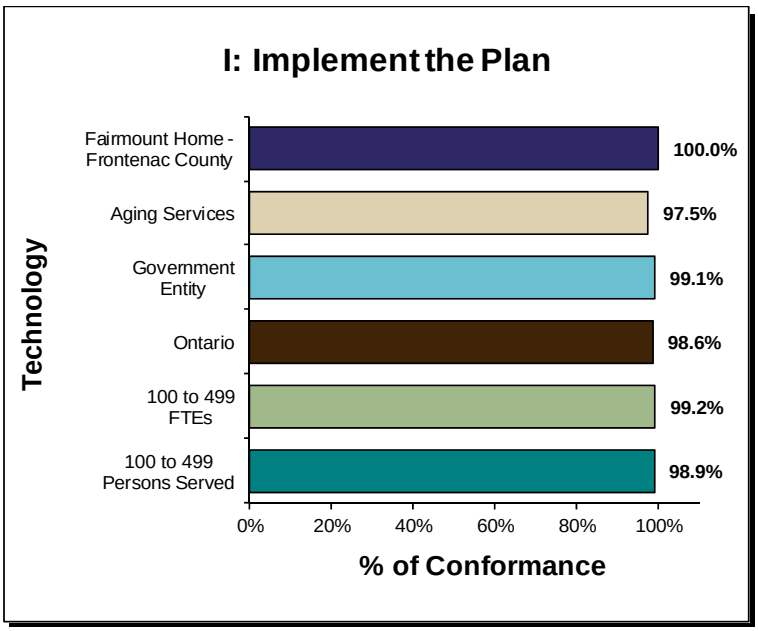


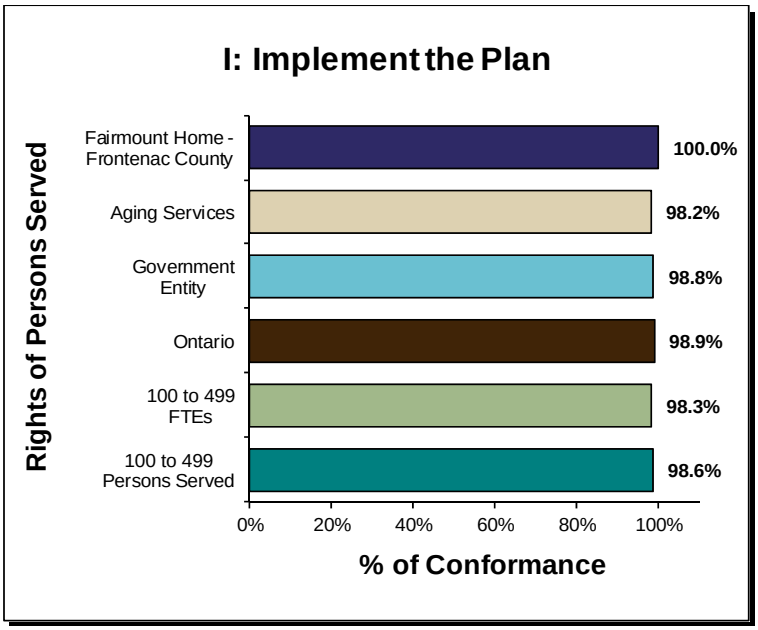
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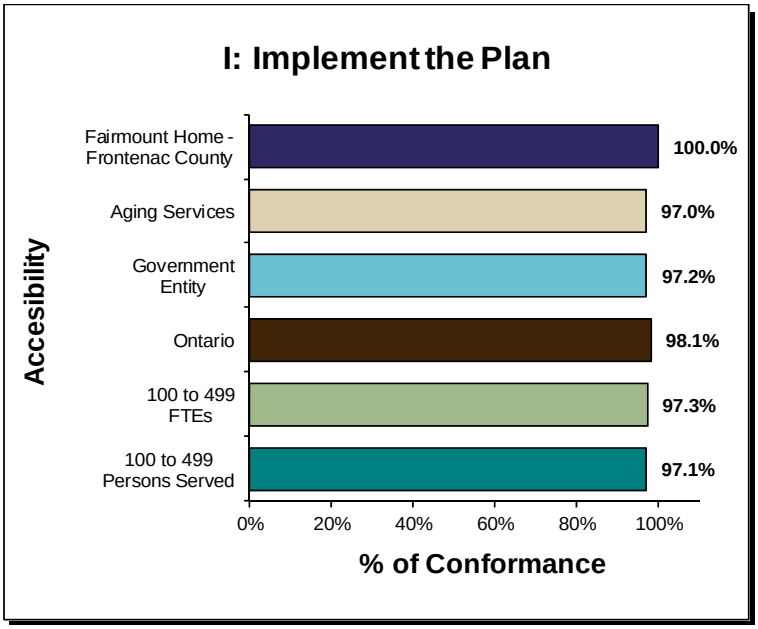


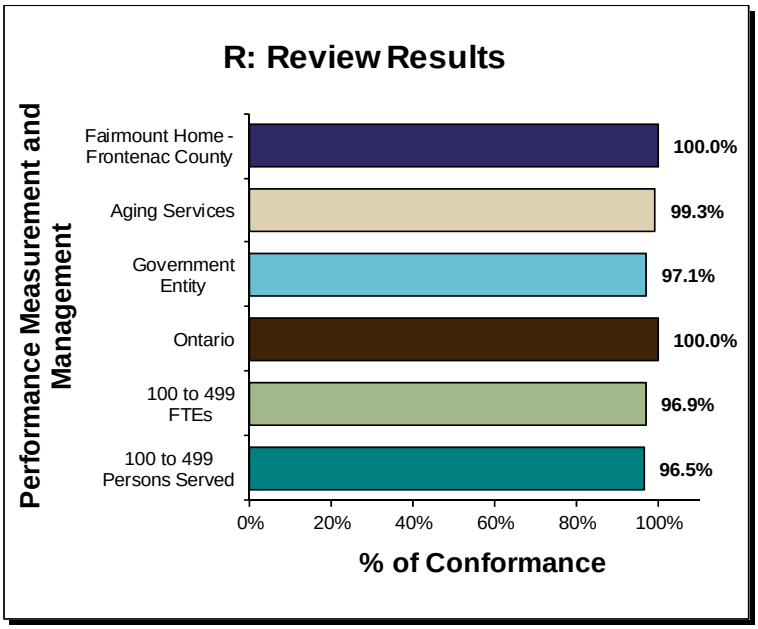
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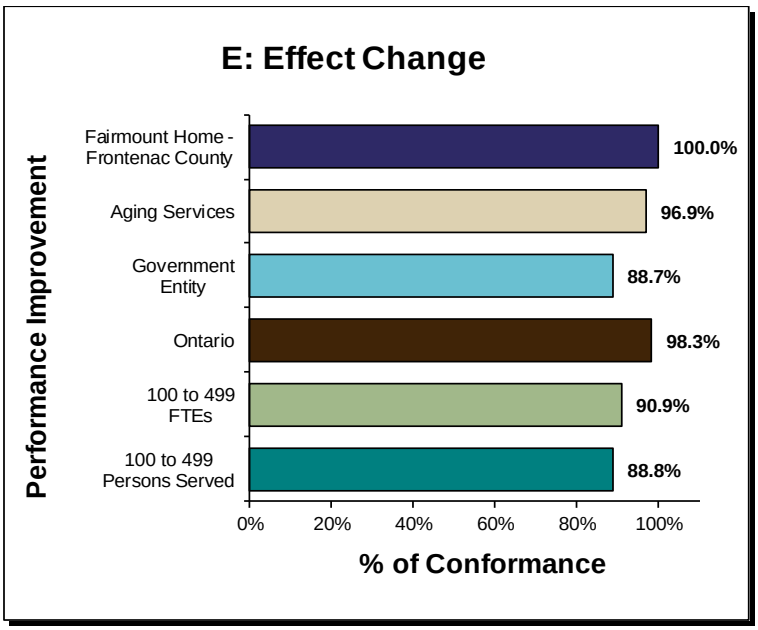


Other benchmarks — continued





Other benchmarks — continued



FRONTENAC

Committee Report

To: Warden and Council Members of the County of Frontenac

From: Jannette Amini, Manager of Economic Legislative Services/Clerk

Date of meeting: December 18, 2019

Re: Frontenac Accessibility Advisory Committee – Report to Council

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

The Frontenac Accessibility Advisory Committee reports and recommends as follows:

1. **2019-147**
   Frontenac Accessibility Advisory Committee
   Joint Accessibility Plan Annual Status Report

   Be It Resolved That the Frontenac Accessibility Advisory Committee – Joint Accessibility Plan Annual Status report be received;

   And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3), that a copy of this Annual Status Report, as amended, be posted to the County of Frontenac Website;

   And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3.1) and (3.2), that a copy of this Annual Status Report be forwarded to the Frontenac Lower Tiers for posting on their respective websites.

FRONTENAC

Report 2019-147

Committee Report

To: Chair and Members of the Frontenac Accessibility Advisory Committee

From: Jannette Amini, Manager of Legislative Services/Clerk

Date of meeting: December 3, 2019

Re: Frontenac Accessibility Advisory Committee – Joint Accessibility Plan Annual Status Report

Recommendation

Be It Resolved That the Frontenac Accessibility Advisory Committee – Joint Accessibility Plan Annual Status report be received;

And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3), that a copy of this Annual Status Report be posted to the County of Frontenac Website;

And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3.1) and (3.2), that a copy of this Annual Status Report be forwarded to the Frontenac Lower Tiers for posting on their respective websites.

Background

Ontario Regulation 191/11: Integrated Accessibility Standards Section 4(1) requires designated public sector organizations to establish, implement, maintain and document a multi-year accessibility plan, which outlines the organization's strategy to prevent and remove barriers and meet its requirements under this Regulation.

In addition, Section 4(3) requires those same designated public sector organizations to prepare an annual status report on the progress of measures taken to implement the strategies of the multi-year accessibility plan and to post the status report on their website.

An upper-tier municipality and any lower-tier municipalities that form part of it for municipal purposes may prepare a joint accessibility plan and a joint annual status report. A joint accessibility plan and a joint annual status report prepared in accordance with subsection (3.1) are deemed to be the accessibility plan and annual status report of each municipality to which they apply.

Comment

In 2017, the Frontenac Accessibility Advisory Committee recommended to Council the approval of the 2018-2022 Multi-Year Accessibility Plan. The Plan included a number of significant changes, including introductions to all member municipalities, the addition of two Appendices, Appendix A identifying accomplishments to date and Appendix B Accessibility Strategic Action Plan for each of the member municipalities. The inclusion of these Appendices helped to create a Multi-year plan that is a living document, which moving forward, were to be reported on and updated annually to track the status of projects as well as add new projects as they are identified.

Significant achievements have been seen in 2019 by all of the Frontenacs in part by the significant work and direction of the Joint Frontenac Accessibility Advisory Committee.

Composition of the Committee:

The committee is comprised of 7 members, the majority of who must have a disability, and who hold office from the date of their appointments to the end of the term of Council. The FAAC is comprised of a very dedicated group of individuals, all of whom are interested in making the County more accessible to all who live, work, play or visit here. The below chart identifies the current membership of the FAAC:

MEMBER	TOWNSHIP
Neil Allen, Chair	Township of South Frontenac
Margaret Knott, Vice Chair	Township of Frontenac Islands
Kurt Halliday	Township of Central Frontenac
Ed Schlievert	Township of North Frontenac
David Yerxa	Community Member at Large
Bill MacDonald	County Councillor/Corporate Services Council Liaison
Gerry Martin	County Councillor

The Warden is also Ex-Officio of the committee and the committee is supported administratively by Jannette Amini, Manager of Legislative Services/Clerk.

FAAC Agendas and Minutes

FAAC meeting agendas and minutes are posted on the County's web site and may be viewed on the Civic Web Portal which houses all Council and Advisory Committee Agendas and Minutes. The FAAC is also supported by an Accessibility page on the County's website.

Committee Activities

Over the last year, the committee met regularly. Key activities over the last several months and upcoming initiatives include:

- Calling for and receiving nominations for the Celebrating Accessibility Award which is an award that honours, once per year, a person, group or organization that has made a significant contribution towards improving access for persons with disabilities in their respective communities. The award is presented each year at the annual Warden's Reception with the recipient receiving a certificate as well as their name being recognized on a multi plated plaque for perpetual recognition of the annual Accessibility Award;
- Provided input and recommendations on the County of Frontenac Regional Active Transportation Plan and Edging along the K&P Trail ;
- Received quarterly updates on the County's K&P Trail, including providing input to staff on accessibility requirements/enhancements of the trail
- Provided input and recommendations on accessible transportation in the County of Frontenac;
- Provided assistance and guidance to local businesses, specifically around barrier free access to older buildings.
- Participated in the process of developing the Marysville Secondary Plan, a focal point of Wolfe Island, specifically for tourism which is expected to increase with the new ferry.

The FAAC is always pleased to review any plans and/or proposals and provide comments regarding accessibility to the Township that have any building or renovation projects, upgrades/changes to municipal parks, sidewalks, etc. planned. The committee can also provide accessibility audits on facilities which can assist in budget planning. Together we can continue to remove barriers in order that the County as a whole becomes more accessible for everyone.

Accessibility Policies and Plan for the Frontenacs

The 2018-2022 accessibility policies and plan outlines the policies and actions that the Frontenacs will put in place to improve opportunities for people with disabilities.

The Frontenacs are committed to treating all people in a way that allows them to maintain their dignity and independence. Through accessibility planning and with the advice of the Frontenac Joint Accessibility Advisory Committee, the Frontenacs have continued in 2019 to strategically identify, remove and prevent as many barriers to persons with disabilities as possible, as noted in Appendix A to this report.

Accessible Emergency Information

The Frontenacs are committed to providing our customers and clients with publicly available emergency information in an accessible way upon request. There were no requests made for this information in an accessible format in 2019.

Training

The Frontenacs ensured, as part of the onboarding process, that all new employees, volunteers and other staff members were trained in 2019 on Ontario's accessibility laws and on the Human Rights Code as it relates to people with disabilities.

Training was provided in a way that best suited the duties of employee, volunteer and other staff members. In addition, Accessible Document Training was provided to Administrative and Planning staff for the County of Frontenac and was also opened to Township staff. 2 members of the Township of South Frontenac attended this training. It should be noted that administrative staff at the County and all Townships were also provided with accessible document training in 2015. In addition, the Township of North Frontenac provided an annual refresher on Accessibility, Human Rights and Customer Service training to all employees in 2019. It also provided Accessibility training to its Re-use and Recycle Volunteers in 2019.

A Working Minds workshop was provided to the County's Management Team which is designed by the Mental Health Commission of Canada aimed at reducing the stigma of mental illness in the workplace.

In 2020, the County of Frontenac will implement a new onboarding process that includes in-depth accessibility training provided by the Manager of Legislative Services/Clerk.

Strategic Priorities Implications

Priority 1: **Get behind plans that build community vitality and resilience in times of growth and change.**

This priority responds to high interest as well as concern shared broadly across the County that communities in the Frontenacs be well supported with infrastructure and services essential to vitality and sustainability in today's world.

Financial Implications

There are no direct financial implications associated with this report.

Organizations, Departments and Individuals Consulted and/or Affected

Eric Korhonen, Township of North Frontenac
Donna Longmire, Township of Central Frontenac
Jillian McCormick, Township of South Frontenac
Darlene Plumley, Township of Frontenac Islands

Appendix A

The following is a The Committee receives, on a quarterly basis, updates from the County and Townships as accessibility upgrades are identified along with the status of such upgrades.

County of Frontenac Status Update – 2019

Initiative	Details	Completion Date
Administrative Building	Consult with ACC in the development and review of building plans; washrooms will be made accessible. To date, an agreement has been made between the County of Frontenac and the Cataraqui Region Conservation Authority (CRCA) for a joint facility.	Construction Window 20-21 Building Commissioning Fall 21
K & P Trail	Solicitation of comments regarding the County of Frontenac Regional Active Transportation Plan and Edging along the K&P Trail to ensure edging meets user needs in terms of accessibility Completion of the K & P Trail to Sharbott Lake with public meeting and consultation with the AAC pursuant to Section 80.8 (1) & (2) of the IASR	Complete
Fairmount Home/Administrative Building exterior pathway and eating area	Redevelopment of emergency access route around the perimeter of the building. Although this is required as an emergency access route should the need to evacuate the building occur, it is also used by staff, residents, and residents family members as a solid surface exterior path for enjoyment of walking outdoors. This redevelopment included the provision of exterior ramps for barrier free access to the lower level of the administration building which previously were not there. It also included a new accessible outdoor eating area for staff and visitors using the lower level meeting rooms.	Complete
Accessibility Planning	Part of the County's accessibility planning is a $10,000 annual commitment to the Accessibility Reserve to address the removal of barriers to County facilities	$5,000 was allocated this year to the Fairmount Home/Administrative Building exterior pathway and eating area

Township of Frontenac Islands Status Update – 2019

Initiative	Details	Completion Date
Secondary Plan for Marysville	The first public consultation on the Secondary Plan for the Village of Marysville has taken place and accessibility features will be given consideration throughout the process	Complete
Accessible Playgrounds	Accessible playground equipment has been budgeted for the Community Centre Grounds.	Pending
Accessible eating areas	Accessible picnic tables have been placed at the tourist centre and along the path connecting the community centre grounds to the seniors apartments	Complete
Stair Nosing	Steps leading to the municipal office have been bubble plated to assist with vision and accessible entrance.	Complete

Township of North Frontenac Status Update – 2019

Initiative	Details	Completion Date
Accessible Parking	Painting and signage of the accessible parking spaces at the Township offices.	Complete
Accessibility Training	Refresher on Accessibility, Human Rights and Customer Service training to all employees in 2019. It also provided Accessibility training to its Re-use and Recycle Volunteers in 2019	

Township of South Frontenac Status Update – 2019

Initiative	Details	Completion Date
Bradshaw School House	Redoing the accessible ramp to building code	Summer 2019
Verona Medical Centre	38" door and accessible button	Will be budgeted for 2020
	Repairing back ramp to make it safe with railing	Fall 2019
Town Hall	New 38" front door with push button and panic bar	Completed January 2019
Website	Redevelopment of the Township's website was undertaken. Conformity with WCAG 2.0, Level AA was integrated into the website project proposal. This has allowed the website to transition to WCAG 2.0, Level AA well before the 2021 deadline.	Completed Aug 2019, launched September 3rd, 2019

Township of Central Frontenac Status Update – 2019

Initiative	Details	Completion Date
Website	Townships new website is up and running. It is more AODA compliant then the past site	Completed
Front Counter	Remove the barrier for a more welcome environment to residents and renovate for an accessible counter	Completed
Entrance at Soldiers Memorial Hall (Stairs)	Remove old stairs and install new stairs as per Building Code	July 2019

Frontenac Joint Accessibility Advisory Committee Meeting Minutes
December 3, 2019

A meeting of the Frontenac Joint Accessibility Advisory Committee (FAAC) was held at the Township of South Frontenac's Council Chamber, 4432 George Street, Sydenham on Tuesday, December 3, 2019 at 10:00 AM

Present:	Neil Allen, Community Representative, South Frontenac, Chair Ed Schlievert, Community Representative, North Frontenac David Yerxa, Representative, Community at Large Councillor Bill MacDonald, Council Liaison
Regrets	Margaret Knott, Community Representative, Frontenac Islands, Vice Chair Kurt Halliday, Community Representative, Central Frontenac Councillor Gerry Martin
Staff	Jannette Amini, County of Frontenac Eric Korhonen, Township of North Frontenac Donna Longmire, Township of Central Frontenac Jillian McCormick, Township of South Frontenac

1. Call to Order

The Chair called the meeting to order at 10:12 a.m.

2. Adoption of the Agenda

Moved By: Councillor MacDonald
Seconded By: Mr. Schlievert

That the agenda for the December 3, 2019 meeting of the Joint Frontenac Accessibility Advisory Committee be approved.

Carried

3. Disclosure of Pecuniary Interest and General Nature Thereof

There were none

4. Adoption of Minutes

Minutes of Meeting held September 10, 2019

Moved By: Mr. Yerxa
Seconded By: Councillor MacDonald

That the minutes of the Joint Frontenac Accessibility Advisory Committee meeting held September 10, 2019 be adopted.

Carried

5. Deputations and/or Presentations

6. Reports to the Accessibility Advisory Committee

2019-146
Frontenac Accessibility Advisory Committee
Quarterly Update Report – Q3 & 4

Ms. Amini provided an overview of the report which was presented to the Committee for information purposes only.

2019-0147
Frontenac Accessibility Advisory Committee
Joint Accessibility Plan Annual Status Report

Moved By: Councillor MacDonald
Seconded By: Mr. Yerxa

Be It Resolved That the Frontenac Accessibility Advisory Committee – Joint Accessibility Plan Annual Status report be received;

And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3), that a copy of this Annual Status Report, as amended, be posted to the County of Frontenac Website;

And Further That in accordance with Ontario Regulation 91/11: Integrated Accessibility Standards section 4(3.1) and (3.2), that a copy of this Annual Status Report be forwarded to the Frontenac Lower Tiers for posting on their respective websites.

Carried

Ms. Amini provided an overview of the report.

Mr. Korhonen advised that the Township of North Frontenac provided an annual refresher on Accessibility, Human Rights and Customer Service to all employees in 2019. It also provided Accessibility training to North Frontenac's Re-use and Recycle Volunteers in 2019. These updates will be noted under the **Training** section of the annual report.

Mr. Korhonen also advised that the Township has completed the painting and signage of the accessible parking spaces at the Township offices. This information will be added to Appendix B – Township of North Frontenac Status Update – 2019.

2019 Celebrating Accessibility Awards
[Nominations were distributed under separate cover]

Moved By: Mr. Schlievert
Seconded By: Mr. Yerxa

That the Southern Frontenac Community Services Corporation be selected as the 2019 recipient of the County of Frontenac Celebration of Accessibility Award for its past and continues efforts in making the Grace Centre fully accessible.

Carried

7. Township Updates

Township of North Frontenac

Township of Central Frontenac

Township of South Frontenac

Township of Frontenac Islands

8. Communications

9. Other Business

10. Next Meeting

The meeting schedule for 2020 is as follows:

Tuesday, March 3 at 10 a.m.
Tuesday, June 2 at 10 a.m.
Tuesday, September 1 at 10 a.m.
Tuesday, December 1 at 10 a.m.

11. Adjournment

Moved By: Mr. Schlievert
Seconded By: Mr. Yerxa

That the meeting hereby adjourn at 10:27 a.m.

Carried

By-Law No. 2019-0039

Of

The Corporation of the County OF Frontenac

Being a by-law to declare lands legally described as Portland CON 1 PT Lots 1 and; 2 CON 2 PT Lots 2 AND 3 CON; 3 PT Lots 3 and 4 CON 4 PT; Lots 3 TO 7 CON 5 PT Lots 7; and 8 CON 6 PT Lot 7 CON 7 surplus the purpose of transferring portions of the former K&P to the Township of South Frontenac for the development of affordable seniors housing

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Whereas County of Frontenac By-law No. 17-1995 establishes procedures governing the sale of real property;

And Whereas Section 2(a) requires that prior to the sale of any real property Council shall pass a by-law or resolution at a meeting open to the public to declare the real property to be surplus;

And Whereas Section 3(a) requires that notice to the public of a proposed sale of real property shall be given prior to the date of sale by publication in a newspaper that is, in the Clerk's opinion, of sufficiently general paid or unpaid circulation within the municipality to give the public reasonable notice of the sale;

And Whereas the Council for the Corporation of the County of Frontenac considers it desirable and expedient sell certain lands to the Township of South Frontenac for the development of affordable seniors housing;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac does hereby declare the following:

1. **THAT** lands legally described as Portland CON 1 PT Lots 1 and; 2 CON 2 PT Lots 2 AND 3 CON; 3 PT Lots 3 and 4 CON 4 PT; Lots 3 TO 7 CON 5 PT Lots 7; and 8 CON 6 PT Lot 7 CON 7, be declared surplus for the purpose of transferring portions of the former K&P to the Township of South Frontenac for the development of affordable seniors housing, subject to the following conditions:

    - Purchase part of the said property for the purposes of aiding the Township's development of affordable seniors' housing;
    - the Township maintaining public access to the K&P Trail along the subject lands, including the construction of a multi-use pathway, the configuration of which would be determined through the housing development process;
    - Grant an Easement in the favour of the County of Frontenac over the lands to the County of Frontenac for the purpose of access to the K&P Trail;

- Purchase the said property for $2.00, in addition to covering all legal, surveying and/or other closing costs, including easement and registration costs.

2. **THAT** pursuant to By-law No. 17-1995, third reading of this by-law be given at the December 18, 2019 County Council meeting to accommodate public notice requirements

3. **THAT** this by-law shall come into force and take effect upon the date of final passing.

Read a first and second time this 20th day of November, 2019.

Read a third time, signed, sealed and finally passed this 18th day of December, 2019.

The Corporation of the County of Frontenac

Ron Higgins, Warden

Jannette Amini, Clerk

By-Law No. 2019-0041

of

The Corporation of the County of Frontenac

being a by-law to establish a fees and fares schedule for the Frontenac-Howe Islander Ferry operation for the year 2020

Whereas Section 391 of the *Municipal Act, 2001, S.O. 2001, c.25, as amended* authorizes a municipality to impose fees or charges on persons:

(a) for services or activities provided or done by or on behalf of it;

(b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and

(c) for the use of its property including property under its control.

And Whereas the Corporation of the County of Frontenac operates a ferry to and from Howe Island known as the Frontenac-Howe Islander Ferry;

And Whereas the Council of the County of Frontenac deems it expedient to adopt the following fees and fares in relation to the Frontenac-Howe Islander Ferry operation for the year 2020;

Now Therefore Be It Resolved That the Council of the County of Frontenac hereby adopts the following fees and fares structure in relation to the Frontenac-Howe Islander Ferry operation for the year 2020:

1. The 2020 pass shall provide access to both the County and Township operated ferries.

2. A common fee structure shall apply for both the County and Township operated ferries.

4. Fees shall only be collected when vehicles are coming onto Howe Island from either the County or Township operated ferry.

5. The County and the Township will continue to make available temporary passes to provide for short term requirements, which can be arranged at the Frontenac-Howe Islander Ferry office or the Township of Frontenac Islands' municipal office on Howe Island.

6. The discounted tickets to provide to visiting friends and family will be continued in 2020. One book of 10 tickets will be sold per pass holder for a price of $45.00 to accommodate this requirement.

7. 2020 Fees and Fares shall be established as follows:

Annual pass for a single vehicle	* $265.00
One additional annual pass for a single vehicle per household **	* $70.00
Trailer pass - for an island resident who already possess an annual pass for a single vehicle	265.00
Two way trip for single vehicle	$6.00
Two way trip for single vehicle with trailer in tow	$15.00
Additional charges for annual pass holder with trailer in tow	$6.00
Two way trip for any heavy vehicle	$15.00
Replacement fee per annual pass (Charged for every replacement)	$25.00

Definitions

Single Vehicle

Single vehicle will include a car, motorcycle, van, SUV, or pickup truck.

Heavy Vehicle

Any vehicle greater than 6,000 kgs and/or 7 metres (23 feet).

* These fees will be discounted by 10% for applicants who can show documentation indicating they are 65 years of age or older during 2020.

** A second pass for $70.00 will only be available if the second vehicle involved is registered to:

- The same individual who purchased the first full-price 2020 annual pass;
- An individual who is married to or is in a common-law relationship with the full-price 2020 annual pass purchaser;
- The dependent child of a full-price 2020 annual pass purchaser or the full-price pass purchaser's married or common-law spouse who is under the age of 18;
- The dependent child of a full-price 2020 annual pass purchaser or the full-price pass purchaser's married or common-law spouse who is over the age of 18 only if the dependent child has both the same permanent address as the full-price 2020 annual pass purchaser and is attending school full-time.

8. Documentation must be provided that satisfies the staff person issuing the passes.

9. A third pass at a reduced rate is not available.

10. Township of Frontenac Islands' vehicles and vehicles which, through previous notification, the Township of Frontenac Islands identifies as undertaking Township business are exempted.

11. A memorandum of understanding addressing the details of this arrangement has been executed to address the sharing of revenues between the County and the Township.

12. That By-law 2019-0035 is hereby rescinded.

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

Read a first and second time this 18th day of December, 2019.

Read a third time and finally passed this 18th day of December, 2019.

The Corporation of the County of Frontenac

_____ _____

, Warden Jannette Amini, Clerk

By-Law No. 2019-0042

Of

The Corporation of the County of Frontenac

Being a By-law respecting the protection of members of the Council of the Corporation of the County of Frontenac and its employees against liability incurred while acting on behalf of the County.

Whereas Section 279 of the *Municipal Act, 2001*, (subject to Section 14 of the *Municipal Conflict of Interest Act*), authorizes Council to pass By-laws for paying any damages or costs awarded against a Member of Council or of any local board thereof or expenses incurred by them as a result of any action or other proceeding arising out of acts or omissions done or made by them in their capacity as members of Council or officers of the municipality or local board including while acting in the performance of any statutory duty or for paying any sum required in connection with the settlement of any action or other proceeding and for assuming the cost of defending any such person in such an action or other proceeding;

And Whereas Section 279 of the *Municipal Act, 2001* authorizes Council to pass By-laws to protect employees of a municipality against risks that may involve liability on the part of the employee and for paying any damages or costs awarded against the employees or expense incurred by the employee as a result of any action or other proceeding arising out of acts or omissions done or made by them in their capacity as employees, including while acting in the performance of any statutory duty or for paying any sum required in connection with the settlement of an action or other proceeding and for assuming the cost of defending the employee in such an action or other proceeding.

And Whereas Provincial downloading in the second half of the last decade has brought new areas of exposure including the imposition of harsh penalties on elected representatives and senior managers for the actions of frontline staff, which has increased the risks still further;

And Whereas Council wishes to put in place appropriate protections against personal liability to ensure that competent staff, competent volunteers and competent Council members continue to be attracted to serve the County of Frontenac;

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

1. Definitions

(1) In this By-law unless a contrary intention appears:

(a) "**Action**" or **proceeding**" means an action or proceeding referred to in section 4.

(b) **“Council”** means the Council of the Corporation of the County of Frontenac.

(c) "**Employee**" means any salaried officer, or any other person in the employ of the County or any local board thereof and is extended to include all persons holding positions in the County’s service who are not compensated, including Members of all Boards and Committees appointed by and under Council’s jurisdiction.

(d) **“Former employee”** means a person who was formerly an employee of the Municipality or local board.

(e) **"Former member"** means a person who was formerly a member of a council of the Municipality or local board.

(f) "**Local board**" means a local board as defined in the *Municipal Act*.

(g) "**Member of Council**" shall mean a member of the council of the corporation of the County of Frontenac including the Warden, Deputy Warden and councillors.

(h) "**County**" means the Corporation of the County of Frontenac.

2. Former Employees and Councillors

Subject to any statutes of limitations, this By-law applies to any person who was a Councillor or an employee at the time the cause of action or other proceeding arose but who prior to the judgment or other settlement of the action or proceeding has ceased to be an employee or a Councillor.

3. Excluded Actions and Proceedings

This By-law does not apply to:

i. an action or proceeding where the legal proceeding relates to a grievance filed under the provisions of a collective agreement or to disciplinary action taken by the County as an employer.

ii. an action or proceeding brought under the Highway Traffic Act, R.S.O. 1990, as amended and the Criminal Code, R.S.C. 1985 as amended unless such proceedings arose as a result of the individual's good faith pursuit or performance of the individual's assigned duties;

iii. any expenses incurred by members of council or a local board in obtaining legal advice to determine whether the member has a pecuniary interest in a matter which is the subject of a determination or consideration by council or a local board as defined herein.

4. Indemnification

(1) The County shall indemnify any member or employee in the manner and to the extent provided by Section 5 in respect of any civil, criminal or administrative action or proceeding, including appeals by a third party for acts or omissions arising out of the scope of the employee's or member's employment or office if;

(a) they acted honestly and in good faith with a view to the best interests of the County, and;

(b) in the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, they had reasonable grounds for believing that his or her conduct was lawful.

(2) In the event that any determination is required as to whether a member or an employee meets the requirements of this Section, the advice and assistance of a qualified solicitor shall be obtained.

5. Manner and Extent of Indemnification

(1) The County shall indemnify a person who meets the requirements of Section 4 by:

(a) assuming the cost of defending such person in an action or proceeding;

(b) paying any damages or costs, including a monetary penalty, awarded against such person as a result of an action or proceeding;

(c) paying, either by direct payment or by reimbursement, any expenses reasonably incurred by such persons as a result of an action or proceeding; and

(d) paying any sum required in connection with the settlement of an action or proceeding; only to the extent that such costs, damages, expenses or sums are assumed, paid or reimbursed under any provision of the County's insurance program for the benefit and protection of such person against liability incurred by him or her.

6. Persons Served with Process

(1) Where a member or an employee is served with any process issued out of or authorized by any court, administrative tribunal or other administrative, investigative or quasi-judicial body, other than a subpoena, in connection with any action or proceedings they shall:

(a) unless he or she is the head of a department, forthwith deliver the process or a copy thereof to the head of the department for which

the employee works or to a person designated by the department head to receive such process, who in turn shall deliver a copy thereof to the chief Administrative officer; or,

(b) if he or she is the head of a department or a member of County Council, forthwith deliver the process or a copy thereof to the Chief Administrative Officer, or,

(c) a member shall forthwith deliver the process or a copy, thereof to the Chief Administrative Officer.

7. Lawyer Retained by the County's Insurers

(1) Notwithstanding any provision of this By-law to the contrary, any lawyer retained by the County's insurers from time to time to defend the County in any action or proceeding shall represent a member or an employee with respect to that action or proceeding unless the County instructs such person otherwise.

(2) Subject to Section 10 hereof, the County shall have the right to select and retain the lawyer to represent a member or an employee and shall;

(a) advise such person of the lawyer selected to present them, and

(b) advise Council of the final disposition of the matter.

(3) The County shall have the right to approve the settlement of any action or proceeding in accordance with the provision of the County's policies.

8. Duty to Co-Operate

An employee or Member of Council involved in any action or proceeding:

(a) shall co-operate fully with the County and any lawyer retained by the County to defend such action or proceeding;

(b) shall make available to such lawyer all information and documentation relevant to the matter as are within his or her knowledge, possession or control, and

(c) shall attend at all proceedings when requested to do so by such lawyer.

9. Failure to Comply with By-Law

If an employee or Member of Council fails or refuses to comply with the provisions of this By-law, the County shall not be liable to assume or pay any of the costs, damages, expenses or sums mentioned in Section 3 of this By-law.

10. Conflict

The County may from time to time maintain different policies of insurance for the Members of Council and employees. The provisions of this By-law are intended to supplement the protection provided by such policies of insurance. In the event of conflict between this By-law and the terms of any such policy of insurance in

place from time to time, the terms of such policy or policies of insurance shall prevail.

11. Executive Acts Authorized

The Council of the Corporation of the County of Frontenac shall be notified, at the immediate next meeting of Council, in closed session of any action or proceeding that has been commenced against any Member of Council or an employee. The Warden and Clerk are hereby authorized and directed to do all the things necessary, including executing any necessary documents under the seal of the County to give effect to this By-law according to its true intent and meaning.

12. Reimbursement

Where a member or employee has been indemnified by the County, the amount of the indemnifications shall be reduced by the amount of any costs or damages recovered, and where indemnification has been paid, prior to any recovery by the member or employee, any costs or damages received shall first be paid to the County up to the amount of the indemnification.

13. Force and Effect

This By-law shall come into force and effect on the passing thereof.

Read a first and second time this 18th day of December, 2019.

Read a third time and finally passed this 18th day of December, 2019.

The Corporation of the County of Frontenac

_____ _____

, Warden Jannette Amini, Clerk

By-Law No. 2019-0043

Of

The Corporation of the County of Frontenac

being a by-law to authorize the Corporation of the County of Frontenac to distribute the Federal Gas Tax amongst its four lower-tier municipalities

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Whereas the Corporation of the County of Frontenac (the Recipient) adopted By-law 2010-0015 which authorized the Warden and Clerk to execute an agreement with AMO regarding the Federal Gas Tax since the execution of that agreement is mandatory if the County of Frontenac wanted to participate in the transfer of federal gas tax revenue;

And Whereas the Corporation of the County of Frontenac (the Recipient) adopted By-law 2014-0027 to execute an amended agreement with AMO regarding Federal Gas Tax;

And Whereas Section 6.2 of the Agreement permits the Recipient to allocate funds to another Eligible Municipality;

And Whereas Council wishes to authorize the distribution of Federal Gas Tax Funds amongst the County's four lower tier municipalities for 2019;

Now Therefore Be It Resolved That the Council of the Corporation of the County of Frontenac hereby orders and enacts:

1. **That** the County of Frontenac distribute Federal Gas Tax as per the 2019 Schedule attached to this by-law;

2. **That** this By-law shall come into force and have effect upon the final passing thereof.

Read a First and Second Time this 18th day of December, 2019.

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of December, 2019.

The Corporation of the County of Frontenac

_____ _____

, Warden Jannette Amini, Clerk

County Of Frontenac Distribution of Federal Gas Tax to Eligible Municipalities
For 2019

Municipality	Weighted Assessment %	Distribution based on Weighted Assessment	Additional Distributions	Federal Gas Tax Total Distribution
Township of Frontenac Islands	9.35%	$78,759.95	$0	$78,759.95
Township of South Frontenac	58.35%	472,211.88	$11,852.63	$484,064.51
Township of Central Frontenac	16.36%	132,398.25	$0	$132,398.25
Township of North Frontenac	15.94%	$129,031.40	$0	$129,031.40
Total Federal Gas Tax Distribution from the County				**$824,254.11**

By-Law Number 2019-0044

of

The Corporation of the County of Frontenac

being a by-law to authorize the execution of a Memorandum of Understanding with the Cataraqui Region Conservation Authority (CRCA) for a Shared Administrative Facility

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

Whereas the Cataraqui Region Conservation Authority (CRCA) has requested to negotiate a Memorandum of Understanding through which the County of Frontenac would provide a Shared Administrative Facility with the Cataraqui Region Conservation Authority (CRCA); and,

Whereas the Corporation of the County of Frontenac wishes to enter into an agreement with the Cataraqui Region Conservation Authority for a Shared Administrative Facility;

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

1. **That** the Warden and Clerk are hereby authorized to execute an Memorandum of Understanding with the Cataraqui Region Conservation Authority for a Shared Administrative Facility;

2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 18th day of December, 2019.

Read a Third Time, Signed, Sealed and Finally Passed this 18th day of December, 2019.

The Corporation of the County of Frontenac

Ron Higgins, Warden

Jannette Amini Clerk

By-Law No. 2019-0045

Of

The Corporation of the County of Frontenac

being a by-law to appoint the Warden and the Deputy Warden for the 2020 Council year

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

And Whereas Section 11 of the *Municipal Act* provides that an upper-tier municipality may pass by-laws respecting its governance structure of the municipality;

And Whereas Section 233 of the *Municipal Act* provides that if the term of office of an appointed head of council of an upper-tier municipality is one year, the council of the upper-tier municipality shall, in each year of its term, appoint the head of council at its first meeting;

And Whereas Procedural By-law 2013-0020 states that the term of office for the Warden and Deputy Warden are for a one year term during the term of Council;

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

1. **That** Councillor , be and is hereby appointed as the Warden.

2. **That** Councillor , be and is hereby appointed as the Deputy Warden.

3. **That** all previous by-laws or parts of by-laws that conflict with this by-law are hereby rescinded.

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

Read a first and second time this 18th day of December, 2019.

Read a third time and finally passed this 18th day of December, 2019.

The Corporation of the County of Frontenac

_____ _____

, Warden Jannette Amini, Clerk

By-Law No. 2019-0046

Of

The Corporation of the County of Frontenac

being a by-law to appoint Members of Council to Frontenac County Advisory Committees

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

Whereas the Council of the Corporation of the County of Frontenac deems it expedient to appoint Members of Council to certain Committees;

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

1. **That** Councillor be appointed to the Rural Urban Liaison Advisory Committee (RULAC) whose term will expire December 15th, 2020.

2. **That** by-law 2013-0020 be amended accordingly to reflect this appointment.

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

Read a first and second time this 18th day of December, 2019.

Read a third time and finally passed this 18th day of December, 2019.

The Corporation of the County of Frontenac

_____ _____

, Warden Jannette Amini, Clerk

By-Law Number 2019-0047

of

The Corporation of the County of Frontenac

being a by-law to authorize the execution of a Lease Agreement with the City of Kingston for a Land Ambulance Station located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON

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

Whereas the County of Frontenac wishes to enter into a Lease Agreement with the City of Kingston for a Land Ambulance Station located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON; and,

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

1. **That** the Warden and Clerk are hereby authorized to enter into a Lease Agreement with the City of Kingston for a Land Ambulance Station located at the Woodbine Road Fire Station, 905 Woodbine Road, Kingston, ON;

2. **That** this By-law shall come into force and take effect upon the date of final passing.

Read a First and Second Time this 18th day of December, 2019.

Read a Third Time, Signed, Sealed and Finally Passed this 18th day of December, 2019.

The Corporation of the County of Frontenac

_____ _____

, Warden Jannette Amini Clerk

By-Law No. 2019-0048

of

The Corporation of the County OF Frontenac

being a by-law to confirm all actions and proceedings of County Council on December 18, 2019

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

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

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

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

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

1. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 18, 2019 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.

2. **That** all actions and proceedings of the Council of the County of Frontenac taken at its regular meeting held on December 18, 2019 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act, S.O. 2001, c.25* and amendments thereto.

3. **That** all actions and proceedings of the Council of the Corporation of the County of Frontenac taken at its regular meeting held on December 18, 2019 except those taken by by-law and those required by by-law to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. **That** this by-law shall come into force and take effect as of the final passing thereof.

Read a First and Second Time this 18th day of December, 2019

Read a Third Time and Finally Passed, Signed and Sealed this 18th day of December, 2019.

The Corporation of the County Of Frontenac

, Warden	Jannette Amini, Clerk